

TREDYFFRIN/EASTTOWN SCHOOL DISTRICT

DISTRICT LEVEL GOALS

2018-2019 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.*

2018-2019 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: Given the adoption of Pennsylvania’s Implementation Plan for Every Student Succeeds Act (ESSA) and the moratorium on Keystone Exams as a graduation requirement until the class of 2021, the District will continue to align courses with the Core Standards and monitor changing assessment, remediation, and graduation requirements as the state continues to implement its plan. Further, in concert with the District’s Strategic Plan, the District will look for ways to continue to enhance curriculum and instruction in ways that provide meaningful, innovative and engaging experiences for students. Finally, during the 2016-17 school year, the District began implementation of the 1:1 initiative with ninth and tenth grade students. In 2017-2018, the 1:1 initiative continued with eleventh and twelfth grade students. In 2018-2019, students in seventh and eighth grades will receive District-provided laptops. The District will continue to support teachers as they develop thoughtful instructional opportunities integrating this technology resource.

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

Objective 1.1 To explore opportunities for high school students to engage in self-selected lines of inquiry through concentration in areas of focused study.

Start: July 2018

Complete: Ongoing

Primary Responsibility: Wendy Towle

Support: Amy Meisinger and Curriculum Supervisors

Objective 1.2 To continue to explore and support the integration of a Design Thinking framework for curriculum design and instructional practice as a means to impact teaching and learning.

Start: July 2018

Complete: Ongoing

Primary Responsibility: Wendy Towle

Support: Curriculum Supervisors

Objective 1.3 To engage in a review of the Reading Support program in grades K-4 to ensure student needs and learning profiles are being addressed appropriately and that reading goals, objectives and student progress are being effectively measured and communicated with parents.

Start: July 2018

	Complete:	Ongoing
	Primary Responsibility:	Wendy Towle
	Support:	Michele Staves, Elementary Principals
Objective 1.4	To assess the impact of potential strategies for addressing adolescent sleep needs, including the implications for school start times.	
	Start:	July 2018
	Complete:	Ongoing
	Primary Responsibility:	Wendy Towle
	Support:	Principals, Curriculum Supervisors
Objective 1.5	To continue to align ESL curricular scope and sequence across levels with the ESSA requirements.	
	Start:	September 2018
	Complete:	June 2019
	Primary Responsibility:	Oscar Torres
	Support:	Wendy Towle
Objective 1.6	To continue to adapt the health curricular scope and sequence at the middle school and high school level to meet new state requirements.	
	Start:	September 2018
	Complete:	June 2019
	Primary Responsibility:	Oscar Torres
	Support:	Wendy Towle
Objective 1.7	To review the K-12 scope and sequence in social studies and language arts to ensure the representation of multiple perspectives in curriculum, resources and instructional strategies.	
	Start:	September 2018
	Complete:	June 2019
	Primary Responsibility:	Michele Staves, Matt Sterenczak
	Support:	Wendy Towle

Objective 1.8

To implement the *Math in Focus* program in grade 8, along with support resources for parents and teachers.

Start: September 2018

Complete: June 2019

Primary Responsibility: Nancy Adams

Support: Middle School Principals

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 continue to be monitored and evaluated.

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 2018
Complete: September 2018
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 2018
Complete: June 2019
Primary Responsibility: Art McDonnell
Support: David Francella
- Objective 2.3 To provide the Board with options to manage the use of fund balance.
- Start: July 2018
Complete: June 2019
Primary Responsibility: Art McDonnell
Support: David Francella

Objective 2.4 To develop, examine and present budget impact items as part of the 2019-2020 budget development process. As part of this goal, past budget impact items 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

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 students in grades 7-12 during the 2018-2019 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 resources, access 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 2018

Complete: May 2019

Primary Responsibility: Mike Szymendera

Support: Wendy Towle

Objective 3.2 To continue to implement the 1:1 Technology Initiative at Conestoga High School, Tredyffrin/Easttown Middle School and Valley Forge Middle School.

Start: September 2018

Complete: June 2019

Primary Responsibility: Mike Szymendera

Objective 3.3 To evaluate student access to technology in grades K-6.

Start: September 2018

Complete: May 2019

Primary Responsibility: Mike Szymendera

Support: Building Principals

- Objective 3.4 To identify and address staff training needs pertaining to the 1:1 Technology Initiative, Schoology, and Microsoft Office 365.
- Start: September 2018
- Complete: May 2019
- Primary Responsibility: Mike Szymendera
- Support: Wendy Towle
- Objective 3.5 To evaluate the themes and tasks from the cyber security program assessment and to implement cyber security enhancements where appropriate.
- Start: July 2018
- Complete: Ongoing
- Primary Responsibility: Art McDonnell
- Support: Mike Szymendera
- Objective 3.6 To evaluate our current and possible alternative student information software.
- Start: July 2017
- Complete: June 2018
- Primary Responsibility: Art McDonnell
- Support: Mike Szymendera

STUDENT SERVICES

Context: During the 2018-2019 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 for expanding cross-District intensive needs placements offered by the District.

