



Buffalo Public Schools

Superintendent's Goals and Performance Objectives

Goals and Performance Objectives

Goals and Performance Objectives							DID NOT MEET	PARTLY MET	MOSTLY MET	COMPLETELY MET	EXCEEDS EXPECTATIONS
Percent of objective met		Prior Year(s)	Actual 2015-2016	Actual 2016-2017	TARGET 2017-2018	Actual 2017-2018	0%	1 - 50%	51 - 99%	100%	100%+
Goal 1	Student Achievement: <i>Accelerate the academic performance of all students.</i>										
1	*NYSED Accountability Rating for all District schools is "Good Standing" (NEB-1,2,3,4,5,6)	36% (21 out of 59 schools)	TBD <i>(frozen for 18 months)</i>	TBD~ <i>(frozen for 18 months)</i>	All	44% (26 out of 59 schools)		✓ (2018)			
2*	Number of Receivership Schools that meet their demonstrable improvement indicators (NEB-1,2,3,4,5,6)	NA	10 out of 15 Schools (Struggling)	12 out of 13 Schools (Struggling)	All	TBD~ 8/2018			✓ (2017)		
3*	Number of Persistently Struggling Schools that meet their demonstrable improvement indicators (NEB-1,2,3,4,5,6)	NA	2 out of 2 Schools (Persistently Struggling)	2 out of 2 Schools (Persistently Struggling)	All	TBD~ 8/2018				✓ (2017)	
4*	4-year Cohort graduation rate increases by three (3) percentage points (NEB-1,2,3,4,5,6)	58.4% / 61% (June/Aug.)	61.7% / 63.8% (June/Aug.)	62.7% / 63.8% (June/Aug.)	3% increase	TBD~ 10/2018		✓ (2017)			
5*	Student % Proficient in ELA (Scoring 3 or 4) Grades 3 - 8 NY State Assessments (NEB-1,2,3,4,5,6)	12.0%	16%	17.24%	4% increase	TBD~ 7/2018		✓ (2017)			
6*	Student % Proficient in Math (Scoring 3 or 4) Grades 3 - 8 NY State Assessments (NEB-1,2,3,4,5,6)	15.0%	16%	17.75%	4% increase	TBD~ 7/2018		✓ (2017)			
7	Number of students with 15 or more (chronic plus severe categories) cumulative absences decreases by 2000 (NEB-1,2,3,4,5,6)	16,316	13,642	13,476	11,476	13,486	✓				

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8	Student attendance (ADA) increases by 2% in the aggregate year to year (May, 2017 to May, 2018) (NEB-1,2,3,4,5,6)	87.98%	89.39%	89.56%	91.56%	89.63%	✓				
9	Short-term suspensions (district-wide) are reduced (up to 5 day); (Sept. - May) (NEB-1,2,3,4,5,6)	-	8605	7257	15%	8351	✓				
10	Long-term suspensions (district-wide) are reduced; (Sept. - May) (NEB-1,2,3,4,5,6)	-	1855	1680	15%	1446			✓		
11	School by School academic and demographic score cards are designed, Board reviewed and implemented (NEB-1,2,3,4,5,6)				100%	100%				✓	
12	District-wide Early Literacy and Reduced Class Size initiative is implemented; grades pre-k, K, 1, 2 (Expansion to grade 3: 2018-2019 school year) (NEB-1)	-	-	100%	100%	100%				✓	
13	Grading system is realigned to provide greater equity and fairness in the grading practices district - wide and implemented (NEB-1,2,3,4,5,6)				100%	100%				✓	
14	District-wide Middle & High School Literacy intervention is Board approved and ready to launch for 2018-2019 (Lexia) (NEB-1,2,3,4,5,6)				100%	100%				✓	

