

West Chester Area School District
Superintendent Goals for 2018- 2019

October, 2018

Goal # 1: To increase student achievement

Objective 1: The district will be among the top districts (5% to 10%) on the PA Future Ready Index (if available), Niche, School digger, and other external evaluations.

Objective 2: The district will increase the number of minority students accessing upper level courses in the secondary schools.

Objective 3: The district will monitor the second year of full day kindergarten, as well as the progress of the first grade class.

Objective 4: The district will focus on local assessment measures as a way to monitor student progress.

Objective 5: The superintendent will make a recommendation to the school board to revise the secondary master schedule to provide opportunities for more sleep, and access to career and college experiences.

Time Line	Action Step	Evaluation of Step
August 2018	Discuss goal areas with administrative team	Completed
September - October, 2018	Review board goals in the areas of local assessments to determine which assessments will be used to analyze in 2018-19. Develop criteria to compare local assessment data by demographic groups. Develop criteria to measure kindergarten and first grade progress against the previous year's progress. Establish a time line to review the secondary master schedule, including a cost analysis of transportation to change high school starting times.	
November 2018	Complete analysis of effectiveness measures and prepare first trimester comparisons. Conduct classroom visits of first grade and kindergarten classes. Conduct meetings for master schedule planning	

Time Line	Action Step	Evaluation of Step
	All administrators (building level and supervisors) to finalize student achievement goals. Submit goals to immediate supervisors.	
December 2018	Continue with classroom visits. Make instructional adjustments based on first trimester of local assessment data	
November 2018 - May 2019	Principals and supervisors to meet monthly as a leadership team to discuss assessment priorities and instructional strategies. Prepare parent surveys for kindergarten.	
December 2018– May 2019	Administrative team to conduct observations of classroom teachers looking at areas of local assessment and climate. Secondary master scheduling team meets to discuss and develop strategies and time line for implementing a new schedule. Final survey of parents regarding kindergarten implementation.	

Assessment of Goal:

This goal will be considered successful if:

1. The district will be in the top 5% to 10% for the Pa Future Ready Index (if reported by PDE), Niche, School digger, US News, and other external assessments.
2. The number of minority students in our secondary schools taking and completing AP and Honors level courses will increase by 5% from the previous year.
3. Student achievement for FDK will show a minimum of 87% reading at or above grade level, and 82% able to apply math concepts. First grade students will show a minimum of 2% increase in reading, math and social skills data from the previous year’s first grade class.
4. Local assessment measures will show a 2% increase in areas such as attendance, students taking upper level courses, discipline (2% decrease).
5. A final master schedule plan will be recommended to the school board.

West Chester Area School District
Superintendent Goals for 2018- 2019

October, 2018

Goal # 2: To improve professional development-

- Objective 1:** To implement school safety training for all staff
- Objective 2:** To implement additional dual enrollment courses, taught by WCASD teachers at the high schools.
- Objective 3:** To implement the new English Language Arts program at the elementary schools.
- Objective 4:** To use instructional technology more effectively.
- Objective 5:** To reduce stress and anxiety for staff.

Time Line	Action Step	Evaluation of step
July - August 2018	Review new safety regulations and training expectations with Management Team	Completed
	Conduct training for teachers (7th grade teachers) using 1:1 and blended classrooms.	Completed
	Principals share student survey results with staff. Focus for PD is instructional technology. Analysis of Brite Bytes survey completed.	Completed
September 2018	Principals to meet with PLC teams to review focus for improved instruction using technology.	Ongoing
	Elementary principals work with teachers on new, ELA program. ELA supervisor and lead teacher work with all elementary classroom teachers.	Ongoing
	Conduct Schoology training, and instructional technology training for teachers and administrators for ongoing support.	Ongoing
October 2018	Final evaluations from 2017-18 completed, and establish goals for 18-19.	
	Act 93 Administrators develop final goals for 2017-18.	

