

TREDYFFRIN/EASTTOWN SCHOOL DISTRICT



GOAL COMPLETION REPORT

2022-2023 SCHOOL YEAR

Change

We will engage in a process of inquiry by capturing, exchanging, and memorializing lessons evolving from COVID-19 and harness the opportunities for continued growth and development of student, staff and community.

Curriculum

We will create an inclusive learning culture that promotes academic and social emotional skills while valuing multiple pathways to student success.

Engagement

We will pursue effective and authentic engagement to maximize communications and connections with stakeholders within the community and beyond to develop partnerships that support and advance our District mission.

Equity

We will foster an atmosphere where all voices are heard, respected, and valued by critically evaluating systems, policies, and practices through a lens of equity, examining our decisions for both impact on and opportunity for our community including all students, faculty, staff and families.

Faculty Support

We will empower, support, and nurture faculty and staff as valued individuals, collaborative innovators, and essential catalysts for propelling the District forward.

Mental Health and Well-being

We will proactively work in partnership with families to prioritize mental health and social-emotional well-being as fundamental to learning and teaching.

Safety

We will vigilantly ensure all students, families, staff, and members of the community are safe in our schools, feel a sense of belonging, and are informed as active partners in safeguarding psychological and physical safety.

Sustainability

We will plan for and provide infrastructure and sustainable resources to accommodate the District's evolving needs.

CHANGE

Goal: We will engage in a process of inquiry by capturing, exchanging, and memorializing lessons evolving from COVID-19 and harness the opportunities for continued growth and development of student, staff and community.

Success Indicators:

By June 30, 2023, the District will have:

- **Created a framework to gather and organize the information and lessons learned from the COVID-19 pandemic.**
 - *The development of the framework has begun and will continue into the next school year.*
- **Developed opportunities to engage all stakeholders in conversation around the impacts of the COVID-19 pandemic on teaching and learning.**
 - *As part of their work this year, the Conestoga High School Schedule Committee has identified and considered positive and negative aspects of COVID teaching and learning.*
 - *Building level E-teams have worked to identify practices implemented during the pandemic to support marginalized students that could be beneficial to continue for all students.*
 - *TESD continues to participate in county-wide conversations around the ability of schools to build capacity for change.*

CURRICULUM

Goal: We will create an inclusive learning culture that promotes academic and social emotional skills while valuing multiple pathways to student success.

Success Indicators:

By June 30, 2023, the District will have:

- **Developed a framework and timeline for the introduction of focused lines of inquiry at the high school level, with supporting steps taken at the middle school level.**
 - *The District continued the development of Focused Lines of Inquiry at Conestoga and met with middle school teachers to develop an introduction to structured inquiry through 8th grade advisory initiative.*
- **Provided ongoing professional development for staff around the implementation of the curricular inquiry process.**
 - *District curriculum staff has further implemented the Curricular Inquiry Framework K-12 through professional development workshops and standing committees.*
- **Facilitated the review of the high school and middle school schedules with focus on student and staff well-being and opportunities to pursue multiple pathways of learning.**
 - *The Conestoga Schedule Committee is considering multiple pathways and varied instructional models as part of their work so far this school year.*
 - *The District has collaborated with the Chester County Intermediate Unit (CCIU) to collect data from students, staff, and families around scheduling priorities in order to inform the work of the Committee.*
 - *District curriculum staff are revisiting middle school advisory and advisory initiative to align with new Strategic Plan.*
- **Reviewed and piloted new tools for ELA benchmarking at the elementary and middle school levels.**
 - *The i-Ready pilot has been implemented in grades 3, 4, 5 and in middle school reading support classes.*
 - *Teachers and administrators have participated in ongoing meetings and professional development to fully evaluate the value of i-Ready as a benchmarking tool.*
- **Investigated and reported research regarding the impact of various models of full day kindergarten on student achievement and well-being.**
 - *The District has explored and considered the most recent research regarding benefits of full day kindergarten program. The research findings were presented to the Board Education Committee in fall of 2022.*
 - *Kindergarten research has been included in public presentations about elementary enrollment and facilities usage.*

ENGAGEMENT

Goal: We will pursue effective and authentic engagement to maximize communications and connections with stakeholders within the community and beyond to develop partnerships that support and advance our District mission.