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15	Established formal partnership between the BPS and the SUNY Graduate School of Education - UB Literacy Corp. Graduate and undergraduate students participate in literacy tutoring for elementary learners (NEB-1)			100%	100% 5/8/2018				✓	
16	University at Buffalo partnership with BUILD Academy/BUILD Community School is Board approved and implemented (NEB-1,2,3,4,5,6)	-	100%	100%	100% Approved 5/16/2018				✓	
17	Year 2 of the comprehensive 3-year Student Success Plan is Board reviewed and implemented (2017-2018) (NEB-1,2,3,4,5,6)	-	100% Yr.1, 2016-2017	100%	100%				✓	
18	Grade Level Expectations , PreK - 8 - outlining what a student should know and be able to do by the end of that grade - have been developed, presented to the Board and disseminated (NEB-1)			100%	100%				✓	
19	A standards-based report card for grades K-2 is designed, Board approved and ready for launch September 2018 (NEB-1)			100%	60%			✓		
20	A consistent, district-wide plan for bolstering reading and writing skills and foundational math skills is designed and implemented in partnership with Reimagine teaching (NEB-1)			100%	100%				✓	
21	IPads for literacy and numeracy enrichment in all Pre-K and Kindergarten classrooms (up to grade 2 in 2017-2018) (NEB-1)	-	100%	100%	100%+ (up to grade 2)					✓

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22	1-to-1 Technology plan for deployment of Laptops and Ipads in accordance with the Smart Schools Investment Plan is Board approved and implemented (NEB 1,3)			100%	100% Approved 10/18/2017				✓	
23	District-wide Community Schools initiative is successfully implemented (NEB-2) *yr. #2 - schools #66, #30, #92 (BUILD Community School)	-	-	100% (13)	100% (3)				✓	
24	State of the art z-Space computer labs added throughout the district (NEB-2)	-	-	100%+ (8)	12				✓	
25	District-wide "New Innovative High Schools" and programs initiative aligned to WNY industry is designed and implemented (NEB-3)	-	-	100%+ (5)	4 (additional)					✓
26	Alternative Education (Academy @ 4) is upgraded and redesigned to include quality Career & Technical Education (CTE) options (NEB-3)	-	-	100%						
27	New Innovative Virtual Pathways programs launched and implemented (NEB-3)	-	-	100%+ (5)						
28	Leadership Transition Education Program (LTEP) for re-entering high school adjudicated students is designed and implemented (NEB-3)	-	-	75%	100%				✓	

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29	District-wide strategy for High School completion for under-credited students classified as "Over-age for Grade" is presented to the Board and "Ready-to-Launch" (NEB-3)				100%	100% - Presented January 2018				✓	
30	District-wide Extended Learning Excellence initiative is implemented in all eligible schools (NEB-4)	-	-	100% (58)	100% (58)	100% (58)				✓	
31	District-wide Virtual AP program is redesigned, presented to the Board and "Ready-to-Launch" in September 2017 (NEB-3)	-	-	100%							
32	District-wide Virtual AP program is implemented (yr. 1 of 3 yr. phase in) (NEB-3)				100% (5 schools)	100% (5 schools)				✓	
33	Program to support novice principals - the Principal Coaching Program - is implemented. (NEB-6)	-	-	100%	100% (33)	100% (33)				✓	
34	Leadership development program - Turnaround Schools Leadership Institute (TSLI) - to develop future school and district leaders is launched and successfully implemented. (NEB-6)	-	17	100% (21)	100%	100% (19)				✓	
35	Targeted professional development for Building Level Administrators to strengthen instructional leadership, is designed and implemented (NEB-6)				100%	100%				✓	

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36	Targeted professional development for Senior Level Executive Staff, focused on improved Instructional Leadership is implemented (in partnership with TNTP) (NEB-6)			100%	100%				✓	
37	All elementary schools have access to a library of over 10,000 digital books, personalized for each student (myON) (NEB-1)	-	-	100%	100%	100%+				✓
38	Increase instrumental music program opportunities for students in the district including afterschool and community school offerings (NEB-2,4)			100%	100%				✓	
39	My Brother's Keeper Challenge grant is successfully implemented - August 2017 kickoff and MBK Summer Academy (NEB-5)			100%	100%				✓	
40	Global Cities, Inc. middle school initiative established in four schools, and expanded into four additional schools for the 2017-2018 school year (NEB-1)	-	-	4 (#45, 67, 79, 89)	4	100% (#74, 76, 81, 93)			✓	
41	Teachers in K-12 have access to a rich library of over 7,000 online cognitively challenging, cross-curricular lesson plans and material (NextLesson) to enhance content knowledge for students (NEB-6)	-	-	100%	100%	100%			✓	
Goal 2	Accountability: Establish a systematic program of work for Executive Team leaders that evaluates and improves the academic, operational, and fiscal performance of the entire school district.									