Time Line	Action Step	Evaluation of step
	Superintendent formal building visits begin.	
November 2018	<p>Teacher in-service conducted with choice of topics to include reducing stress, technology in the classroom, Language Arts curriculum, local assessments, and safety procedures.</p> <p>Student Learning Objectives for teacher evaluation due to principals.</p> <p>Superintendent establishes schedule for focus groups for staff feedback.</p> <p>Administrator goals finalized.</p>	
December 2018	<p>Technology training planned for spring and summer on topics of Schoology, dual enrollment, 1:1, and instructional technology.</p> <p>First focus group conducted</p>	
January 2019	<p>Technology professional development committee meets to offer classroom support</p> <p>Superintendent building visits continue.</p> <p>Second and third focus group conducted</p> <p>Online safe schools training begins</p>	
February - May 2019	<p>Beyond Diversity Training conducted for staff.</p> <p>PLC teams provide input to principals about local assessments, technology integration, and purpose to improve instruction.</p> <p>Feedback to 7th grade middle school teachers on use of 1:1.</p> <p>Four additional focus groups conducted.</p>	
June 2019	<p>Teacher survey completed on implementation of PLC for year 4, technology training, and safe schools.</p> <p>Student survey implemented on classroom instruction and use of technology.</p>	

Assessment of Goal:

This goal will be considered successful if:

1. A Professional Learning Communities Plan completes its fourth year and teachers show 80% satisfaction rate on implementation strategies.
2. Teachers show a positive satisfaction rate on training in the areas of instructional technology (creativity, and critical thinking), based on the Brite Bytes survey results.
3. The quality of instructional use of technology will increase as measured by student results on the Bright Bytes survey
4. Student survey data shows that technology is effectively being used in the classroom 85% of the time.
5. Teachers show a 90% satisfaction rate on professional development sessions conducted during the year in the areas of elementary Language arts, instructional technology, and school safety.

West Chester Area School District

Superintendent Goals for 2018- 2019

October, 2018

Goal # 3: To balance the 2019-20 budget while maintaining the integrity of classroom instruction, accommodating temporary space needs, and adding additional safety measures.

Objective 1: To recommend a fiscally responsive short-term plan to address enrollment growth for the next two years.

Objective 2: To pursue, and secure additional funding for revenue sources.

Objective 3: To negotiate a fiscally responsive agreement with Act 93, Support Staff, custodial staff, and non-bargaining staff.

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

Time Line	Action Step	Evaluation of step
July 2018	Review forecast model with central office administrative team. Review enrollment trends with administrative team.	Completed
August 2018	Review capital plan needs with school board Monitor enrollment for space needs for the fall. Discuss and prepare alternate space considerations in buildings with over-crowding	Completed Completed Completed
September 2018	Determine revenue generated from Act 1 index and use to update Forecast model. Finalize 2017-18 budget to close out final FB savings, and any impact of revenues received. Use any savings to offset milage impact for 2019-10 budget. Seek potential grant opportunities.	Completed Completed
October 2018	Finalize Act 1 index for the 2018-19 budget and include in forecast model. Revise information received from municipalities on commercial and housing developments approved or proposed. Project enrollment for 2019-20.	