Start: September 2018

Complete: June 2019

Primary Responsibility: Chris Groppe

Support: Special Education Supervisors

Objective 4.2 To develop the staff capacity to meet the needs of students with intensive needs, in preparation for the 2019-2020 school year expansion of cross-District programming.

Start: September 2018

Complete: June 2019

Primary Responsibility: Chris Groppe

Support: Special Education Supervisors

Objective 4.3 To ensure identified student needs are addressed, special education teachers will engage in professional development related to the instruction of reading.

Start: September 2018

Complete: June 2019

Primary Responsibility: Chris Groppe

Support: Special Education Supervisors

SCHOOL SAFETY AND CULTURE

Context: To maintain an ongoing dialogue among students, parents, community members, District staff and emergency responders about safety measures, 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 spring 2018 parent focus group sessions were held with the purpose of receiving feedback and suggestions for improvement on current School District practices and responses to threatening behaviors or statements by students. Input gathered from the focus groups, along with information from expert authorities on threat response protocols, will be used to consider potential policy enhancements. The Pennsylvania State Police conducted a Risk & Vulnerability Assessment at Conestoga in response to the District’s 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, the District received the results of the 2017 Pennsylvania Youth Survey and will analyze the results.

Goal 5: To review the implementation of safe school practices in order to maintain effective communications and develop new safety initiatives for rising needs.

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| Objective 5.1 | To review the District’s emergency response exercises from an “all hazards” perspective. |
| | Start: July 2018 |
| | Complete: December 2018 |
| | Primary Responsibility: Mark Cataldi |
| | Support: District Safety Committee |
| Objective 5.2 | To revise the District’s policy and procedures on threat assessments. |
| | Start: July 2018 |
| | Complete: October 2018 |
| | Primary Responsibility: Mark Cataldi |
| | Support: Chris Groppe, Building Principals, Assistant Principals |
| Objective 5.3 | To evaluate the observations and recommendations from the risk and vulnerability assessment and to implement safety enhancements. |
| | Start: July 2018 |
| | Complete: Ongoing |
| | Primary Responsibility: Mark Cataldi |

	Support:	Building Principals
Objective 5.4		To evaluate the results of the 2017 Pennsylvania Youth Survey.
	Start:	July 2018
	Complete:	June 2019
	Primary Responsibility:	Chris Groppe
	Support:	Mark Cataldi, Building Principals
Objective 5.5		To apply for state or federal government grant money designated for school safety.
	Start:	September 2018
	Complete:	Ongoing
	Primary Responsibility:	Mark Cataldi
	Support:	Art McDonnell, Oscar Torres

STRATEGIC PLANNING

Context: The District has adopted a strategic plan effective for the years 2014-2020. During the 2018-2019 school year, the District will continue to communicate the plan to the school community and continue to implement all facets of the plan. Additionally, the District will begin the work needed to develop a process and timeline for the next Strategic Planning cycle.

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

Objective 6.1 To continue to provide opportunities to further explore instructional strategies that can support the dispositions identified as leading to artistry in teaching and the impact these dispositions have on student engagement and learning.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Curriculum Supervisors

Objective 6.2 To complete development and submission of a revised District Comprehensive Plan, consistent with current regulations.

Start: September 2018
Complete: November 2018
Primary Responsibility: Oscar Torres
Support: Curriculum Supervisors

Objective 6.3 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 2018
Complete: Ongoing
Primary Responsibility: Nicole Roy, Oscar Torres
Support: Building Principals

Objective 6.4 To identify a process and timeline for the development of the next Strategic Planning cycle.

Start: July 2018
Complete: June 2019

Primary Responsibility: Wendy Towle
Support: Curriculum Supervisors

COMMUNICATIONS

Context: The District continues to utilize a coordinated communications network to maximize community awareness of valuable District information, timely alerts, new programs, and emerging legislation while promoting the successes of students and staff. In the 2018-2019 school year, the District will maintain its focus on digital communications using its website, e-newsletter and mass communication system while proactively providing updates on progress toward new District goals.

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

Objective 7.1 To provide updates and progress reports on new District goals to maximize stakeholder awareness and promote opportunities for public input.

Start: July 2018
Complete: June 2019
Primary Responsibility: Chris Connolly
Support: All Administrators

Objective 7.2 To monitor usage statistics on the District website following its first full year of implementation to enhance sections of the site used most frequently by the school community.

Start: July 2018
Complete: December 2018
Primary Responsibility: Chris Connolly
Support: District Web Team Members

Objective 7.3 To highlight aspects of the Strategic Plan, featuring innovative programs and initiatives that make T/E unique, through various channels of the District's communications program.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Chris Connolly
Support: Wendy Towle

- Objective 7.4 To continue to monitor the District website for ADA compliance and communicate guidelines to all staff who maintain webpages.
- Start: September 2018
- Complete: Ongoing
- Primary Responsibility: Mike Szymendera
- Support: Chris Connolly
- Objective 7.5 To continue 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 2018
- Complete: Ongoing
- Primary Responsibility: Mark Cataldi
- Support: Building Principals, Chris Connolly
- 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 2018
- Complete: Ongoing
- Primary Responsibility: Oscar Torres
- Support: Chris Connolly

STAFF DEVELOPMENT

Context: As the full implementation of the Every Child Succeeds Act (ESSA) continues, the District will continue to provide teachers with the appropriate professional development. In addition, staff development initiatives will support the implementation of the 2014-2020 District Strategic Plan. Further, related to many aspects of the Strategic Plan, the District will provide professional development focused on strategies and resources that can more fully support an equitable learning environment for all students.

