

TREDYFFRIN/EASTTOWN SCHOOL DISTRICT

DISTRICT LEVEL GOALS

2017-2018 SCHOOL YEAR

Mission Statement for the Tredyffrin/Easttown School District
*To inspire a passion for learning, personal integrity, the pursuit of excellence
and social responsibility in each student.*

2017-2018 DISTRICT GOALS

District Level Goals are carefully considered and established each year. The process of establishing Goals in itself serves as a planning and communication device for the Board and administration. It ensures everyone is familiar with the direction being set and has participated in setting that direction for the benefit of our students. Finally, a statement of Goals enables the Board and staff to look back at the end of the year to see if the plans have indeed been accomplished. Depending on an evaluation of the outcomes, it may be appropriate to either revisit a particular Goal or to move on to new areas of priority.

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CURRICULUM, INSTRUCTION AND ASSESSMENT

Context: In 2011-2012 the District adopted a new elementary math program aligned with the Pennsylvania Core Standards. This program, *Math in Focus*, has now been successfully implemented in grades K-6. During the 2017-2018 school year, this program will be implemented in seventh grade. Given the adoption of the new Every Student Succeeds Act (ESSA) and the moratorium on Keystone Exams as a graduation requirement until the class of 2019, the District will continue to align courses with the Core Standards and monitor changing assessment, remediation, and graduation requirements as the state implements its plan. The District implemented a program of electronic learning opportunities during the 2015-2016 school year. The District will continue to review the results of the program implementation in order to inform decisions about future offerings. Finally, during the 2016-2017 school year, the District began implementation of the 1:1 initiative with ninth and tenth grade students. In 2017-2018, the 1:1 initiative will continue with eleventh and twelfth grade students. The District will continue to support teachers as they develop meaningful instructional opportunities integrating this technology resource.

Goal 1: To continue to provide an excellent educational program that is also aligned with the State-mandated Pennsylvania Core Standards, state assessments and District Strategic Initiatives.

Objective 1.1 To implement the *Math in Focus* program in seventh grade, along with support resources for parents and teachers, and review the eighth grade math program in order to recommend modifications.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Nancy Adams
Support: Middle School Principals

Objective 1.2 To review and continue the implementation of an electronic learning program aligned with strategic planning initiatives.

Start: July 2017
Complete: June 2018
Primary Responsibility: Mike Szymendera
Support: Curriculum Supervisors

Objective 1.3 To continue to review and implement opportunities for integration of STEAM (Science, Technology, Engineering, Arts, Math) throughout the curriculum.

Start: July 2017
Complete: Ongoing

	Primary Responsibility:	Wendy Towle
	Support:	Nancy Adams, Mike Szymendera, Jacqui Rothera, Principals
Objective 1.4	To continue to examine world languages curricular scope and sequence at the middle school and high school level.	
	Start:	September 2017
	Complete:	June 2018
	Primary Responsibility:	Oscar Torres
	Support:	Wendy Towle
Objective 1.5	To support the implementation of Technology Advisory Initiatives in seventh and eighth grades and review technology education in grades K-6.	
	Start:	July 2017
	Complete:	Ongoing
	Primary Responsibility:	Wendy Towle
	Support:	Mike Szymendera, Nancy Adams, Principals
Objective 1.6	To examine the scope and sequence of the business curriculum for grades 9-12, along with individual courses, to look for additional opportunities to include design thinking and innovative curricular programs.	
	Start:	July 2017
	Complete:	June 2018
	Primary Responsibility:	Nancy Adams
	Support:	High school administrators
Objective 1.7	To develop course goals, outline and curriculum for the new College and Career Transition course at Conestoga High School for implementation in the 2018-2019 school year.	
	Start:	July 2017
	Complete:	June 2018
	Primary Responsibility:	Mark Cataldi, Misty Whelan

Objective 1.8

To develop and implement a transition plan for students, families and teachers as an outcome of the Elementary Redistricting Committee's recommendation.

