

West Chester Area School District
Superintendent Goals for 2017- 2018

November, 2017

Goal # 1: To increase student achievement

Objective 1: The district will be among the top districts (10%) on the PA Future Ready Index, Niche, and other external evaluations.

Objective 2: The district will close the achievement gap between students of high performing groups and students of historically underperforming groups in 75% of the indicators.

Objective 3: The district will monitor the implementation of full day kindergarten.

Objective 4: The district will monitor a new homework policy to clearly define the purpose of homework.

Objective 5: The district will approve comprehensive plan and special education plan to establish learning goals through the year 2021.

Time Line	Action Step	Evaluation of Step
August 2017	Discuss goal areas with administrative team	Completed
September - October, 2017	Review district-wide data, and being to analyze local assessment data that provides better connections to curriculum and standards being taught in the classroom. Develop criteria to measure achievement gap data. Establish a plan to gather feedback from parents, staff and students about homework policy. Establish meetings with kindergarten teachers, principals and supervisors to monitor implementation of program. Develop parent survey questions in preparation for parent conferences.	Completed
November 2017	Complete analysis of effectiveness measures to determine achievement gap measures.	

Time Line	Action Step	Evaluation of Step
	<p>Conduct an analysis of new criteria to determine measurements for schools (Pa Future Ready Index)</p> <p>Conduct analysis of needs to address in comprehensive plan</p> <p>Initial survey feedback from parents on full day kindergarten</p> <p>Initial feedback from parents, students and teachers on homework policy.</p>	
December 2017	<p>All administrators (building level and supervisors) to finalize student achievement goals. Submit goals to immediate supervisors.</p> <p>Make adjustments to homework policy implementation based on initial feedback.</p> <p>Establish members of the comprehensive planning committee</p>	
November 2017 - May 2018	<p>Principals and supervisors to meet monthly as a leadership team to develop and decide upon assessment measures to address achievement goals for the year.</p>	
December 2017 – May 2018	<p>Administrative team to conduct observations of classroom teachers looking at areas of local assessment, and homework policy implementation.</p> <p>Comprehensive planning team meets to discuss and develop target areas – Prepare for board approval in fall, 2018.</p> <p>Final survey of parents regarding kindergarten implementation.</p> <p>Final survey of staff, students and parents on the topic of homework policy implantation.</p>	

Assessment of Goal:

This goal will be considered successful if:

- 1. The district will be in the top 10% for the Pa Future Ready Index, Niche, and other external assessments.**
- 2. The achievement gap measures will be reduced in 75% of the targeted assessments.**

- 3. Parent surveys on the implementation of Full-Day Kindergarten, play-based curriculum will show a 90% satisfaction rate.**
- 4. Student, parent, and staff surveys on the new homework policy will show an 80% satisfaction rate.**
- 5. A draft comprehensive plan and special education will be developed for final review during summer, 2018.**

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Goal # 2: To improve professional development-

- Objective 1:** To implement year 3 of Professional Learning Communities (PLC), K-12.
- Objective 2:** To implement year 3 of a Learning Management System, Schoology, to aide with blended learning and 1:1 technology program.
- Objective 3:** To bolster building equity teams to facilitate courageous conversations with staff, students, and the community.
- Objective 4:** To use instructional technology more effectively.
- Objective 5:** To conduct workshops on executive functioning skills.

Time Line	Action Step	Evaluation of step
July - August 2017	Discuss with Management Team data from Year 2 of PLC implementation.	Completed
	Conduct training for teachers (12 th grade teachers) using 1:1 and blended classrooms.	Completed
	Conduct analysis of building equity teams. Begin to establish goals for the year.	Completed
	Principals share student survey results with staff. Focus for PD is technology and teaching students with executive function skills. Analysis of Brite Bytes survey completed.	Completed
September 2017	Principals to meet with PLC teams to review focus for improved instruction.	Completed
	Elementary principals work with teachers on new, four day rotation schedule to include library block and common planning time for classroom teachers to meet as a PLC.	Ongoing
	Conduct Schoology training for teachers for ongoing support. Discuss role of instructional coach with director of technology and director of elementary education.	
October 2017	Conduct first of two Beyond Diversity Training sessions for staff.	Completed

