To: Board of Directors
From: Robert O’Donnell
Re: Update – District Goals and Priorities for 2017-2018
Date: January 24, 2018

The below information includes our 2017-2018 goals and priorities relating to district improvement efforts. This is not inclusive of our most important work, the daily learning in our schools led by our faculty members. The format below includes our strategic planning goals with related actions and initiatives; alignment information is noted in parentheses. We are hoping that you will find this format better shows the alignment of our highest change/improvement priorities with our multi-year strategic goals. Further below, we have included our operational priorities for the 2017-2018 year.

**Strategic Plan – Goal 1: Engagement and Support for the Whole Student**
Every student will have opportunities and advocates in a nurturing and inclusive environment to develop self-awareness, healthy habits, and responsible behaviors, and cultural competencies in order to be a committed learner and respectful participant in his or her communities.

**Strategic Plan – Goal 2: Continuous Growth for Every Student**
Every student will experience at least one year’s growth in mathematics and literacy by the end of each school year.

**Strategic Plan – Goal 3: Critical Thinking, Creativity, Collaboration and Problem Solving**
Every student will take ownership in learning and be fully engaged in sharing his or her thinking as an interactive, innovative solution seeker.

**Strategic Plan – Goal 4: Eliminate Individual Achievement and Opportunity Gaps**
Every underperforming student will progress at a pace that closes the learning and achievement gaps at an accelerated rate, and will participate in co-curricular or extracurricular activities.

**Strategic Plan – Goal 5: Successful Transitions and Readiness for a Purposeful Life**
Every student will effectively navigate the critical transitions in his or her schooling, and will graduate ready for success and personal fulfillment at the next level as an engaged community member.
Related actions & initiatives to above goals:

1. Developing and implementing actions in support of new Board Policy on Inclusive Excellence & School Climate. (Goals 1, 4 and 5)
   - Develop and implement a three- to five-year plan of district-wide training programs for all staff focusing on interactions with every school community member. By promoting conditions designed to create, maintain and nurture a positive school climate, we will support the social, emotional, and academic needs of the whole child. Such training programs include restorative practices, implicit bias, and cultural competencies.
     - Culturally responsive pedagogy, assessment, teaching strategies and practice, and the capacity to effectively facilitate controversial issues and uncomfortable classroom discussions
     - Identifying and addressing bullying at the K-12 level (Peer Nomination Survey)
     - K-5 comprehensive counseling program for students that addresses leadership and collaboration skills, life skills, social/emotional wellness, conflict resolution and mindfulness
   - Include perspectives from faculty members and students in the process (direct meetings with building and district administrators, participation in district committees, formulation and support for new groups/clubs).
   - Create Inclusive Excellence Steering Team, comprised of community members, district representatives and experts. The team’s role includes sharing data, discussing problems, and identifying and recommending key areas of improvement (knowledge, skills, action, evaluation).
   - Improve the diversity of our workforce by the following actions:
     - Partner with PSU College of Education to increase diversity of placements in the PDS program or via traditional student teaching placements in our schools.
     - Recruit teaching candidates from Historically Black Colleges and Universities (HBCUs) through regional education job fairs and similar events.
     - Develop a plan to regularly review processes, actions and results.
     - Increase leadership capacity by hiring a Director of Equity and Inclusivity
       - Restructure a current district position to include expertise with supporting diverse students and families, as well as training and education of employees to better support our diverse students.
   - Prioritize principals efforts to work closely with historically underrepresented students and their families, to establish supportive relationships.
   - Engage key stakeholders within the community, including the Community and
Campus in Unity organization, to support diverse groups of students and families in our district.

- Utilize multiple measures from employees, students and parents with the goal of diversifying the workforce. Information gained from these measures will be used to inform the superintendent’s evaluation and outline communicate efforts regarding our Inclusive Excellence Action Plan.
- Increase staffing for elementary guidance counselors at the elementary level with a long-term goal of a full-time counselor at each school.