Start: July 2017
Complete: June 2018
Primary Responsibility: Wendy Towle
Support: Diane Cohle, Stephanie Demming, Todd Parker

FINANCE

Context: The District's budget development process is directed by the following three major objectives: (1) to continue to provide students with exceptional educational opportunities; (2) to maximize the use of all available resources to optimize student achievement in a manner that is fiscally responsible; and (3) to comply with applicable law. The Tax Payer Relief Act (Act 1 of 2006) requires local tax increases to remain at or below the annual state index unless granted exceptions by the state to raise rates above the index. Budget impact items will be examined and prior year budget strategies monitored.

Goal 2: To develop a budget consistent with the provisions of the Tax Payer Relief Act (Act 1) and to continue financial reporting practices to reflect the results of District business operations while enhancing efficiencies within District financial practices.

- Objective 2.1 To establish budget development calendar(s) and budget guidelines consistent with Act 1 of 2006.
- Start: July 2017
Complete: September 2017
Primary Responsibility: Art McDonnell
Support: David Francella
- Objective 2.2 To provide the Board with financial analysis to support the development of a budget which addresses District educational goals and informs the Board to assist Board members in decision making; such as whether to remain at or below the Act 1 index and/or apply for available exceptions. In addition, to provide the Board with options for the reduction of expenditures and/or increasing revenue and the tax rate in adopting a final budget.
- Start: July 2017
Complete: June 2018
Primary Responsibility: Art McDonnell
Support: David Francella
- Objective 2.3 To provide the Board with options to manage the use of fund balance, including the development of a capital budgeting plan.
- Start: July 2017
Complete: June 2018
Primary Responsibility: Art McDonnell
Support: David Francella

Objective 2.4 To develop, examine and present budget impact items as part of the 2018-2019 budget development process. As part of this goal, past budget strategies may be examined to determine on-going impact to the development of the current budget.

Start: July 2017
Complete: June 2018
Primary Responsibility: Art McDonnell
Support: All administrators

Objective 2.5 To consider strategies to reduce District spending, manage ongoing expenses and create operational efficiencies at all levels.

Start: September 2017
Complete: Ongoing
Primary Responsibility: Art McDonnell
Support: All administrators

TECHNOLOGY

Context: As technology applications become increasingly available to schools and society, the District continues to evaluate its technology needs and to engage in ongoing evaluation of the use of technology by students and staff. Consistent with a goal in the District Strategic Plan to “harness the power of technology to advance learning while engaging and empowering students in a connected world,” the District is expanding its 1:1 Technology Initiative to provide laptops to all Conestoga High School students during the 2017-2018 school year for their use in school and at home. The District is also continuing its efforts to maintain a reliable and secure network infrastructure, making cyber security enhancements where appropriate. As in the past, meeting the technology needs of students and teachers will remain a primary District objective.

Goal 3: To analyze the integration of technology access, resources and training to support innovative teaching and learning.

Objective 3.1 To evaluate new and existing technology resources, including those related to online learning, blended learning, personalized learning and efficiency, and to examine options for standards to measure effectiveness.

Start: September 2017

Complete: May 2018

Primary Responsibility: Mike Szymendera

Support: Wendy Towle

Objective 3.2 To continue to implement the 1:1 Technology Initiative at Conestoga High School and develop opportunities for meaningful integration of the program into curriculum and instruction for students in grades 9-12.

Start: July 2017

Complete: June 2018

Primary Responsibility: Mike Szymendera

Support: High school administrators

Objective 3.3 To enhance Schoology implementation for students at Conestoga High School, Tredyffrin/Easttown Middle School and Valley Forge Middle School.

