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

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

	GOALS	ASSESSMENT		Pre	ogress	– July	2021		Comp Plan Goal
1.	The board will monitor	Assessments will be developed	Grade	1-5 Star Math A	pril 202	21			
	online learning to determine how much			1					
	learning loss took place	students.		1		71			
	during the pandemic shutdown at the end of	All teachers will provide		2		71			
	the 2019-20 school year.	meaningful feedback for		3		66			
	asynchronous sessions.		4		70				
				5		71			
			test tak	-	e Star I			than 71% of the nt was normed."	
			2019	Reading at or level	above	2021	Read	ling at or above	
			K	83% K 69%					
			1	75%		1	60%		
			2	86%		2	81%		

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	GOALS	ASSESSMENT	Progress – July 2021	Comp Plan Goal
			83% of students agree/strongly agree that the teachers really helped me and provided meaningful feedback.	
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.	AP and ACT exams will remain at current levels.  The school district will remain in the top 5% to 7% in Niche, and School Digger ratings.	<ul> <li>Niche rating for 2021 was 27th out of 500 school districts, top 5% and one of 34 districts rated as A+.</li> <li>SchoolDigger rated the district as 44 out of 610 public and charter schools in PA, or top 7%.</li> <li>17 National Merit Finalists</li> <li>US News ranked all three high schools as top schools in the nation and state with the following rankings out of 711 high schools in PA:</li> <li>East HS - 36 (score of 93.89)</li> <li>Rustin HS - 50 (score of 91.79)</li> <li>Henderson HS - 59 (score of 90.32)</li> <li>Philadelphia Business Journal rated WCASD as 29 out of 500 districts for academic achievement for the last decade.</li> </ul>	1,2
3.	The Board will monitor professional development (PD) designed to meet the individual needs of staff, including instructional technology training, assessing in a virtual model, block scheduling,	Staff survey of professional development will indicate an 85% satisfaction rate.  Student survey data will indicate a 50% increase in satisfaction rate from spring remote learning for instruction	<ul> <li>5 weeks of staff Professioanl Development (PD) was offered in the summer of 2020.</li> <li>47 total sessions</li> <li>462 unique Teachers attended summer PD (approximately 53% of our staff – compared to 10% in the summer of 2019)</li> <li>Total of 3,401 hours of PD</li> </ul>	1,2

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GOALS	ASSESSMENT	Progress – July 2021	Comp Plan Goal
and engaging students in virtual discussions.	and engagement.  Principal and supervisor observations will show an increase in use of instructional strategies.	<ul> <li>An average of 97% of them rated the PD as "relevant, practical, met my needs"</li> <li>October 12 and November 3 PD agendas indicate the time was devoted to hybrid transition, safety protocols, legal updates, Grade 4 science kit training, and choices for teachers.</li> <li>An average of 94% of the teachers rated the PD as "relevant, practical, met my needs" (range 91-95%)</li> <li>May 18 PD focused on Personalized Professional Learning with time for teachers to collaborate and write plans around our priority goals: Assessment, Equity, Content Pedagogy, and Wellness.</li> <li>An average of 95% of the teachers rated the PD as "relevant, practical, met my needs"</li> <li>79% of students indicated they belived they had a good school year, despite attending online, in a hybrid, and some in-person learning.</li> </ul>	

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

	GOALS	ASSESSMENT	Progress – July 2021	Comp Plan Goal
4.	The Board will monitor required training in trauma-informed decisions.	All staff will complete trauma- informed training.	1,568 employees completed the trauma training. There are 35 employees who still need to complete – these are new hires or employees on leave.	1
5.	The Board will monitor the fourth year of full-day kindergarten (FDK) to support the program for students and parents.	Assessments of current third-grade students will be as high or higher compared to current fourth-grade students.	STAR Math National Percentile - April 2021 – First time using this assessment.  Grade 3 (66%) Grade 4 (70%)  WCASD third graders did as well or better than 66% of the test takers on whom the test was normed. These students had FDK.  WCASD fourth-graders did as well or better than 70% of the test takers on whom the test was normed. These students had half-day K.  On Grade Level and Below Grade Level students now reading at/above level as of May 2021	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