Time Line	Action Step	Evaluation of step
	Determine priorities from Safety Advocacy Plan and Submit Safe Schools Grant to Pa Department of Education	
November 2018	<p>Determine per-pupil allocations for buildings</p> <p>Begin staffing for the 2019-20 school year.</p> <p>Begin to analyze costs of the four bargaining agreements to be negotiated.</p> <p>Cost center budgets due to Superintendent and Director of Business Affairs.</p> <p>Identify additional grant opportunities.</p> <p>Develop scenarios for addressing short-term space needs for 2019-120</p>	
December 2018	<p>Prepare building allocations and materials needed for 2018-19 school year.</p> <p>Analysis of potential cost center savings</p> <p>School Board to decide if Act 1 exceptions will be used.</p> <p>Establish time line for bargaining agreements negotiations.</p> <p>Begin analysis of transportation costs for any HS schedule changes.</p>	
January 2019 - April 2019	<p>Prepare final staffing to include enrollment projections for 2019-20.</p> <p>Finalize enrollment projections from new developments.</p> <p>Estimate costs for health care increases. Identify ways to reduce health care costs.</p> <p>Schedule negotiations sessions with bargaining units.</p> <p>Schedule Meet and Discuss with Act 93 leadership.</p> <p>Review any new revenue projections.</p> <p>Identify any areas for reduction and savings.</p> <p>Prepare preliminary budget.</p>	

Time Line	Action Step	Evaluation of step
	Plan for possible referendum in 2019-20, to fund changes in high school schedule starting times.	
May 2019	Prepare final budget for board approval. Finalize short-term plan to address enrollment growth.	

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.**
- 3. All four employment groups will have agreements completed that are fiscally responsive, with connections to the Act 1 index.**
- 4. A plan to address short-term classroom space will be recommended.**
- 5. A cost analysis will be completed for a change in the high school starting times**

West Chester Area School District

Superintendent Goals for 2018- 2019

November, 2018

Goal # 4: To increase communication-

- Objective 1:** To clearly communicate with parents and staff on the progress of capital planning, safety, instructional technology, and student achievement.
- Objective 2:** To analyze reasons that staff and parents perceive inconsistencies among schools.
- Objective 3:** To analyze reasons that staff perceive that their input is not considered as part of the decision making process.
- Objective 4:** To clearly communicate with staff on the topics of local assessments, homework, instructional technology, and wellness.

Time Line	Action Step	Evaluation of step
August 2018	Review parent and staff survey data with staff. Building principals develop priorities for each building based on survey data. Summary of survey data posted on website, with priorities outlined for the year.	Completed Completed Completed
September 2018	Establish a schedule to visit buildings for feedback from staff about climate, consistencies among schools, and the belief that staff input is not considered in decision making process. Finalize school board goals and post on website. Establish feedback protocol for staff on the topic of wellness, inconsistencies, and feeling of not being part of decision making process.	Completed Completed In progress
October 2018	Final analysis of School Performance Profiles, teacher evaluations, and state test data for 2018. Communicate results to staff and community. Prepare online registration information. Superintendent formal building visits to begin. Plan for personal staff development to be offered by certified staff on topics of wellness, instructional technology, diversity and other personal choices for teachers.	
November - December 2018	Finalize superintendent goals and post on website. Superintendent formal building visits. First focus groups with staff are scheduled.	

Time Line	Action Step	Evaluation of step
	<p>Communicate with community about major initiatives in the school district, as well as community meetings.</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>	
January -February 2019	<p>Gather data on current first grade to compare to previous year to determine if there is a kindergarten correlation.</p> <p>Gather data from teachers on instructional technology and staff development sessions.</p> <p>Conduct School Board 101 session for community to help perspective school board candidates better understand the role of a board member.</p> <p>Updates provided to school board on progress.</p>	
January 2019 - April 2019	<p>FDK, and first grade teachers to provide feedback on program. Data analysis conducted and results reported to staff, board and parents.</p> <p>Updates to parents and staff on topics of capital planning, safety, instructional technology, and student achievement.</p> <p>Provide an update on costs to implement later high school starting times.</p> <p>Finalize end of year survey questions for parents, staff and students.</p>	
April 2019	<p>Survey staff on topics of instructional technology Professional Development, homework policy and implementation of FDK.</p>	
May 2019	<p>Conduct satisfaction survey with parents and students on climate, and instructional technology, and later school starting times.</p>	

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 impact, safety, and capital planning.

- 2. Student survey indicates a five point gain 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.* Consistency among buildings
 - d.* Involvement in decision making process.