

Student Achievement - The Board will support local effectiveness measures to improve student achievement.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The board will monitor initiatives to improve access to district programming for students and families.	<p>Local effectiveness measures such as attendance, discipline, participation in activities, and access to higher level courses will improve by 2% over 2018-19 data in the areas of:</p> <ul style="list-style-type: none"> • Cumulative absences of 16 or more • Students participating in band, chorus or orchestra • Students participating in funded activities • Percentage of minority students enrolled in level one or accelerated math classes • Decrease in the percentage of students with a level 2 or level 3 discipline infraction • Percentage of high school students enrolled in accelerated courses • Achievement gap measurement for special education and ELL students 		1
2.	The Board will monitor multiple measures of student progress in addition to Keystone Exams, and PSSA (e.g. SAT, AP, ACT, etc.) to improve overall school and student performance.	The district will remain in the top 5% to 10% in outside rating systems such as Niche, US News, SchoolDigger, and AP Scholars.		1,2
3.	The Board will monitor professional development designed to meet the individual needs of staff, including instructional technology training.	<p>Assessment on professional development sessions will indicate an 85 – 90%% satisfaction rate.</p> <p>Bright Bytes survey data will show proficiency or better in the four main categories – Classroom, Access, Skills, and Environment as reported by teachers (K-12), and students in grades three through eleven.</p>		1,2

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4.	The Board will monitor required training in trauma informed decisions.	All staff will participate in a trauma informed training session.		1
5.	The Board will monitor the third year of full day kindergarten to support the program for students and parents.	The Board will review a FDK progress report for year 3 data. Second grade students (2019-20) will be monitored and compared to second grade progress for 2018-19. First grade students (2019-20) will be monitored for progress made in comparison to the first grade class in 2017-18. Kindergarten students in 2019-20 will be compared to K students in previous two years.		1,2
6.	The Board will review the monitoring of a homework policy, in its third year, to improve consistent implementation.	The Board will review survey data from parents and students on the topic of homework. Students will show a 3% increase in meaningful assignments, and teacher feedback on assignments.		1,2

Board Engagement - The Board will be actively engaged with improving communications internally and externally.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will engage parents, staff, and students in the areas of safety initiatives, redistricting, and later school start times.	A communication plan outlining redistricting, later start times, and safety initiatives will be completed.		3,4
2.	The Board will engage parents, staff, and community	Legislative committee will engage electronically to address areas such as tax reform, charter school		4

Board Engagement - The Board will be actively engaged with improving communications internally and externally.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
	with a legislative committee in support of Board approved resolutions on upcoming or pending legislation.	legislation, and any legislation that would hinder the district's ability to operate.		
3.	The Board will monitor the use of student survey data for developing strategies to improve instruction.	A fifth year of data will be collected from students in grades 5, 6, 7, 8, 9, 10, and 11. Student survey data will show an increase of 3% or more in the areas of technology use, meaningful homework, expectations for kindness, and caring about each individual student.		1,2
4.	Every Board member will participate in school programs and visits such as Education Foundation activities, PTO sponsored activities, commencement, and classroom visits.	Each Board member will attend at least two functions in schools.		1
5.	The Board will support new board members.	School Board Retreats will be held in fall and winter to update board members on operations, goals, protocol of the school board, and trauma informed training.		1,2,3,4

Accountability - The Board will hold itself accountable for its role as a school board official by acting in an ethical and responsible manner.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will continue to review Board Policies through respective committees to maintain an up-to-date policy manual.	Each board committee will review policies as needed throughout the year, including polices affected by school code changes, text book adoptions, etc.		1,2