	GOALS	ASSESSMENT			PROG	RESS				Comp Plan Goal
1.	Create a position of Director of Equity and Assessment.	Director job description is approved and director hired. Director to summarize a multi-year plan based on Equity Review findings.	Director of	Director of Equity was hired in February 2021.					1,2	
2.	The Board will support and prioritize the findings in the Equity Review conducted in	Continue with aggressive efforts to recruit and retain staff of color. The goal is to match teacher	The district 2020-21.	t hired s	even ea	lucators	s of col	or duri	ng	1,2
	2019-20 school year.	demographics to student demographics.		white	black	Hisp	Asian	AI/PI	multi	
			Prof staff	94.3%	4.54%	.61%	.5%	0%	.1%	
		More student involvement in	students	74%	4.5%	8.7%	9%	.1%	4%	
			student 2/10/21 •	chievem ocreases aking du	ent gap with all al enroll evel cou ity and A eams of B/12/21, Social I took pla	studer, ment cl urses. Assessi n the fo RHS: 2 Emotion ace in M	nts in po lasses, ment m ollowing 2/19/21 nal Lea March 2 hom St	ercenta and net with g dates arning ( 2021 at echer a	age of s: HHS: (SEL) t and	

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

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

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
			<ul> <li>teams facilitated.</li> <li>Student Equity Teams at the high school level participated in the 3<sup>rd</sup>-grade textbook selection committee.</li> <li>All three high schools will collaborate on a larger Student Equity Summit for 2021-22.</li> </ul>	
3.	Continue to review curriculum for culturally relevant materials to be incorporated into our curriculum. Equity Review.	Analysis to be conducted by Director of Equity to determine needs and path forward to increase materials.	<ul> <li>Director of Equity and Assessment:         <ul> <li>met with the Instructional Technology Team and Seesaw regarding the integration of culturally relevant materials and images.</li> <li>met with the 3rd-grade textbook committee and will present findings for more culturally relevant textbooks at June Education Committee Meeting.</li> <li>met with book publishers to discuss appropriate, culturally relevant materials for classroom use.</li> </ul> </li> </ul>	1,2
4	Leadership development for our principals and Equity Team members.	Contract with Tyrone Howard, UCLA Multicultural Educator, and coordinate training sessions with the Director of Equity/Assessment.  Two training sessions are scheduled to help develop equity goals for the principals and Equity Teams.	<ul> <li>The Tyrone Howard Contract was delayed due to pandemic, however, principals attended two days of training with Dr. Howard as part of the Chester County Intermediate Unit offerings.</li> <li>All 16 Equity Teams began planning for the 2021 – 22 school year.</li> <li>Tyrone Howard Group will conduct equity training for principals and Equity Teams in the</li> </ul>	1

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Equity - The Board will support programs that promote and ensure equity for all students.					
GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal		
		fall, 2021.			

В	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, reopening of schools from the pandemic closure, and instructional technology initiatives.	Parents, staff, and student satisfaction surveys will indicate an 80% satisfaction rate on the implementation of the Phased reopening of Schools Plan.	Parent focus groups indicated the following regarding the question about being well informed this year: High School – Excellent Middle School – Effective Elementary – Well done  Staff Survey: 64.5% agree/strongly agree with the statement "I was satisfied with district communications this year." (16% neutral)  Student Survey: 68.8% agree/strongly agree with the statement: "Overall, I felt good about my school year." (21.4% neutral)	3,4			