Time Line	Action Step	Evaluation of step
	Final evaluations from 2016-17 completed to establish goals for 16-17.	Completed
November 2017	<p>Teacher in-service conducted with choice of topics.</p> <p>Student Learning Objectives for teacher evaluation due to principals.</p> <p>Act 93 Administrators develop final goals for 2016-17.</p> <p>District Equity Leadership Team is expanded to add community members</p> <p>Professional development Committee to meet to develop PD protocols for teacher academy.</p>	
December 2017	<p>Administrator goals finalized.</p> <p>Equity teams evaluate building progress for the year.</p> <p>Technology training planned for spring and summer on topics of LMS, and instructional technology.</p> <p>Superintendent to establish sessions for principals on leadership</p>	
January 2018	<p>School Equity Teams to meet to conduct first half of year progress.</p> <p>Technology professional development committee meets to offer classroom support</p> <p>First session for principals on intuitive Leadership</p>	
February - May 2018	<p>Beyond Diversity Training conducted for staff.</p> <p>PLC teams provide input to principals about local assessments and purpose to improve instruction.</p> <p>Planning and training to begin with middle school teachers for use of 1:1 in 2018-19.</p>	

Time Line	Action Step	Evaluation of step
	Second session scheduled for principals on Intuitive Leadership	
June 2018	<p>Teacher survey completed on implementation of PLC for year 3, executive functioning skills training, and technology training.</p> <p>Student survey implemented on classroom instruction and use of technology.</p> <p>Student feedback solicited at high school on equity and diversity conversations.</p>	

Assessment of Goal:

This goal will be considered successful if:

1. A Professional Learning Communities Plan completes its third year and teachers show 80% satisfaction rate on implementation strategies.
2. Teachers show an 80% satisfaction rate on training in the areas of instructional technology based on the Brite Bytes survey results.
3. School Equity Teams conduct a minimum of two courageous conversations about race with students, staff, or community.
4. Student survey data shows that technology is effectively being used in the classroom 80% of the time.
5. Teachers show an 80% satisfaction rate on training in the areas of executive functioning skills.

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Goal # 3: To balance the 2018-19 budget while maintaining the integrity of classroom instruction-

Objective 1: To recommend a fiscally responsive plan to address enrollment growth

Objective 2: To conduct an analysis of special education programs to determine ways to better manage cost.

Objective 3: To pass a budget within a millage rate allowable by law.

Time Line	Action Step	Evaluation of step
July 2017	Review forecast model with central office administrative team. Review enrollment trends with administrative team.	Completed
August 2017	Review capital plan needs with school board Review categories with school board to conduct special education analysis Review any potential re-assessments of properties recently sold with assessed value of more than \$1 million.	Completed Completed Completed
September 2017	Determine revenue generated from Act 1 index and use to update Forecast model. Finalize 2016-17 budget to close out final FB savings, and any impact of revenues received.	Completed Completed
October 2017	Continue to monitor forecast model for any changes in expenses and revenues. Finalize Act 1 index for the 2018-19 budget and include in forecast model. Gather information from municipalities on commercial and housing developments approved or proposed. Project enrollment for 2018-19.	Ongoing Completed Completed
November 2017	Determine per-pupil allocations for buildings Begin staffing for the 2018-19 school year.	

Time Line	Action Step	Evaluation of step
	Cost center budgets due to Superintendent and Director of Business Affairs. Identify grant opportunities. Develop scenarios for addressing the capital plan	
December 2017	Prepare building allocations and materials needed for 2018-19 school year. Identify Grant opportunities. Analysis of potential cost center savings School Board to decide if Act 1 exceptions will be used. First draft of school district comparisons for special education costs.	
January 2018 - April 2018	Identify any areas for reduction and savings. Prepare final staffing to include enrollment projections for 2018-19. Present Capital plan to school board Present Special Education Analysis to school board Estimate costs for health care increases. Identify ways to reduce health care costs. Estimate costs or savings from comprehensive plan. Prepare preliminary budget.	
May 2017	Prepare final budget for board approval.	