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42	Balance District budget, continue funding the New Education Bargain, and maintain instructional programs	-	-	100%	100%	100% - Approved 5/16/2018				✓	
43	Develop a 4-year financial plan that is Board reviewed and approved by June 30th	-	-	100%	100%	100% - Approved 4/25/2018				✓	
44	Year 1 of 4-year financial plan is performing well against stated objectives				100%	100%				✓	
45*	District receives an unqualified opinion for annual financial statements with no exceptions	-	-	100%	100%	100% October 2017				✓	
46	Initiated Substitute Management cost reduction plan, realizing increased savings from prior year.			\$5.8M (April 2017)	\$5.22M (10% red.)	\$5.3M (April 2018)			✓		
47	Initiated Worker's Compensation cost reduction plan, resulting in increased savings from prior year.			\$5.98M (April 2017)	\$5.38M (10% red.)	\$4.85M (April 2018)					✓
48	Reduce the cost associated with the number of staff on paid administrative leave (<i>discrimination, misconduct investigations</i>)	-	-	\$3.78M (April 2017)	\$3.4M (10% red.)	\$2.38M (April 2018)					✓
49	Initiated Unemployment benefit cost reduction plan, resulting in increased savings from prior year.			\$260K (April 2017)	\$234K (10% red.)	\$183K (April 2018)					✓
50	Finalized a lease for 75 West Huron, expanding culinary and hospitality management opportunities for secondary students - (i.e. Emerson II) (NEB-3)				100%	100% - Approved 4/25/2018				✓	

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51	Cost effective facilities usage plan, using a fiduciary responsible decision making process, is developed, and presented to the Board				100%	25%		✓			
52	Commence and complete negotiations for a fairer, more equitable transportation services agreement with the Niagara Frontier Transportation Authority (NFTA) focused on expanding student access (NEB-5)				100%	25%		✓			
53	Extraclassroom activities corrective action plan is developed and Board approved (following audit recommendations)				100%	100% - Approved 12/20/2017				✓	
54	A new online contract - <i>Adobe Sign</i> - and vendor payment system - <i>MUNIS ERP and SharePoint</i> - are implemented to improve the efficiency and timely processing of contracts and payments to vendors	-	-	100%							
55	A new employee time and attendance system is implemented - <i>EMPCenter</i> - recording daily attendance of district-wide staff in a more efficient and accurate electronic system that feeds the bi-weekly payroll	-	-	100%							
56	A new leading edge web-based HR system for recruiting, onboarding and training new employees, leading to the retention of top talent, is Board approved and ready for full implementation in the Fall 2018 (NEB-6)				100%	100%				✓	

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57	Number of daily communication briefings that inform the Board and community leaders on specific issues, news items, community engagements, plans and operations that the Superintendent is engaged in to move the District forward (June 1, 2017-June 1, 2018) (NEB-1,2,3,4,5,6)	-	118* (Supt. did not start briefs until Oct. 5, 2015)	187	150	160					✓
58	District-wide knowledge management system, highlighting best practices from school and district sites, is aligned to New Education Bargain and is implemented; including 20 video captures for district, school and classroom use (NEB-1,6)	-	-	25%	100%	60% (12)			✓		
59	District Comprehensive Improvement Plan (DCIP) is completed, aligned to the New Education Bargain, and to the new DTAR (District Technical Assistance Review) process (NEB-1,2,3,4,5,6)	-	-	100%	100%	100%				✓	
60	Settled a fair, competitive contract with teachers (BTF) for the first time in sixteen (16) years (NEB-6)	-	-	100%							
61	Settled a fair, competitive contract with district administrators (BCSA) for the first time in thirteen (13) years	-	-	-	100%	100% - Approved 9/20/2017				✓	
62	Settled a fair, competitive contract with district Substitute teachers (SUB)	-	-	-	100%	100% - Approved 2/14/2018				✓	