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

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
2.	The Board will support legislation to provide funding, protections, and flexibility to address needs during the pandemic closure.	The board will approve resolutions to support funding of public education.	<ul> <li>Board approved a resolution to support charter school reform</li> <li>Board approved support of RTK requests reform</li> </ul>	4
3.	The Board will monitor the use of student survey data for developing strategies to improve instruction.	Student survey data will show an 80% satisfaction rate in the areas of making connections, meaningful online instruction, and addressing mental health needs during the pandemic closure.	Student Survey: 83.4% agree/strongly agree with the statement, "Overall, my teacher(s) really helped me learn this year. (13.8% neutral)	1,2
4.	Every Board member will be educated in critical aspects of the Safe Schools Reopening Plan.	The school board will attend all sessions, and/or analyze any reports related to the phased reopening updates.	Board approved phased reopening plans in August, September, October, November, December, January, February, to mitigate transmission of Covid-19, and phase students back into school for all in-person instruction.	1
5.	The Board will respond to all reasonable parent and community questions related to the Phased Reopening of schools.	100% of parent or community requests will be responded to by the school board or superintendent.	The superintendent received an estimated 41,000 emails from the summer, 2020 to spring of 2021.  The board president responded to 347 emails, from July 1 through May 1, on behalf of the school board.	1,2,3,4

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

**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.	Policies will be updated monthly at respective committee meetings.	Board reviewed and approved 38 policies including the following topics:  • Waiver of policies due to emergency  • Discipline  • Electronic communications  • Controlled substances  • Student communications  • Use of live stream video  • Title IX  • Discrimination  • Attendance at School events  • School visitors  • Immunizations	1,2
2.	The Board will monitor progress of its Phased Reopening Plan.	An assessment of progress will be completed monthly in terms of safety protocol being followed and implemented.	<ul> <li>Superintendent included a monthly update in the superintendent's report on progress of the health and safety plan.</li> <li>The board took formal action seven times to update the plan from August 2020 to February 2021</li> <li>The board approved a fall, 2021 reopening plan at its June meeting.</li> </ul>	1

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**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
3.	The Board will support plans to open the new Greystone Elementary School.	Staffing, supplies, transportation schedules and all relevant aspects of the opening will be completed by July 2021.	<ul> <li>New principal was appointed in January 2021</li> <li>Staffing was completed in May 2021</li> <li>Orientations have been completed via zoom.  Summer in-person orientations are scheduled for July and August once occupancy permits are secured.</li> <li>Bus schedules developed as a late start time school.</li> </ul>	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 parent satisfaction rate for online teaching will improve by 50% over the spring results where 61% of parents wanted to see more synchronous teaching sessions. Parent survey results will show 75% of parents recognize that online teaching was more robust than the spring program implemented due to the pandemic closures of schools.	Parent focus groups rated the change from 2020 online learning to 2021 online learning as:  • High School – Overall a vast improvement  • Middle School – Yes, it was much better but not as good as in-person  • Elementary – It was much better.	1,2,3,4
5.	The Board will support communication of Equity initiatives.	Parent, staff, and student surveys will indicate an 80% satisfaction rate of demonstrating progress with Equity goals as recommended in	Parents and students were not surveyed about this question Staff Survey Question: Despite our challenge year,	1,4

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	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
		the Equity Quality Review report conducted by Delaware Valley Consortium for Excellence in Equity.	we made progress in addressing equity: 50% agree/strongly agree with 31.2% neutral.	
		Board will provide quarterly reports at board meetings on the topic of equity.	Board Equity Liaison was appointed and Equity reports are now part of the monthly board meeting	
6.	The Board will support a communication plan for critical goal areas, including a review of the safe schools plan.	Parent, staff, and student satisfaction of the way the Phased Reopening of schools plan was implemented will be at 75% or better.	Parents responded that they felt well informed about the changes to the re-opening plan.  Staff responded that 65% were satisfied with district communications (17% responded neutral to this question)	1,4
			Students responded that 83% felt good about their teachers helping them to learn (14% responded neutral)  Students responded that 69% felt like they felt good about the year (21% were neutral)	

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

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 Remote Learning 2.0.	Parent, staff, and student surveys will show a 75% satisfaction rate with the implementation of Remote Learning 2.0.	much better than specification of the second	pring 2020. eferred to learn of eagreed/strongly of I felt good about eed/strongly disagents made adequ	disagreed with the my school year (21%) greed with the late progress to move	1,2
2.	The Board will review and monitor dual enrollment opportunities for students.	There will be a 5% increase in the number of students taking a dual enrollment course with West Chester University.	8.4% gain of studer  District Henderson East Rustin Cyber	nts in Dual Enrolli 19-20 5.08 4.97 6.1 4.23	ment  20-21 5.51 1.84 8.25 6.02 8.82	2
3.	The Board will review and monitor the use of technology for professional development.	Staff surveys will show an 80% satisfaction rate with professional development implemented to prepare for	Staff Technology survey:  Professional learning availability support (68.4%		2	