Success Indicators:

By June 30, 2023, the District will have:

- **Presented the Strategic Plan and associated action plans to the full School Board for approval.**
 - *The final Strategic Plan and action plans were presented to the full Board for adoption in August 2022.*
- **Developed appropriate opportunities for continued involvement of students, families, and community members in the implementation of Strategic Plan and strategies and action plans.**
 - *The District Curriculum Council reviewed the Strategic Plan to determine areas of focus for the Committee's work.*
 - *The Strategic Plan, as a framework for continuing District work, was incorporated into curricular revisions, foundational and on-going equity training, evaluation of schedule options at high school and middle school levels and review of teacher recruitment and retention.*
- **Partnered with PTOs and other parent and community groups as social media ambassadors to assist in promoting and sharing District social media content.**
 - *With support from the District's Community and Volunteer Services Coordinator, the TESD Communications Office reached out to school PTO leadership and shared the District's goals for using social media. During the 22-23 school year, school PTOs and other community partners have shared District posts about kindergarten registration, school safety drills, elementary enrollment presentations, Budget Workshops, District events, and various school stories.*
- **Conducted usability testing of the TESD website to evaluate ease of navigation and efficiency.**
 - *The District Communications Office, in collaboration with the District Technology Office, began conducting website usability testing in the spring of 2023. An on-line testing form was distributed to community members, parents, students and school-level personnel who currently serve on the Strategic Planning Committee, Diversity Committee and ISC. The testing was anonymous and voluntary. Testing data will be reviewed by the Communications and Technology Offices to determine whether any content or navigational adjustments need to be made to the TESD website.*
 - *To further enhance navigation, new search engine functionality was enabled on the TESD website which significantly improved search capabilities.*
- **Began live-streaming regular School Board meetings.**
 - *On October 25, 2022, TESD began live-streaming regular School Board meetings on TETV, Comcast Channel 14 and Verizon Channel 20, the District's You Tube Channel and TETV online.*

EQUITY

Goal: We will foster an atmosphere where all voices are heard, respected, and valued by critically evaluating systems, policies, and practices through a lens of equity, examining our decisions for both impact on and opportunity for our community including all students, faculty, staff and families.

Success Indicators:

By June 30, 2023, the District will have:

- **Enhanced outreach initiatives and internal supports to attract and retain diverse staff.**
 - *To ensure the District's applicant pool includes diverse and highly qualified candidates, the District held a career networking event this year that attracted over ninety potential candidates.*
 - *This year, the District joined the CCIU Recruiting Consortium. The recruiting consortium consists of all Chester County public school districts partnering to have representatives attend various job fairs in the region with the goal to search for and identify quality, certificated professionals interested in Chester County schools.*
 - *TESD Human Resources personnel have also attended several job fairs independent of those represented under the CCIU Recruiting Consortium's banner.*
- **Engaged staff in professional development to promote practices that support diversity, equity, inclusion and belonging.**
 - *Multiple professional development sessions have been provided for staff to engage in practices that support diversity, equity, inclusion and belonging. Over five hundred staff members have participated in staff development opportunities in this area throughout the 2022-2023 school year.*
- **Expanded partnerships between the District and local communities of color to build bridges across the District and the greater school community.**
 - *The District enhanced its Family and Community Partnership program to ensure families of color have a place to share their voices and collaborate with district administration and staff. Multiple evening sessions were held this year.*
- **Expanded outreach opportunities to engage community members in discussion and education about the District's Diversity, Equity, Inclusion and Belonging Initiative.**
 - *TESD provided in-person opportunities to engage community members in conversations on topics relating to diversity, equity, inclusion, and belonging. Sessions were held with PTO groups and at parent meetings. District staff has also reached out to various faith-based organizations in the hopes of developing interfaith opportunities. Outreach has occurred at churches, temples, the local mosque, and synagogues to ensure multiple perspectives relating to religion are reflected.*

FACULTY SUPPORT

Goal: We will empower, support, and nurture faculty and staff as valued individuals, collaborative innovators, and essential catalysts for propelling the District forward.

