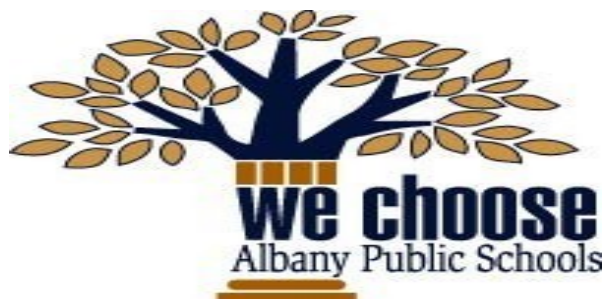


ALBANY CITY SCHOOL DISTRICT



STRATEGIC DIRECTION

11/29-12/01/07

TABLE OF CONTENTS

	Page
Strategic Planning Team	1
Enduring Value Statements	2
Mission Statement	3
Strategic Boundaries	4
Student Performance Statements	5
Strategies	6

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**Marilyn Gounaris, Facilitator
Rocco Rainone, Facilitator**

ENDURING VALUE STATEMENTS

- 1. We will fulfill our responsibilities and be accountable for ourselves and to each other for our actions at home, in school, and in the community.**
- 2. We will communicate effectively in an open and honest manner.**
- 3. We will embrace, respect, and celebrate our diversity, which is among our greatest assets.**
- 4. We will consistently show care, concern, and respect toward one another.**
- 5. We will uphold the right of everyone to learn, work, and live in a safe environment.**
- 6. We are committed to continuous self-improvement, setting high expectations, assessing our progress, and modifying our course as needed.**
- 7. We value education and promote lifelong learning.**
- 8. We will value all students, families, employees, and the entire community as partners in our mission.**

Definition:

An enduring value statement describes how everyone throughout the district is expected to communicate with, relate to, and treat one another. It applies to students, families, teachers, staff, administrators, board members, and community partners.

MISSION STATEMENT

The mission of the City School District of Albany is to educate and nurture all students to be responsible citizens, critical thinkers, and life long learners to successfully compete in the global community by providing an academically rigorous and safe environment in partnership with parents, students, and the community.

Definition:

A Mission Statement is a concise statement that captures the strategic direction of the district. It states the district's purpose, identifies its clients, and explains broadly how the district will accomplish its purpose.

STRATEGIC BOUNDARIES

- 1. We will always work to enhance students' intellectual, emotional, and physical well-being.**
- 2. We will always make instructional, curricular, placement, and program decisions based on improving student performance and individual student needs and never arbitrary or discriminatory factors.**
- 3. We will always offer professional development with appropriate ongoing support to teachers and staff.**
- 4. We will always seek to involve affected students, parents, community members, and other stakeholders in decisions regarding our schools and the well-being of our students.**

Definition:

A strategic boundary is a self-imposed limit that states what the district will always do or never do. It guides the district to make substantive decisions consistent with its enduring values. Equally important, a strategic boundary further defines the mission. Strategic boundaries must be enforceable.

STUDENT PERFORMANCE STANDARDS

- 1. 100% of students in Grades 3-8 will score at Level 3 and above on English Language Arts and Mathematics tests as measured by the New York State testing program.**
- 2. 100% of the students attending the City School District of Albany will graduate in accordance with New York State graduation requirements.**
- 3. The district's suspension rate will move incrementally to the State average by 2010.**
- 4. 100% of students will attain a 95% attendance rate across the district, K-12.**
- 5. 100% of students in middle and high school who are present in school will be on time and stay all day as measured by period-to-period attendance rate.**
- 6. 100% of students in the City School District of Albany will abide by the rules of conduct set by the City School District of Albany in classrooms, buildings, and grounds as measured by suspension data and reports on classroom disruptions and conduct violations.**

Definition:

A student performance statement describes a high expectation outcome that applies to all students in the school district. A student performance statement describes a high expectation for student achievement and/or performance and the way in which it will be observed demonstrated and/or measured. Student performance statements are driven by the enduring value statements and the aspirations reflected in the mission.

STRATEGIES

- 1. We will design and implement a more effective way to engage parents and families in the education of their children at home and at school.**
- 2. We will ensure the emotional and physical safety and well-being of our students in collaboration with community and family partners.**
- 3. We will assess and redesign all aspects of the high school with the community to ensure academic rigor and high-level student performance.**
- 4. We will improve education in grades 6-8 in partnership with our community to address academic rigor and the disparity in academic achievement.**
- 5. We will develop and implement more effective communication, ensuring input from all district stakeholders about matters affecting the well-being of our students.**
- 6. We will use all assessment data to drive academically rigorous instruction, Pre-K-12, to improve the performance of every learner.**
- 7. We will develop a variety of ways for ensuring every student's access to all school education and extracurricular activities.**

Definition:

A strategy is a board statement consistent with the district's values and strategic boundaries. It describes how resources will be used to achieve the mission and student performance statements. A strategy represents an idea in which the district is willing to invest energy, expertise, time and resources. Strategies are broad enough to yield a variety of programs, products, functions and/or services. Each strategy will support 5-8 action plans which will be written later during the action planning.