

YWCP Strategic Plan

2024 - 2029

YWCP Mission & Vision Statement:

YWCP offers young women from the city of Rochester the opportunity to learn in a single-gender environment, free from stereotypes, where a strong focus is placed on preparation for college enrollment and graduation. We support students in their endeavors to achieve excellence in and out of the classroom, helping them to develop the strong voices they will need to be leaders. YWCP believes in educating the whole girl, which encompasses academic achievement, career and college preparation, leadership, and personal and social development.

YWCP Core Beliefs:

- We believe in upholding high standards of learning, transparency, and ethical behavior in all our interactions and collaborative decision-making.
- We believe in fostering an inclusive and supportive environment where diversity is celebrated, and every individual is valued, and respected.
- We believe in continuous growth, promoting curiosity and perseverance, and encouraging students and educators alike to pursue knowledge, skills, and personal development as lifelong learners.
- We value a strong partnership with parents, families and the community in the education of students.
- We value recruiting and developing a diverse and knowledgeable staff.
- We believe in personal responsibility and accountability.
- We believe children have the right to live and learn in a safe and secure community.
- We believe all children can learn.
- We believe that learning how to learn is as important as what is learned.
- We believe students learn best when actively engaged in meaningful learning processes.

History & Data

YWCP's last strategic plan was implemented in 2019, as a three year plan commencing in 2022, coinciding with the next charter renewal for the school. Unfortunately, due to Covid, the strategic plan was never fully implemented. However, In 2022, YWCP earned a 5 year renewal from NYS, the longest renewal possible. Through the renewal process, ten benchmarks are looked at to determine the status of the school namely:

- Benchmark 1 - Student Performance
- Benchmark 2 - Teaching and Learning
- Benchmark 3 - Culture, Climate, and Student and Family Engagement
- Benchmark 4 - Financial Condition
- Benchmark 5 - Financial Management
- Benchmark 6 - Board Oversight and Governance
- Benchmark 7 - Organizational Capacity
- Benchmark 8 - Mission and Key Design Elements
- Benchmark 9 - Enrollment, Recruitment, and Retention
- Benchmark 10 - Legal Compliance

Through the latest renewal process, two areas of growth were deemed necessary, namely Benchmark 1 - Student Performance and Benchmark 9 – Enrollment, Recruitment, and Retention. YWCP will be up for renewal again in 2027.

Throughout the 23-24 school year, leadership focused greatly on “getting back to basics” by creating routines, structures, and accountability for all with three goals

- Professional Development - Increase student achievement by building teacher capacity around engagement and instructional practices.
- Communication - Increase clarity and effectiveness of communication efforts for all stakeholders
- SEL - Increase the likelihood that all students will be fully and authentically engaged in their own social and emotional learning, be more connected to school and become more empowered learners.

An analysis of numerous data points is necessary to collectively determine the best next steps for YWCP.

Academic Achievement

Grade 7 ELA	Total Enrolled	Not Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Levels 3 & 4)
2022	61	8	30%	45%	23%	2%	25%
2023	61	5	21%	41%	36%	2%	38%

Grade 8 ELA	Total Enrolled	Not Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Levels 3 & 4)
2022	60	7	28%	47%	23%	2%	25%
2023	65	5	17%	50%	25%	8%	33%

Grade 7 Math	Total Enrolled	Not Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Levels 3 & 4)
2022	63	5	67%	22%	5%	5%	10%
2023	61	10	35%	51%	12%	2%	14%

Grade 8 Science	Total Enrolled	Not Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Levels 3 & 4)
2022	60	60	0	0	0	0	0
2023	65	10	42%	51%	7%	0%	7%

ELA Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	50	15%	22%	26%	14%	8%	48%

2023	65	37%	20%	28%	2%	14%	43%
2024	67	13%	15%	39%	15%	18%	72%

Algebra Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	60	37%	37%	25%	2%	0%	27%
2023	92	47%	23%	27%	3%	0%	30%
2024	86	45%	26%	27%	2%	0%	29%

Global Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	59	41%	24%	31%	3%	2%	36%
2023	58	41%	21%	38%	0%	0%	38%
2024	55	27%	18%	35%	15%	5%	55%

US History Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	0 - NOT GIVEN						
2023	51	35%	35%	25%	4%	0%	29%
2024	58	38%	22%	26%	12%	2%	40%

LE Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Level 3 & 4)
2022	59	58%	24%	17%	2%	19%
2023	12	67%	33%	0%	0%	0%
2024	71	62%	18%	20%	0%	20%