Success Indicators:

By June 30, 2023, the District will have:

- **Negotiated a new Tredyffrin/Easttown Education Association (TEEA) contract.**
 - *On January 11, 2023, the Board approved a four-year early bird Collective Bargaining Agreement with the TEEA that will run from July 1, 2023 through June 30, 2027.*
- **Expanded partnerships with vendors to maintain support staffing to successfully deliver the educational program.**
 - *The District hosted a career networking event this year and invited vendors to attend and recruit potential candidates who could be placed in a TESD school. The HR Department also met with the various vendors to reevaluate their current recruitment and retention plan to ensure the District maximizes their fill rate.*
- **Established a committee to review and revise the teacher selection process.**
 - *A Teacher Selection Review Committee was formulated to evaluate the current procedures in place related to recruiting, retaining and onboarding applications for teaching positions. The Committee met several times during the school year to make recommendations on how the District can make improvements to this process.*

MENTAL HEALTH AND WELL-BEING

Goal: We will proactively work in partnership with families to prioritize mental health and social-emotional well-being as fundamental to learning and teaching.

Success Indicators:

By June 30, 2023, the District will have:

- **Identified opportunities to utilize grant funds to support student mental health needs.**
 - *TESD identified grant funding opportunities to support students' mental health by providing financial resources to cover the cost of an additional mental health specialist and an additional counselor at the high school. Grant funds will also cover an additional half-time counselor to be shared across the five elementary schools. Finally, grant funding also covered summer mental health support for our students by making counselors and mental health specialist available to students as needed.*
- **Continued to implement professional development regarding trauma-informed practices.**
 - *A team of TESD teachers, counselors, mental health specialists, and administrators participated in professional development on the topics of developing effective teams, student self-regulation and emotion management, trauma-informed practices in schools and classrooms, the intersection of trauma-informed schooling and racial equity, social development and belonging, the concepts of grit and a growth mindset, and collaborative problem solving.*
- **Reviewed and updated student mental health information on the District website and reviewed how resources are communicated to stakeholders.**
 - *District staff are continuing to review the mental health information on the website. Through TESD's work with the CCIU/University of Pennsylvania Consortium on Mental Health and Optimal Development, it is anticipated that an enhanced comprehensive plan will be developed for the District, resulting in one document that will be posted publicly. Communication is one of the components of this plan.*

SAFETY

Goal: We will vigilantly ensure all students, families, staff, and members of the community are safe in our schools, feel a sense of belonging, and are informed as active partners in safeguarding psychological and physical safety

Success Indicators:

By June 30, 2023, the District will have:

- **Reviewed and updated practices related to transition between levels (elementary to middle school, middle school to high school) to enhance student sense of belonging.**
 - *Administrators and relevant staff reviewed practices related to transition and have enhanced existing practices to foster student sense of belonging.*
- **Reviewed, piloted and implemented additional safety measures recommended from the Risk and Vulnerability Assessment including enhanced visitor management protocols and entrance security upgrades at all schools.**
 - *This year, the Raptor electronic visitor check in process was implemented at all TESD schools.*
 - *The District is on track to have secure vestibules constructed in all eight schools by end of summer 2023. As of spring of 2023, there are currently secure vestibules in five schools.*
 - *Updated signage has been included on all doors.*
- **Implemented enhanced staff training on practices related to school safety and security.**
 - *The District conducted emergency preparedness exercises in all eight schools in collaboration with local law enforcement. These took the form of half-day in-service days, with all staff participating (custodians, paraeducators, cafeteria staff, secretaries, etc.). The safety exercises were designed in collaboration with local police, the District Safety Committee, building Safety Committee representatives, District mental health specialists, and school administrators. Best practices published by the National Association of School Resource Officers, National Association of School Psychologists, and Center for Safe and Sound Schools were used to guide the creation of the exercises. District safety protocols will be updated to reflect information obtained from these trainings.*
- **Conducted survey to obtain feedback on school safety and security.**
 - *As a method to obtain feedback on school safety and security, TESD is working to complete facility audits in each school by the end of the school year. These audits are conducted by the Safe Schools Coordinator from Chester County Emergency Services in collaboration with building principals and the District safety coordinator.*