Start: September 2017

Complete: May 2018

Primary Responsibility: Mike Szymendera

	Support:	Principals
Objective 3.4	To evaluate student access to technology at the elementary and middle school levels.	
	Start:	September 2017
	Complete:	May 2018
	Primary Responsibility:	Mike Szymendera
	Support:	Principals
Objective 3.5	To identify and address staff training needs pertaining to the 1:1 Technology Initiative, elementary iPad use, Schoology and Microsoft Office 365.	
	Start:	September 2017
	Complete:	May 2018
	Primary Responsibility:	Mike Szymendera
	Support:	Wendy Towle
Objective 3.6	To evaluate the findings from the cyber security program assessment and to implement cyber security enhancements where appropriate.	
	Start:	July 2017
	Complete:	Ongoing
	Primary Responsibility:	Mike Szymendera
	Support:	Art McDonnell
Objective 3.7	To evaluate our current and possible alternative district management software, including student information software, financial software and student services software.	
	Start:	July 2017
	Complete:	June 2018
	Primary Responsibility:	Mike Szymendera
	Support:	Art McDonnell, Chris Groppe

STUDENT SERVICES

Context: During the 2017-2018 school year the Office of Individualized Student Services will continue to support school-age student needs. An ongoing emphasis on pre-referral intervention services, such as the Multi-Tiered Intervention model, will continue to assist students in accessing the general education curriculum in the least restrictive environment. Strong special education programming continues to serve students with a wide range of needs using evidence-based practices. As demand for programming for students with intensive needs continues to rise, ongoing analysis of enrollment, facilities and programming will inform the future work to meet these students' needs.

Goal 4: To continue to address the needs and support the success of all students at their individual skill levels.

Objective 4.1 To review enrollment trends of students with intensive needs and identify a plan to address them.

Start: September 2017

Complete: June 2018

Primary Responsibility: Chris Groppe

Support: All administrators

Objective 4.2 To ensure student needs are met in the least restrictive environment, special education teachers and regular education teachers will review current practices of curricular modification and instructional accommodations, and make refinements as needed.

Start: September 2017

Complete: June 2018

Primary Responsibility: Chris Groppe

Support: Lisa Snyder

SCHOOL SAFETY AND CULTURE

Context: To maintain an ongoing dialogue among students, parents, community members, teachers, counselors and administrators about the needs of students, the District Safety Committee annually reviews current practices and emerging safety data. The District regularly reviews programs to identify new resources and to align with best practices. In May 2016 the Pennsylvania State Police conducted a Risk & Vulnerability Assessment at Conestoga in response to our 2013 request for such an audit. The assessment was free of charge and non-regulatory in nature. The assessment was intended to identify vulnerabilities and mitigate potential threats to students and staff members. A confidential written report was issued to the District. In addition to building security measures, a variety of programs and strategies are in place to promote a safe and supportive school climate including bullying prevention, digital citizenship, child abuse prevention, resiliency lessons, peer mediation and student assistance teams. Resources for these programs are available on the TESD website.

Goal 5: To review the implementation of safe school practices and wellness programs in order to develop new safety initiatives as needed and maintain effective communications.

Objective 5.1 To identify actions the District may take internally or in partnership with community resources that contribute to a positive school culture and support the safety and wellness of students.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Mark Cataldi
Support: Building principals

Objective 5.2 To continue to evaluate the observations and recommendations from the risk and vulnerability assessment and to prioritize and implement safety enhancements.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Mark Cataldi
Support: Building principals

Objective 5.3 To review the District's emergency response exercises from an "all hazards" response perspective.

Start: August 2017
Complete: Ongoing

Primary Responsibility: Mark Cataldi
Support: Building principals

STRATEGIC PLANNING

Context: The District has adopted a strategic plan effective for the years 2014-2020. During the 2017-2018 school year, the District will continue to communicate the plan to the school community and continue to implement all facets of the plan.

Goal 6: To continue to communicate the goals of the District Strategic Plan, expand the capacity of teachers to implement strategic initiatives and implement the plan's strategies.

Objective 6.1 To provide opportunities to further explore instructional strategies that can support the dispositions identified as leading to artistry in teaching.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Curriculum supervisors

Objective 6.2 To develop a revised District Comprehensive Plan, consistent with current regulations.

Start: September 2017
Complete: June 2018
Primary Responsibility: Wendy Towle
Support: Curriculum supervisors

Objective 6.3 To develop and submit a revised Chapter 14 Special Education plan, consistent with current regulations.

