New Visions for Public Schools
Strategic Plan

Since 1989, New Visions for Public Schools has served as a laboratory for innovation within New York City’s public schools, driving significant achievement gains for tens of thousands of students. New Visions works with principals, administrators and teachers on core aspects of school administration and classroom instruction, designing and prototyping tools and strategies for improving performance across a range of domains, including new teacher preparation, curriculum and assessment, administrative systems, support for students with disabilities, and college and career readiness. As a hybrid entity serving both district and charter schools, New Visions is positioned to identify best practices from each sector and scale them across our network.

- **Support of NYC District Schools**: New Visions for Public Schools supports a portfolio of 69 district schools serving 42,000 students in New York City as a Department of Education-authorized “Affinity Group,” providing a comprehensive array of supports including continuous improvement coaching, teacher professional development, curriculum support, and postsecondary planning support. Grounding all of our services is a robust data infrastructure, which provides principals and their leadership teams access to real-time student-level data that helps them make critical administrative and instructional decisions to keep students on-track for graduation. The portfolio consists of 41 small high schools, five large high schools, 13 schools grade 6-12, and 10 transfer schools for over-age and under-credited students. Since 2015-16, New Visions has provided access to New Visions-designed data tools to an additional 130 schools, and coaching support to nearly 90 of those schools, participating in the Chancellor’s Community and Renewal Schools program, a school improvement effort that brings wraparound social services into schools to meet the needs of struggling students.

- **Management of New Visions Charter High Schools**: Since 2011, New Visions has launched a growing network of charter high schools in an effort to increase school choice in New York City. We currently operate seven charter high schools, serving 3,100 students, in the Bronx, Brooklyn and Queens. Committed to enrolling a proportionate share of special education and English language learner students, our schools feature a longer school day and year, a project-based curriculum, and opportunities for robust community engagement.

- **Teacher and Leader Development**: New Visions is committed to preparing the next generation of effective teachers and school leaders using a clinically-based, residency model. Since 2009, our Urban Teacher Residency has recruited and prepared 226 new teachers, in partnership with Hunter School of Education (our higher education partner). New Visions district schools serve as host sites for our residents, who are paired with an expert mentor teacher for the year-long residency while taking graduate coursework towards a master’s degree in adolescent education at Hunter. Further, since 2013, we have graduated 50 emerging school leaders from our School Building and School District leadership program, also administered in conjunction with Hunter. The program prepares candidates to take on responsibilities as teacher leaders, assistant principals and principals.

These three core areas are supported by multiple New Visions programs and teams that work together to raise student achievement in our schools. These additional programs include data and
systems development; curriculum development; postsecondary planning; family and community engagement; and knowledge management.

In support of implementing these three, interlocking bodies of work effectively, and ensuring that New Visions continues to improve academic outcomes for students in our schools, the organization’s management team has identified five priority strategic goals which will organize our work for the next five years. All of our work is grounded in this vision, guided by our strategic goals:

Goal 1: Aligning operation and instructional systems in schools.
   ● Build operational and instructional systems for schools that are aligned to ensure reliable evidence-based decision making and that support high levels of performance.

Goal 2: Continuous learning within and across schools.
   ● Create the infrastructure to maintain a high-performing network of schools that support each other by sharing knowledge and accountability for the success of students.

Goal 3: Building human capacity.
   ● Cultivate a competent and agile workforce prepared and ready to address organizational and school needs -- including organizational efforts to develop school-based systems and build direct capacity in individuals.

Goal 4: Standardizing New Visions’ best practices, continuous learning, and sustainable infrastructure.
   ● Develop a robust system (including inquiry structures, data structures, technology structures for creating, testing, codifying and sharing tools), processes and practices that have proven to be effective in creating a high-performing organization.

Goal 5: Advocacy and Dissemination to Achieve Scale
   ● Secure the political, social, civic and economic support for the success of our network of schools; serve as a consulted and cited voice for secondary reform, one that reflects the collective voice of the schools we support.

By consistently aligning our work against these goals, we will create and sustain a network of high-performing schools. Our network will improve student achievement and resilience, a key catalyst for disrupting the cycle of poverty in our city.