2. Change K-12 school day times: Obtain approval and plan to increase learning time for all K-5 students in 2018-2019. (Goals 2, 3 and 4)
   - Plan for changes: transportation, scheduling, professional learning community training.
   - Implement a STEM fifth special that provides multicultural learning which connects science, technology, engineering, and math through problem-based learning experiences. (Goals 1, 2, 3, 4 and 5)
   - Shift 6-12 student day to support this change.
   - Develop hybrid, online and zero period learning opportunities to support flexible scheduling for high school students. (Goals 1 and 5)

3. Develop a comprehensive K-5 mathematics curriculum, including a professional development plan, for implementation in 2018-2019. (Goals 2 and 4)
   - Identify a K-5 resource that supports the curriculum.

4. Develop a multi-year partnership between Penn State, the Pennsylvania Math Initiative, and SCASD to implement professional learning for K-5 teachers that focuses on a balanced approach to teaching mathematics at the elementary level. (Goals 2 and 4)

5. Implement an online math resource that promotes math fact fluency in elementary students. (Goals 2 and 4)

6. Implement annual school-level strategic planning process that is focused on improving student learning experiences and aligns with the district strategic plan. (Goals 2 and 4)

7. Implement an updated K-12 Health and Physical Education Curriculum. (Goals 1, 2 and 3)
   - Develop integrated Health and PE Curriculum at the elementary level; one unit of Health in 2017-18 with full implementation in 2018-19 within the extended student day.
8. Develop or refine, as applicable, a PLC model and 2018-19 implementation plan for each school. (Goals 1, 2, 3 and 4)
   - PLC teams will focus on improved learning experiences for students.
   - Provide professional learning community (PLCs) training at the elementary level for building leadership teams. (Goals 1, 2, 3 and 4)

9. Continue preparing to propose implementation of International Baccalaureate Programme (IB) at the high school level. (Goals 1, 2, 3, 4 and 5)

10. Initiate the development of district-wide common formative and summative assessments within the curriculum cycle, and provide training that enables staff to make instructional decisions to meet students’ learning needs. (Goals 1, 2, 3 and 4)

11. Update district assessment plan. (Policy 127 - Assessment of Educational Programs) (Goals 1, 2, 3, and 5)

12. Implement a data warehouse that will enable district staff to improve student learning experiences through program evaluation. (Goals 2, 3 and 5)

13. Further develop the implementation of student learning communities (SLC) at the high school. (Goals 1, 2, 3 and 4)

14. Implement a 5-year plan that more fully addresses the needs of our increasing numbers of gifted identified students and that provides more enriched core learning experiences. (Goals 1, 2, 3, and 4)

15. Update the use of AREA at the middle school level to target academic needs and enrichment opportunities for students. (Goal 4)

16. Implement data warehouse solution to ensure data is accessible in a manner to inform decision making all levels of the school district. Import and validate data transfer processes and begin training principals and district administrators.

17. Implement new online course management system (Canvas) with early adopters during 2017-2018; this is occurring at State High and Delta. The parent access feature will be available in the fall of 2018.
Operational Priorities for 2017-2018

Safety: Improve Safety of Students and Staff
The district will continue to both monitor and improve safety and security within all organization levels and facility designs.

1. Convene the All Schools Hazard Committee that reviews, updates, implements, and coordinates the districtwide and school-level safety and crisis management plans.
2. Collaborate with first responders to implement and improve safety drills at each facility.
3. Evaluate process to communicate health and safety information to families and the community.
4. Implement building design features that improve safety and security.
5. Develop updated plan for data governance and security.

Fiscal Stewardship: Maximize Resources to Support Student Learning
The district will concentrate fiscal resources on instructional and operational priorities.

1. Focus on maximizing district priorities within the budget development process with optimal results and greatest efficiencies.
2. Plan and complete capital project financing in response to market conditions within budget limitations, allowing for the completion of elementary projects and Memorial Field facility updates while preparing for future District-wide Facility Master Planning Process (DWFMP) needs.
3. Monitor budget impact of updated state funding model, as well as the impact of SCASD resident families choosing non-SCASD options.
4. Expand development efforts to increase growth of non-traditional revenue through building stakeholder relationships, communicating district success, increasing awareness of the SCASD Education Foundation activities and opportunities, and fundraising through annual and capital campaigns.
5. Negotiate a new SCESPA contract after researching and developing proposals.