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GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
2.	The Board will support the process to recruit and retain candidates of color for teaching and administrative positions.	<p>The percent of certified staff members of color will continue to increase.</p> <p>An analysis will be conducted of reasons for retirement or resignations of candidates of color from the WCASD during the past eight to ten years.</p> <p>The demographics of the staff will parallel the racial composition of the student population.</p>		1
3.	The Board will support a redistricting plan to balance enrollment in schools as it prepares to open a new elementary school in fall, 2021.	The Board will approve a redistricting plan by the end of the 2019-20 school year in order to begin to enroll new students in buildings where there is space.		4
4.	The Board will support initiatives in the comprehensive plan including innovative teaching, secondary scheduling, access to programs, and fiscal and capital planning.	The Board will consider approval of a secondary master schedule, redistricting timeline, later start times, equity initiatives for access to programs, and a capital plan to address enrollment growth.		1,2,3,4
5.	The board will conduct a review of annual goals with new board members to include new state mandate for trauma informed training.	A board retreat will be held sometime after January 1, 2020 to review the progress and goals of the board.		1,2,3,4

Accountability - The Board will hold itself accountable for its role as a school board official by acting in an ethical and responsible manner.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
6.	The Board will support a communication plan for critical goal areas, including a review of the safe schools plan.	<p>A communications plan will be written to include capital planning, safety plan update, redistricting, and later start time task force information.</p> <p>The safety incident response structure will be updated with new administrative responsibilities.</p> <p>Staff and parent survey data will show an 80% satisfaction rate on communication with initiatives for the year.</p>		1,4

Innovation - The Board will support innovative programs to foster student achievement.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will review and monitor the use of technology to provide alternative ways to improve student learning, including the implementation of the 1:1 laptop learning in 6 th grade.	<p>Students will indicate via the Bright Bytes survey that teacher use of collaboration, communication, critical thinking, and creativity increased to the proficient level.</p> <p>5% more students will be enrolled in blended learning classes at the high schools from the 2018-19 school year to the 2019-20 year.</p>		1,2
2.	The Board will review and monitor dual enrollment opportunities for students.	Survey data will show an 88% satisfaction rate on dual enrollment classes. There will be a 4% increase in students enrolled in dual enrollment courses compared to the 2019-20 school year.		1,2
3.	The Board will review and monitor the use of technology for professional development.	The scaled score for the Bright Bytes survey will remain at least 20 points above state and national averages in the areas of quality of instruction, access to technology, skills, and learning		1,2

Innovation - The Board will support innovative programs to foster student achievement.				
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		environment.		
4.	The Board will support the design of a cyber-school program to attract cyber charter school students back from charter schools.	The board will consider approval of a diploma awarding cyber school program operated by the school district.		1,2,4
5.	The Board will support the pilot program for flexible seating in the classrooms.	The board will consider expanding the flexible seating pilot to continue in 2020-21.		1,2

Fiscal Responsibility - The Board will pass a balanced budget without compromising the quality of education for students.				
GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will pass a balanced budget without adversely impacting the quality of education.	The Board will pass a budget with a minimal tax impact while maintaining the quality of education.		4
2.	The Board will prioritize goals and funding for areas in the comprehensive plan.	Budget will reflect funding in the priority areas as outlined in the comprehensive plan.		4
3.	The Board will support the development of a short-term and long-term plan to address enrollment growth in the district.	A plan and fiscal analysis will be communicated to address short-term classroom space needs due to increased enrollment. The Board will approve bids for the new Greystone Elementary School.		4
4.	The Board will negotiate contracts with the support	The Board will successfully negotiate an agreement with the support staff.		4

Fiscal Responsibility - The Board will pass a balanced budget without compromising the quality of education for students.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
	staff, adhering to Act 1 limitations.			
5.	The Board will support the administration seeking alternative funding sources to offset expenses.	The Board will support alternative methods of funding that includes grant application requests to increase funding.		4

Equity - The Board will support programs that promote and ensure equity for all students.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will monitor the Beyond Diversity training programs in the district.	Staff satisfaction rates for Beyond Diversity training will be 85% or higher.		1,2
2.	The Board will support an external evaluation of the district's work with equity to identify strengths and areas to consider in the future.	An Excellence Through Equity Quality Program Review will be conducted by Delaware Valley Consortium for Excellence and Equity (DVCEE).		1,2

Comprehensive Plan Goals

- Goal One: Access to District Programming
- Goal Two: Innovative Teaching and Learning
- Goal Three: Secondary Master Scheduling
- Goal Four: Fiscal and Capital Planning