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

Innovation - The Board will support innovative programs to I				
	GOALS	ASSESSMENT	PROGRESS	
		the start of school in a remote format.	agree/strongly agree)  Professional growth in the 4c's (creativity, critical thinking, collaboration, and communication) 66.7% agree/strongly agree.	
4.	The Board will support the design of a cyber-school program to attract cyber charter school students back from charter schools.	Staff and parents will demonstrate an 80% satisfaction rate with the cyber learning program. Charter school enrollments will show a decrease of students enrolled in cyber charter schools.	Anecdotal comments from cyber parents included:  It was really great. With the cyber program, we came to know a lot of things like what the kids are learning and how much effort a teacher makes to let the kids learn within a limited amount of Zoom time.	1,2

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

GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
		personalized education for our daughter. She was never left unable to find help. Her reading improved so much over the course of the year.	
		We are fairly new to cyber school - we just came over from the homeschool in March - but we love it! We really couldn't be happier with the situation considering the pandemic.	
		This year of Cyber School has been incredible.	
		I could really go on and on with gratitude that we have for each and every teacher and staff member that made this year what it has been, including all the chances student has had to reconnect with home school events. It's all such a testament to the warm, nurturing in-person and cyber environments you have made.	
		The number of students enrolling in cyber charter schools increased by 26 students, but charter school enrollments were down overall by 9 students. This yielded a savings of approximately \$137,000.	

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

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

GOALS		ASSESSMENT	PROGRESS	
1.	The Board will pass a balanced budget without adversely impacting the quality of education.	The board will pass a budget under the Act 1 guidelines.	Budget was approved with a 1.8% tax increase in Chester County, and .4% in Delaware County, well below the Act 1 limit of 3%.	4
2.	The Board will prioritize goals and funding for areas in the comprehensive plan.	The board and administration will prioritize any expenditure reductions to protect the integrity of classroom instruction.	<ul> <li>Budget passed with staffing for the Greystone Elementary school, cyber program, and other priorities in the comprehensive plan. No reductions in programs were made.</li> <li>The board approved an administration reorganization plan to reduce six central office administrator positions, and create four new positions with additional responsibilities, including a Director of Equity and Assessment.</li> </ul>	4
3.	The Board will support the development of a short-term and long-term plan to address enrollment growth in the district.	Capital projects to be completed to address enrollment increases include:  • The opening of Greystone Elementary School in fall, 2021  • Complete design phase for Glen Aces renovation  • Complete design phase and bid process for an addition to	<ul> <li>Greystone is scheduled to open on time for fall, 2021.</li> <li>Glen Acres design phase is nearly completed. Plans to relocate kindergarten during the construction phase was presented to the school board.</li> <li>The addition to WTE was approved at the June board meeting.</li> <li>Board approved a \$35 million bond at an interest rate of 1.2% to fund the capital projects</li> </ul>	4

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

GOALS		ASSESSMENT	PROGRESS		Comp Plan Goal
		Westtown-Thornbury	Board maintained its Aaa bond rating, one of only seven districts in the state.		
4.	administration seeking cord alternative funding sources to seel	In addition to the state grants for coronavirus, the school district will			4
			Grant	Amount	
		seek funding from at least three	CARES - PCCD (821)	584,868	
		other sources.	CARES - CCIU (822)	867,918	
			CARES - ESSER I (968)	491,818	
			PCCD / ESSER (987)	377,181	
			SECIM/GEER Special Edu	101,799	
			ESSER II (989)	2,165,788	
			APR - ESSER III (990)	4,289,284	
			Believe and Achieve Foundation	10,000	
			Giant Feeding School Kids	92,263	
			Safe Schools Initiative Targeted Pgm	20,000	
			Safe Schools Initiative Targeted Equip	24,606	
			Safe Schools Initiative Targeted SRO	60,000	
				\$9,085,525	