Goal 8: To provide support for full implementation of ESSA requirements, while continuing initiatives that address the District's Strategic Plan

Objective 8.1 To provide staff and administrators with ongoing updates regarding the full implementation of Pennsylvania's ESSA Plan.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Michele Staves, Oscar Torres

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

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Michele Staves, Oscar Torres

Objective 8.3 To support the staff in collaborating to innovate in the classroom, with the artistry of teaching in mind, in order to impact student engagement and learning.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Michele Staves, Oscar Torres

Objective 8.4 Through a partnership with Pacific Educational Group, to support the staff in developing a culture that promotes an environment of equity where all students can develop to their highest potential.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Building Principals, Nancy Adams, Michele Staves, Oscar Torres

Objective 8.5 To provide continued support to the staff as they look to integrate additional Science, Technology, Engineering, Art, and Math (STEAM) opportunities across the grades and curricular areas.

Start: July 2018
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Nancy Adams, Michele Staves, Oscar Torres

FACILITIES

Context: During the 2018-2019 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.
- Start: September 2018
Complete: December 2019
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 2018
Complete: December 2018
Primary Responsibility: Art McDonnell
Support: Colm Kelly
- Objective 9.3 To complete Board-approved projects designated in the Capital Plan for the 2018-2019 school year and an analysis of the field needs for the opening of the schools in September 2019.
- Start: July 2018
Complete: June 30, 2019 with carry-over into summer 2019
Primary Responsibility: Art McDonnell
Support: Colm Kelly

- Objective 9.4 To support District efforts to promote a sustainable environment and continue to investigate opportunities to incorporate additional energy efficient practices.
- Start: September 2018
 Complete: June 2019
 Primary Responsibility: Art McDonnell
 Support: Colm Kelly
- Objective 9.5 To study the educational program and classroom needs to determine feasibility for the expansion of Conestoga High School.
- Start: July 2018
 Complete: June 2019
 Primary Responsibility: Rich Gusick
 Support: Administrators
- Objective 9.6 To create guidelines and standards for the donation of playground equipment to ensure uniformity and appropriateness for all students.
- Start: September 2018
 Complete: June 2019
 Primary Responsibility: Art McDonnell
 Support: Building Principals
- Objective 9.7 To research and evaluate online facilities scheduling software to increase potential rental opportunities.
- Start: September 2018
 Complete: June 2019
 Primary Responsibility: Art McDonnell
 Support: All administrators

HUMAN RESOURCES

Context: In May 2018 the Board voted to begin utilizing Education Staffing Solution (ESS)/Source4Teachers as the provider of District substitute teachers. The District will begin to work with ESS to transition existing substitute teachers as well as recruit new substitutes and T/E retirees to work for the District through ESS. Additionally, numerous meetings will occur with individuals responsible for assigning substitute teachers in order to ensure a smooth transition. This will include meetings with principals and other administrators; individuals who supervise District nurses; building secretaries; payroll, accounts receivable, and other business office personnel. On July 1, 2018, the District began providing employees with a high deductible health care option which includes a health savings account (HSA). Because this offering is new to the District we will need to monitor and refine the processes that have been set into place for this plan and also to communicate new HSA information and procedural changes to employees. Lastly, the District solicitor's office advised the District's cafeteria plan document be reviewed and revised in order to clarify procedures related to benefits administration.

Goal 10: To implement and oversee the transition of District-employed substitute teachers to vendor-provided substitute teachers, refine and communicate new District processes and procedures related to the recently implemented high deductible health care plan and accompanying health savings account, and secure a vendor to create a new cafeteria plan document.

Objective 10.1 To implement and oversee the transition of District-employed substitute teachers to vendor-provided substitute teachers.

Start: July 2018
Complete: June 2019
Primary Responsibility: Jeanne Pocalyko
Support: Principals

Objective 10.2 To refine and communicate new District processes and procedures related to the recently implemented high deductible health care plan and accompanying health savings account.

Start: July 2018
Complete: June 2019
Primary Responsibility: Jeanne Pocalyko
Support: Art McDonnell

Objective 10.3 To secure a vendor to work with the District to review and revise the District's cafeteria plan document in order to provide clear guidance on District benefit rules and practices.

Start: July 2018
Complete: June 2019
Primary Responsibility: Jeanne Pocalyko
Support: Art McDonnell

Objective 10.4

To expand the pool of applicants in an effort to hire staff that reflect the diversity of the District's student population.

Start: September 2018
Complete: Ongoing
Primary Responsibility: Jeanne Pocalyko
Support: All administrators