Start: September 2017
Complete: June 2018
Primary Responsibility: Chris Groppe
Support: Nicole Roy, Lisa Snyder, Kate Parker

Objective 6.4 To continue implementing a framework for delivering Resiliency Strategies to all students, with the addition of the elementary level, in collaboration with faculty and staff.

Start: July 2017
Complete: June 2018
Primary Responsibility: Nicole Roy, Oscar Torres
Support: Building principals

COMMUNICATIONS

Context: The District continues to utilize an integrated communications network to maximize community awareness of current projects, issues and legislation while promoting the successes of students and staff. In the 2017-2018 school year, the District will focus on digital communications using its new website and robust mass communication system to enhance electronic communication with parents at the school level.

Goal 7: To enhance a strong, cost-effective communication program that provides stakeholders with important information and highlights District successes and student achievements.

Objective 7.1 To continue the transition to the District’s new website template and to utilize new website features to enhance communications with the school community.

Start: July 2017
Complete: June 2018
Primary Responsibility: Chris Connolly
Support: Building web team members

Objective 7.2 To utilize SchoolMessenger, the District’s mass communication system, to enhance email communication with parents at the school level.

Start: July 2017
Complete: June 2018
Primary Responsibility: Chris Connolly
Support: Mike Szymendera, Building principals

Objective 7.3 To communicate with T/E families and the community regarding changes to large-scale standardized tests including PSSAs, PSATs, SATs and Keystone Exams.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Mark Cataldi
Support: Building principals, Chris Connolly

Objective 7.4 To review the District website for ADA compliance and communicate guidelines to all staff who maintain webpages.

Start: July 2017

	Complete:	Ongoing
	Primary Responsibility:	Mike Szymendera
	Support:	Chris Connolly
Objective 7.5	To communicate the Elementary Redistricting Plan to stakeholders to support a smooth transition for students switching to new attendance areas.	
	Start:	January 2018
	Complete:	June 2018
	Primary Responsibility:	Wendy Towle, Chris Connolly
	Support:	Diane Cohle, Stephanie Demming, Todd Parker
Objective 7.6	To continue notifying the Board and community of emerging legislation and forthcoming regulatory changes, including updates on the Every Student Succeeds Act (ESSA), which will impact the District and its students.	
	Start:	July 2017
	Complete:	Ongoing
	Primary Responsibility:	Oscar Torres, Wendy Towle
	Support:	Chris Connolly

STAFF DEVELOPMENT

Context: In December 2015, the Federal Government enacted the new Every Student Succeeds Act (ESSA), replacing the No Child Left Behind Act (NCLB). The ESSA will be effective beginning with the 2017-2018 school year. The District will monitor developments related to the implementation of ESSA and share information with the professional staff members and administrators as appropriate. In addition, staff development initiatives will support the implementation of the 2014-2020 District Strategic Plan.

Goal 8: To monitor developments related to the implementation of ESSA while continuing to support implementation of the 2014-2020 District Strategic Plan.

Objective 8.1 To provide staff and administrators with information regarding the implementation of Pennsylvania's ESSA Plan as available.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Pat Gately, Oscar Torres

Objective 8.2 To support the staff in integrating opportunities for students to develop a capacity for innovation, creativity and an entrepreneurial spirit.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Pat Gately, Oscar Torres

Objective 8.3 To support the staff in collaborating to innovate in the classroom, with the artistry of teaching in mind.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Pat Gately, Oscar Torres

Objective 8.4 To support the staff in developing a culture that promotes personal integrity and social responsibility and a culture of acceptance and respect.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Pat Gately, Oscar Torres

Objective 8.5 To support staff new to their teaching assignments in delivering high level and innovative core curriculum for all students.

Start: July 2017
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Pat Gately, Oscar Torres

FACILITIES

Context: During the 2017-2018 school year, the administration will continue to review enrollment patterns and programming needs to ensure that facilities are available to deliver approved programs. The long-range capital plan will be prioritized and implemented with Board approval.

Goal 9: To ensure that District facilities are adequate to deliver both current programs and forecasted new programs for District students.