Communication: Improve Community Understanding
The district will utilize a myriad of communication resources and strategies to inform all stakeholders of priorities and change processes.

1. Develop and embed a communication plan within each SCASD initiative, such as in the DWFMP emphasizing the Elementary Update and Memorial Field facility.
2. Update district communication efforts
   ● Develop a long-term marketing and advertising strategy.
   ● Update district websites for improvements and site redesign, including mobile device consideration and Search Engine Optimization (SEO).
   ● Enhance use of social media.
   ● Emphasize storytelling through features, photos and videos.
● Educate and train district staff on use of communication tools.
● Seek consistent use of tools, strategies and systems for communicating with staff, students and families.
● Prepare SCASD Annual Report.

Facilities: Equitable District Facilities for Students
The district will utilize fiscal resources and multi-year planning to create and maintain facilities that support teaching and learning.

1. Begin construction projects at Corl Street, Radio Park and Spring Creek elementary schools (including phasing changes, communications, interface with building and project staff - physical plant and construction management).
2. State High Project
   ● Move operation into Phase One of facility (four classroom pods) in January 2018. Move into cafeteria area in early March 2018 (completing Phase One).
     ○ Phase Two begins in January 2018 (including old South and North buildings). CAC for Facilities and Board will continue to monitor progress and review change orders as appropriate.
     ○ Planning, evaluation and schematic design for the Memorial Field facility will begin with a projected timeline to include moving to design development and completion of bid documents in the spring of 2018.
   • Create plan for north campus field.
3. Determine plan for Lemont Elementary School facility.

School of Choice: Increase Percentage of Our Families Who Choose SCASD
The district will be proactive and responsive by offering and communicating a wide variety of curricular, co-curricular, and extracurricular programming so the community can make an informed choice.

1. Monitor percentage of families choosing SCASD.
   ● Assess families moving to/from SCASD and from/to other schools within SCASD.
2. Explore opportunities to communicate with resident families with the goal of understanding their desires for their children’s education.
3. Outreach with community groups and organizations.
   ● Continue pre-school relationships through collaboration around teaching and learning, including sharing information to support student transitions. This includes hosting preschool fair for families.
   ● Provide opportunities for school visits and tours, including a district welcome to new families.
   ● Evaluate efforts to promote and increase awareness of school-based kindergarten registration.
● Offer middle school open houses for elementary parents and students.
● Explore relationships with Penn State University to increase awareness of educational opportunities for K-12 students in our schools.
4. Expand Community Education Extended Learning program (CEEL) to all elementary attendance areas so students will be in their home school. Plan for expansion to grade six student participation for 2018-2019.
5. Assess customer perceptions of school climate to determine improvement efforts.

Policy Development: Improve and Develop Board Policies
The Board will continue to work with the administration to develop, monitor and implement policies that support student learning and district goals.

1. Monitor District’s work related to Board’s School Climate and Inclusive Excellence Policy.
2. Review policies and update as appropriate:
   a. 000 Group (Local Board Procedures)
   b. 121 (Field Trips)
   c. 123 (Athletic Programs)
   d. 130 (Homework, K-5)
   e. 142 (Recess, new policy)
   f. 216 (Student Records)
   g. 217 (Graduation Requirements)
   h. 610 (Finances-Purchases Subject to Bid)
   i. 800 (Records Retention)
   j. 818 (Operations-Contracted Services)
   k. 905 (Citizens Advisory Committee)
   l. 906 (Parent and Public Concerns)
   m. 906-G (Administrative Guidelines)
   n. 907-G (Visitor Guidelines)
   o. 913.1 (Private Fundraising)
   p. 913.2 (Recognition For Gifts)
   q. 913.3 (Gifts to the District)
   r. All technology and social media related policies
3. Complete transition of policy site to the Pennsylvania School Board Association’s policy management system.
Priorities for future consideration:

- Policy Development:
  - K-12 Student Grading (policies and regulations, awards, class rank)
    - Policy 214 - Class Rank
    - Policy 212/213 - Grading/Reporting Student Progress (new policy)
  - Policy 130 - Homework (secondary)
  - Policy 221 - Dress and Grooming (update policy, regulation, handbooks)
- Determination of Fairmount Building’s future
- Athletic field master planning