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63	Settled a fair, competitive contract with district food service workers (Local 264)	-	-	-	100%	June 2018 Anticipated Board Approval				✓	
64	Establish Principal Advisory Committee - quarterly, and as needed meetings with Principals and Cabinet level leaders to identify issues, problem solve, and receive feedback from Principals regarding key initiatives and central office supports				100%	100%				✓	
65	Reduce reliance on and costs associated with outside legal counsel	-	\$986.4K	\$437.5K (.56)	≤ \$600K	\$522.6K				✓	
66	Publish periodic statistical highlights pamphlets and research briefs aligned to the work of the New Education Bargain	-	-	13	6	100%+ (7)					✓
Goal 3	Parent and Community Engagement: <i>Build and strengthen family and community partnerships to support the academic development, personal growth and responsibility of parents and students.</i>										
67	Full service Parent Centers are designed, launched and successfully implemented in each quadrant of the city (NEB-1,2,3,4,5,6)	-	-	100% (4)	100%	100%				✓	
68	Developed new District website with additional functionality and ease of use (NEB-1,2,3,4,5,6)				100%	100%				✓	
69	Parent Center Academy Course Catalogue (Fall 2017, and Spring 2018) is developed, and presented to the Board (NEB-2,5)				100%	100%+ (94 offerings)					✓

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70	District-wide Parent, Family & Community Involvement policy - establishing the Parent Congress - is updated, presented and Board approved (July 19, 2017) (NEB-1,2,3,4,5,6)	-	-	100%							
71	Develop constructive relationship with major parent groups and include them in decision-making, where appropriate, during regular joint parent group meetings. (NEB-1,2,3,4,5,6)	-	-	100%	100%	100%				✓	
72	Convene an annual Parent and Family Engagement Summit engaging multiple stakeholders and sponsors (NEB-5)		May 2016 - 2 Day Total = 447 Attendees	100% 615 Attendees (5/20/2017)	100%	100% 650 Attendees (5/5/2018)				✓	
73	Broaden strategic partnership with Say Yes to Education, aligned to the New Education Bargain, including support for Extended Learning Time, Community Schools, and High School to College transition mentoring (NEB-2,4,5)	-	-	100%	100%	100%				✓	
74	Strengthen strategic partnerships with higher education institutions in the Western New York region via WNY Higher Education Consortium (NEB-2,3,4,5,6)	-	-	100% (8)	100% (5)	100%+ (23)					✓
75	Create increased engagement opportunities with major civic, legislative, business, community and faith-based organizations (NEB-2,4,5)	-	-	100%+ (14)	10	100%+ (75)					✓

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76	Develop relationships with corporate, health care, higher ed, and faith-based strategic partners in the four (4) Promise Zones to support Strong Community Schools (NEB-2,5)	-	-	100%+ (34)	16	100%+ (42)					✓
77	Number of presentations at national conferences by Executive Staff, to disseminate and highlight the transformational work going on in the Buffalo Public Schools (NEB - 1,2,3,4,5,6)				10	100%+ (18)					✓
78	Number of local community engagements and presentations by the Superintendent and Senior Staff to build trust, strengthen the positive narrative, and to instill public confidence in the District (NEB - 1,2,3,4,5,6)	-	-	254	150	100%+ (226)					✓
Goal 4	Healthy Youth Development: <i>Create a school and district-wide culture that listens to student input and promotes student leadership, emphasizes whole child and healthy youth development.</i>										
79	Number of student forums sponsored by Superintendent, staff, and/or Board members that listen to student input and promote student leadership (NEB - 1,2,3,4,5,6)	-	-	30	15	100%+ (24)					✓
80	Created wide array of academic/social health & wellness activities for children, and parents, in Saturday school programming, ELT and Summer programs (NEB-1,2,4,5)	-	-	100%	100%	100% (60+)				✓	
81	District-wide Gender Identity Policy is developed, presented and Board approved (October 26, 2016)	-	-	100%							