Earth Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Proficient (Level 3 & 4)
2022	48	85%	6%	8%	0%	8%
2023	7	57%	43%	0%	0%	0%
2024	21	57%	24%	19%	0%	19%

Geometry Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	27	96%	0%	4%	0%	0%	4%
2023	16	69%	19%	13%	0%	0%	13%
2024	36	61%	19%	19%	0%	0%	19%

Algebra 2 Regents	Total Tested	Level 1	Level 2	Level 3	Level 4	Level 5	Proficient (Level 3 & Above)
2022	57	79%	12%	9%	0%	0%	9%
2023	41	42%	20%	39%	0%	0%	39%

2024	35	40%	26%	34%	0%	0%	34%
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22-23 Staff End of Year Survey

Each school year, the Board of Trustees gives a survey to faculty and staff with the help of Breakthrough Consulting, The 74 questions on this anonymous survey covered 9 areas of practice for school administration including specific sections focused on the School Leader and Operations Manager (the two roles managed by the Board). For the 2023-24 School Year, 7 out of the 9 areas of practice require attention and improvement based on survey responses(indicated by *).

- Climate*
- Behavior*
- Teaching and Learning*
- School Leader (Principal)*
- Operations Manager
- Coaching and Support*
- Professional Development*
- Evaluation and Performance
- Leadership & Instructional Coaching*

Enrollment Data

Looking at BEDS day data and current enrollment we can find trends and patterns

	21-22	22-23	2024 (2/24)
Grade 7	60	67	44**
Grade 8	61	67	63

Grade 9	73	55	61
Grade 10	67	66	62
Grade 11	58	58	67
Grade 12	61	54	53

*Reported on BEDS day, 1st Weds of October

**Only 2 sections of 7th grade 23-24 school year due to low applications

Analysis of Current State

Benchmarks	Strengths	Areas of Opportunity	Plan	Evidence of Success/Areas of needed continued growth
Student Performance	- Students have intrinsic motivation - Parents are supportive - Middle school ELA and math interventionists provide personalized and targeted support - Teachers are willing to learn and collaborate with each other through grade level and content area professional learning community's (PLC's) - Schoolwide acknowledgement of students academic and curricular achievements - All students receive a chromebook	- Increase rigor - Raise Regents and middle school test scores - Course averages do not currently align or predict success on state tests - Increase electives, especially at HS level	- World History through Film - Applied Literacy (11th grade) - Teachers will create a scope and sequence and unit plans to be reviewed by administration - Administration will ensure lessons include essential questions linked to standards - Teachers will create a syllabi for transparency for parents and students	Blaszak's Regents scores Look at school's history, determine growth goals
		- Increase electives, especially at HS level - Give students opportunities to take courses that will help them post-secondary	- Work with REOC and SUNY Brockport with trades electives - How can we create spaces for other programs to rent out our space? - Owning our own building would allow for permanent structures - Using feedback from students, create and elective courses that they are interested in - Need: Curriculum writing and teacher feedback - Potential additional partnership with Continental School of Beauty, Rochester Regional Health (has	

			internships)	
		Increase dual enrollment, eventually AP?	1. Identify areas where we need to add dual enrollment options. Complete needs assessment based on student interests post-secondary 2. Work with MCC, SUNY Brockport, Syracuse University (SUPA) to increase dual enrollment course options 3. Determine if Advanced Placement courses are relevant and decide if we want to offer these courses.	
		Streamline course sequences. • Math- where are students earning credit? What is the typical sequence? What is the alternative pathway? • World Language- area of weakness. Both teachers are non-certified. How can we support them? • Science- All teachers certified in Bio. What can we offer students to earn 4 science credits? What is the appropriate sequence?	1. Teachers and administrators will collaborate on a course catalog to understand an appropriate sequence of courses. 2. Teachers will work in their content area PLC to discuss vertical articulation 3. Teachers will spend time in their content area PLC to understand current (and new) standards as they are rolled out by NYSED	
Benchmarks	Strengths	Areas of Opportunity	Plan	Evidence of Success/Areas of needed