Assessment of Goal:

This goal will be considered successful if:

- 1. A final budget is passed to reflect a reduction in the budget gap with no greater than a 2.4% tax increase plus any exceptions.**

2. **A final budget is passed that reflects an overall spending increase of less than 2% for non-mandated expenses, and identifies additional revenues or cost savings beyond a tax increase.**
3. **A cost effective capital plan is approved by the school board that addresses enrollment growth for the next ten years.**
4. **A cost analysis of special education programs will be presented to the board by June, 2018.**

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Goal # 4: To increase communication-

Objective 1: To clearly communicate with parents and staff on the progress of full day kindergarten, new homework policy, assessment, capital planning, and comprehensive planning.

Objective 2: To update all 17 websites to be more user friendly for the community.

Objective 3: To clearly communicate with staff on the topics of assessment, homework, technology, and Professional Learning Communities.

Time Line	Action Step	Evaluation of step
August 2017	<p>Review parent and staff survey data with staff.</p> <p>Building principals develop priorities for each building based on survey data.</p> <p>Meet with administrative staff on changing survey questions to be more topic specific (homework, kindergarten, uses of technology, etc).</p> <p>Make adjustments to district website to change platform from Edline to Blackboard – Make changes to areas of “Points of Pride, and “About Us”</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
September 2017	<p>Provide community and staff with summary of past communications survey data and areas to focus for the 2017-18 school year.</p> <p>Notify parents and staff of changes to website.</p> <p>Establish questions and opportunities for parents and staff to provide feedback on full day kindergarten and homework policy.</p> <p>Establish feedback protocol for staff on the topic of PLC’s and technology professional development.</p> <p>Finalize school board goals and post on website.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
October 2017	<p>Final analysis of School Performance Profiles, teacher evaluations, and state test data for 2017. Communicate results to staff and community.</p> <p>Prepare online registration information.</p>	<p>Completed</p>

Time Line	Action Step	Evaluation of step
	Plan for personal staff development to be offered by certified staff with input from the Professional Development Advisory Committee – Communicate goals to PDAC.	
November - December 2017	<p>Finalize superintendent goals and post on website.</p> <p>Launch new websites.</p> <p>Communicate with community about major initiatives in the school district, as well as community meetings.</p> <p>Plan communications strategy to keep Legislative Action Committee informed and active with regard to legislation.</p> <p>Conduct community receptions at high schools.</p> <p>Make necessary revisions to parent, staff, and student surveys.</p> <p>Goals due to immediate supervisors.</p>	Completed
January -February 2018	<p>Assemble committees to review professional development, homework, special education costs, and full day kindergarten implementation.</p> <p>Assemble Comprehensive Planning Committee – Communicate updates to staff and community.</p> <p>Updates provided to school board on progress.</p>	
January 2018 - April 2018	<p>FDK teachers to provide feedback on program. Data analysis conducted and results reported to staff, board and parents.</p> <p>Homework policy feedback provided to superintendent – report to staff and community.</p> <p>Updates to parents and staff on topics of homework, budget, capital plan, special education costs, and other regulation changes.</p> <p>Finalize end of year survey questions for parents, staff and students.</p>	
April 2018	Survey staff on PLC (year 3), technology PD, homework policy and implementation of FDK.	
May 2018	Conduct satisfaction survey with parents and students on climate, homework, and technology.	

Assessment of Goal:

This goal will be considered successful if:

- 1. Parent survey indicates an 90% satisfaction rate with district communications on the following:**
 - a.* Overall district communications
 - b.* Overall school communications.
 - c.* New initiatives communications such as full day kindergarten implementation, homework policy, capital planning, and comprehensive planning.

- 2. Student survey indicates improvement in the following areas:**
 - a.* Teachers really get to know me.
 - b.* Provides homework that makes connections to the learning.

- 3. Staff survey indicates an 90% satisfaction rate on the following:**
 - a.* Overall district communications
 - b.* Overall school communications
 - c.* Full day Kindergarten
 - d.* Homework policy
 - e.* Technology changes