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82	Create Farm-to-School initiative in pilot schools (NEB-5)	-	-	100%							
83	Expanded Farm-to-School initiative district-wide - September 2017 (NEB-5)	-	-	13 Schools	100%	100%+ (All Schools)					✓
84	Awarded three-year Physical Education Program (PEP) Grant totaling \$2,041,906.00 (NEB-4)	-	-	100%	100% (implementation)	100%				✓	
85	A comprehensive 4-pronged plan to upgrade the BPS athletic program is Board reviewed and implemented (NEB-4)	-	-	40%	100%	60%			✓		
86	Establish District/Teachers Union joint Athletic committee to develop criteria for hiring of Athletic Coaches district-wide that is based on best qualifications rather than seniority only (NEB-4,6)				100%	100%				✓	
87	District-wide BPS Wellness Policy is developed, presented and Board approved by June 30, 2017 (NEB-4,5)	-	-	100%	100% (implementation)	75%			✓		
Goal 5	Safety & Discipline: <i>Maintain a positive, safe, and respectful environment for all students.</i>										
88	Reports of serious targeted school-based incidents decrease from previous school year	481	409	372	316 (15%)	345		✓			
89	Comprehensive district-wide safety plan is Board reviewed and implemented				100%	100% 6/13/2018				✓	

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90	Reports of school-based incidents of cyberbullying, discrimination and/or harassment decrease from previous year (NEB-5)	1,154	1,284	1,272	1081 (15%)	1,112		✓			
91	Develop a plan to address/improve issues that emerge from the most recent Youth Risk Behavior Survey (YRBS) (NEB-2,4,5,6)				100%	90% (July 2018 completion)			✓		
Goal 6	Diversity & Equity: <i>Create a school community that is sensitive and responsive to the needs of an increasingly diverse population, and that strives to achieve curriculum equity and access to high quality educational experiences for all students, across all schools.</i>										
92	Develop and implement a staffing strategy focused on attracting, selecting, training and retaining an effective and diverse corps of teachers and administrators (NEB-5,6)	-	75%	90%	100%	100%				✓	
93	Increase administrative staffing diversity for cabinet administrators (New hires and promotions)	-	65% (11 out of 17)	71% (12 out of 17)							
94	Increase administrative staffing diversity for central office administrators (New hires and promotions)	-	89% (16 out of 18)	88% (14 out of 16)	~	60% (6 out of 10)				✓	
95	Increase administrative staffing diversity for school based administrators (New hires and promotions)	-	68% (15 out of 22)	67% (19 out of 29)	~	81% (26 out of 32)				✓	

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96	District staffing and transfer processes allowing early selection of high quality teachers is successfully implemented. All internal transfers completed by June 30th (NEB-6)	-	-	90%	100%	Teacher transfer 2.0 being blocked by BTF	✓				
97	Increased access to a considerable number of courses and opportunities for parents and students, through the Community Schools initiative, to ensure greater equity, quality and opportunity in all quadrants of the school district	-	-	100%	100%	100% Over 140 courses					✓
98	My Brothers Keeper grants awarded and implemented, totaling \$2.82M over a three-year period	-	-	100%	100%	100%				✓	
99	Develop and strengthen a partnership with Medgar Evers College in Brooklyn, NY as part of My Brothers Keeper Teacher Opportunity Corps (TOC) grant initiative, to increase diversity in the teaching corps (NEB-5,6)	-	-	100%	100%	100%				✓	
100	Trauma-informed Care training is offered district-wide, throughout the year, to all grade K - 3 teachers. (NEB-5,6)	-	-	100%	100%	100% (also Sp. Ed.)					✓
101	A 3-yr. Culturally Linguistic Responsive Teaching (CLRT) professional development training rollout is provided district-wide to all principals, teachers (grades 9 - 12), and parents, (2017-2018: Gr. 6 - 8) (NEB-5,6)	-	-	100%	100%	100% (gr. 6 - 8)				✓	

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102	A multi-year plan to reduce disproportionality will be developed and Board presented by June 30, 2018 for implementation during the 2018-2019 school year in partnership with New York University (NYU) Technical Assistance Center on Disproportionality (TAC-D) (NEB-1,2,5,6)			100%	TBD (Expected - July 2018)			✓		
103	Improvement plan for the Student Placement Process is developed, presented to the Board and implemented, to provide greater high school choice and access to students district-wide. (NEB-5)			100%	80% - Jan. 2018			✓		
104	Re-examined and adjusted the work of the Central Registration office, including the addition of six (6) Cultural Resource Specialists to service our diverse BPS Families and ensure a more equitable student placement process across district schools (NEB-5)	-	-	60%	100%	80%		✓		

*Note: Currently, all schools' NYSED Accountability status are frozen until 2017-2018.

~Note: This metric is based on lagged data from previous year.