Objective 9.1 To continue to review building capacity projections from the latest Demographic Study update in order to explore options to ensure the availability of adequate space for the instructional program based on student enrollment patterns and projections as well as changes proposed by the Elementary Redistricting Committee.

Start: September 2017

Complete: December 2018

Primary Responsibility: Wendy Towle

Support: Art McDonnell

Objective 9.2 To develop and present to the Board Facilities Committee a priority list of District facilities needs derived from the District infrastructure report for alignment with District budget development.

Start: September 2017

Complete: December 2017

Primary Responsibility: Art McDonnell

Support: Colm Kelly

Objective 9.3 To complete Board-approved projects designated in the Capital Plan for the 2017-2018 school year and an analysis of the field needs for the opening of the schools in September 2018.

Start: July 2017

Complete: June 30, 2018 with carry-over into summer 2018

Primary Responsibility: Art McDonnell

Support: Colm Kelly

Objective 9.4 To identify and highlight near-term opportunities as well as a long-term plan to promote a sustainable environment and to incorporate additional energy-efficient practices.

Start: September 2017

Complete: June 2018

Primary Responsibility: Art McDonnell

Support: Colm Kelly

HUMAN RESOURCES

Context: The Tredyffrin/Easttown Education Association (TEEA) and the Tredyffrin/Easttown Non-Instructional Group (TENIG) collective bargaining agreements expired on June 30, 2017. The Board approved a new collective bargaining agreement with TENIG on August 7, 2017. The negotiations process with TEEA is continuing. In addition, Act 126 of the Pennsylvania Child Protective Services Law requires all District employees to complete a minimum of three (3) hours of training every five (5) years. All employees were trained in 2013 and training for new employees has been ongoing, however, a large number of District employees will need to be retrained during the 2017-18 school year. Lastly, the District seeks to continue to explore opportunities to staff positions while maintaining compliance with the employer mandate portion of the Affordable Care Act (ACA).

Goal 10: To continue to engage in the negotiations process with TEEA; finalize, implement and communicate information about the new collective bargaining agreements with TENIG and TEEA upon Board approval; maintain compliance with Act 126 of the Pennsylvania Child Protective Services Law; and explore staffing options which allow the District to continue to provide appropriate staffing while adhering to the employer mandate portions of the Affordable Care Act (ACA).

Objective 10.1	To continue to engage in the collective bargaining process with the Tredyffrin/Easttown Education Association (TEEA).
Start:	July 2017
Complete:	June 2018
Primary Responsibility:	Jeanne Pocalyko
Support:	Art McDonnell
Objective 10.2	To create and implement revised procedures related to health care, salary and other compensation and benefits changes which may occur as a result of new collective bargaining agreements with TEEA and TENIG.
Start:	July 2017
Complete:	June 2018
Primary Responsibility:	Jeanne Pocalyko
Support:	Art McDonnell
Objective 10.3	To communicate changes in processes and procedures resulting from renewed collective bargaining agreements with TEEA and TENIG.
Start:	July 2017
Complete:	June 2018

- Primary Responsibility: Jeanne Pocalyko
Support: Building principals
- Objective 10.4 To offer PA Department of Education-approved child abuse recognition and reporting training to all employees in compliance with Act 126 of the Pennsylvania Child Protective Services Law.
Start: July 2017
Complete: June 2018
Primary Responsibility: Jeanne Pocalyko
Support: Building principals
- Objective 10.5 To explore additional staffing opportunities which allow the District to continue to provide appropriate staffing within ACA guidelines.
Start: July 2017
Complete: Ongoing
Primary Responsibility: Jeanne Pocalyko
Support: Chris Groppe
- Objective 10.6 To monitor employee attendance on a monthly basis and continue to offer health care coverage to at least (95) ninety-five percent of full-time employees and their dependents (as defined under the ACA) in order to maintain District compliance with the ACA.
Start: July 2017
Complete: Ongoing
Primary Responsibility: Jeanne Pocalyko
Support: Art McDonnell