				continued growth
Teaching and Learning	- Teachers are willing to do the work - Instructional coaching cycles with Mike P - Embedded professional development - Opportunities to seek professional development outside of school	New teachers & Non-certified teachers need support	- Identify teachers who are not certified. Determine their intentions, are they here for longevity? How do we get them to receive teaching certificates? - PD Work: - Kesha James - RRFD on safety - Summer conference days 5 hours of PD outside YWCP's PLC's - Book study - Peer observations - New Teacher Orientation in Summer	
		Provide training on a blended learning classroom and personalized learning	- Instructional coaching cycles allow teachers to demonstrate a cooperative learning strategy - All PD's incorporate at least one cooperative learning strategy (administration models best practices) - Identify additional trainings and PD for instructional coach to attend	
		Interventions	- Revise/Revisit MTSS process - Educate teachers on Tier 1,2,3 interventions - PD on Panorama	
		Provide training on standards based grading	- PowerSchool training in gradebook - Determine a school wide grading	

			process 3. PD on assessments - What do good assessments look like? - Do our assessments link questions to standards? - Projects- do we have a common rubric? - Is there consistency between teachers of the same course?	
Benchmarks	Strengths	Areas of Opportunity	Plan	Evidence of Success/Areas of needed continued growth
Culture, Climate Students and Families	- Students and Staff have school spirit - Security measures increased this year, students and staff feel safe	Parents should feel part of the learning community	Teachers should be making at least 2 calls home per week (positive and informative calls)	
		Increase family engagement	1. Open house/Back to school Bash 2. Parent Teacher Conferences 3. Sporting events 4. Parent Square 5. PowerSchool Access 6. Monthly Newsletters	
		Utilize Advisory period for community building and restorative circles	1. Provide teachers with training on restorative justice 2. SLN liaison teachers have monthly meetings with staff to roll out monthly goals and topics for Advisory	

		Wellness center projects and additional student needs	1. Food pantry 2. Uniform closet 3. Use a snack store to fundraise for projects - This could eventually link to a course, have a school store - Collaboration with Wegmans	
Benchmarks	Strengths	Areas of Opportunity	Plan	Evidence of Success/Areas of needed continued growth
Enrollment, Recruitment, Retention	- We are currently just about at physical capacity for our space, a good problem but we want to expand - All students receive a chromebook - Graduating seniors keep school chromebook for personal use - Sports - All girls school	We do not have a well-known presence in Monroe County Website needs overhaul Branding needs work Social media accounts could be managed more regularly	1. Increase presence in Monroe County - Create and manage district social media accounts - Update website, make user friendly, allow for job postings and applications directly on site - Update promotional videos, do we create a commercial? - Rebrand logo - Identify elementary charter schools to work with, do visits or plan an open house for elementary charter schools to show off our school. - Create literature to hand out to elementary charter school counselors and families - Create a quarterly meeting, virtually or in-person with other charters in Greece (or	Collect data from website visits

			co-lab and Charter Champions) 2. Find a bigger building to support growth initiative a. Work with REOC/SUNY Brockport to identify areas to partner b. Needs assessment on what trades/supports our students are interested in	
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Strategic Plan Goals/Outcomes:

Benchmarks	3 Year Goal (June 2027)	5 Year Goal (June 2029)	How to Measure
Student Performance	Increase student achievement on regents exams by 5%	Increase student achievement by 8% Increase mastery by 3%	Passing Percentages
	90% Graduation Rate	93% Graduation Rate	
	Students graduate with at least 6 college credits (2 classes)	Students graduate with at least 9 college credits (3 classes)	Transcripts Enrollment in Dual Credit Courses
Teaching and Learning	All teachers complete 8 hours of independent PD per year	All teachers complete 10 hours of independent PD per year	

	Cooperative learning strategies are embedded into 50% of lessons	Cooperative learning strategies are embedded into 65% of lessons	Observation Data Lesson/Unit Plans
	Tier 1 and tier 2 interventions are implemented into 50% of classrooms regularly	Tier 1 and tier 2 interventions are implemented into 75% of classrooms regularly	Plans in Panorama Student Success Data
	Teachers have consistent grading policies through content areas and/or something standards based	School grading policy in place for equitable grading across grades and content	
Culture, Climate Students and Families	Parent Advisory/PTA up and running		Participation Rates Events & Attendance
	75% of students/families feel safe at school	90% of students/families feel safe at school	Survey Data
	75% of students have a sense of belonging at YWCP	90% of students have a sense of belonging at YWCP	Survey Data
Enrollment, Recruitment, Retention	New location secured and ready to move Summer 2027		
	Enrollment at least at 85%	Enrollment at 100%	Enrollment Numbers
	Update logo and mission/vision in use		
	Website fully updated		

Other	Solidify Partnerships with REOC/SUNY Brockport		
	Create pathways for students to begin certifications/trade school work.		