SUSTAINABILITY

Goal: We will plan for and provide infrastructure and sustainable resources to accommodate the District's evolving needs.

Success Indicators:

By June 30, 2023, the District will have:

Finance

- **Enhanced transportation data management with upgrades to vendor software to allow for remote access.**
 - *The software upgrade and staff training occurred in June 2023. The system upgrades are on schedule to be in place for the upcoming school year.*
- **Evaluated Business Office internal procedures and processes to identify potential opportunities for enhanced efficiencies.**
 - *The process of tax collection is being evaluated for potential efficiencies. Any recommended changes will be presented after the tax payments windows close near the end of calendar year 2023.*
- **Cross-trained Business Office personnel to provide increased stability for critical functions.**
 - *Cross training of key functions in the Business Office has started but recent transition of the controller position has delayed this goal until the new employee learns all functions and staff duties.*
- **Submitted the Annual Comprehensive Financial Report to the Association of School Business Officials (ASBO) International.**
 - *The Annual Comprehensive Financial Report was completed and submitted in 2022, and TESD successfully received the Certificate of Excellence in Financial Reporting from ASBO in April 2023.*

Technology

- **Implemented cyber security enhancements to ensure student and staff cyber safety.**
 - *Regular simulated phishing training has continued for staff this school year.*
 - *Several configuration changes were implemented to the District's firewall in response to the changing cyber security landscape.*
 - *A new PowerSchool login process for parents, students and staff was implemented to increase security and availability.*
- **Implemented network infrastructure projects in accordance with the District Network Infrastructure Report.**
 - *District technology staff planned for and started the process for MDF/IDF upgrades at both middle schools for completion in the summer of 2023.*
 - *Planning continued for the redundant outside plant cabling project which is to begin in the summer/fall of 2023.*

SUSTAINABILITY, continued

Success Indicators:

Facilities

- **Studied the impact on facilities of adding a full day kindergarten program.**
 - *The District reviewed enrollment trends and staffing that would be needed to support a full day kindergarten program to determine the estimated number of additional classrooms needed to support the program.*
 - *Facilities needs related to full day kindergarten were presented to the School Board and in parent/community meetings held at each elementary school.*
- **Completed the approvals process for the new athletic fields project with government and regulatory agencies.**
 - *The athletic fields project was presented to the Tredyffrin Township (TT) Planning Commission and Zoning Hearing Board over several meetings and received conditional approval. The District is scheduled for a meeting to present the project to the TT Planning Commission in June 2023 to continue the required approval process.*
- **Completed final design phase for the new athletic fields project and obtained Board approval prior to bidding.**
 - *The design phase will be ongoing through the Township approvals process and has been presented, in part, to the Board Facilities Committee. Follow-up will be presented in the new school year when the Board Facilities Committee reconvenes its regular meetings.*
- **Prioritized playground needs derived from the Playground Infrastructure Report.**
 - *The Board Facilities Committee has reviewed and approved the first phase of the playground infrastructure projects with new playing surfaces and equipment at Devon and Hillside Elementary Schools, which will take place in the summer of 2023.*
- **Assessed, implemented and reported practices that promote environmental sustainability, including energy usage.**
 - *The sustainability report was presented to Board Facilities Committee meeting in June 2023.*