

**West Chester Area School District  
Assistant Superintendent Goals for 2019-20**

**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 by 2%.

**Objective 3:**-The district will adopt additional dual enrollment courses and increase participation by 5%.

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

**Objective 5:** The district will develop its own cyber school to provide a better option for students enrolling in cyber charter schools.

**Objective 6:** The district will revise the middle school leveling process and structures.

Timeline	Action Step	Evaluation of Step
July- September 2019	Provide and review district-wide student achievement data and local effectiveness measures with the Instructional Leadership Team.	Completed
	Present the results of 18-19 student achievement data and local effectiveness measures to the Education Committee.	Completed
September -April 2020	Work with the Director of Teaching and Learning to coordinate year one of the common assessments at the high school level.	Ongoing
	Prepare local assessment measures update by marking period and trimester for administrators.	Ongoing
	Work with the Director of Teaching and Learning and Elementary Education to develop common standards based assessments the elementary level.	Ongoing
November-December 2019	Prepare for the district's Equity Audit	
	Secondary principals to finalize 18-19 goal areas.	
	Establish specific targets and strategies that will improve the percentage of minority students accessing higher-level courses.	

Timeline	Action Step	Evaluation of Step
October-January	<p>Establish district committee to review the middle school leveling process and structures.</p> <p>Begin implementation of the recommendations of the middle school leveling committee.</p>	
November 2019 -May 2020	<p>Principals and supervisors to meet monthly as a leadership team to reflect upon assessment measures to address achievement goals for the year.</p>	
July 2019 – May 2020	<p>Identify core courses for the district’s cyber program</p> <p>Coordinate cyber team of educators for the development of the cyber program.</p> <p>Organize registration of future cyber students</p> <p>Collaborate with the Communications, Technology and Director of Teaching and Learning to promote the cyber program.</p>	Planning

**Assessment of Goal:**

**This goal will be considered successful if:**

- 1. The district will be in the top 5% to 10% for Niche, School digger, US News, and other external evaluations.**
- 2. The number of minority students in our secondary schools taking and completing AP and Honors level courses will increase by 2% from the previous year.**
- 3. Student achievement for FDK will show a minimum of 85% reading at or above grade level, and 80% 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, and discipline (2% decrease).**
- 5. A comprehensive cyber school will be developed and presented to the school board for approval.**
- 6. The district will revise middle school course selection processes and structures.**

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**Goal # 2:** To improve professional development-

**Objective 1:** To improve implementation of the homework policy in the areas of quality, consistency and feedback.

**Objective 2 :** To support Innovative Teaching and Learning across the school district.

**Objective 3:** To improve wellness for staff.

**Objective 4:** To complete an Excellence in Equity Review to determine professional development needs in the area of equity and access.

Time Line	Action Step	Evaluation of step
July - April 2020	Coordinate homework goals with secondary principals  Assess mid-year data from building level surveys assessment and refine strategies.  Assess end of year data from building level surveys	Completed
September-May 2020	Convene the Innovative Teaching and Learning Steering Committee to identify goals and strategies that will measure innovative teaching and learning.  Collaborate with the Innovative Teaching and Learning Committee to create a teacher self-reflection and observation tool.	Completed  Ongoing
October-April 2020	Develop Equity and Excellence Review with DVCMEE.  Conduct Equity Review Days that will meet with representative stakeholders across the school district.  Provide Excellence in Equity Report to school board.	Completed
October-May 2020	Conduct two Beyond Diversity Trainings for staff.  Conduct two District Equity Team Trainings  Complete training of new PEG affiliations	Ongoing  Ongoing  Ongoing

Time Line	Action Step	Evaluation of step
	Convene the DELT for a review of minority achievement and access data. Review E-teams action plans for support goal area of the comprehensive plan.	Ongoing
July- June 2020	Model wellness activities for administration at summer ILT meetings.  Support wellness, student voice and trauma informed care professional learning program with Thom Stecher Associates at all three high schools	Completed  Ongoing

**Assessment of Goal:**

**This goal will be considered successful if:**

- 1. Building level surveys will report more consistent implementation of the homework policy.**
- 2. Teachers show and 80% satisfaction rate on professional learning associated with the Innovative Teaching and Learning Committee (MLP).**
- 3. Excellence in Equity Review is completed to determine professional development needs for the 2020-21 school year.**
- 4. Staff survey results show a five-point increase in feeling opinions are valued.**

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**Goal # 3:** To support a balanced 2020-21 budget while maintaining the integrity of classroom instruction-

**Objective 1:** To establish a K-12 secondary education budget that is within the projected expenditures.

**Objective 2:** To recoup \$185,000 in charter school tuition to offset the year one budget for the cyber program.

**Objective 3:** To improve staffing efficiencies while maintaining the integrity of classroom instruction.

Time Line	Action Step	Evaluation of step
July 2019- January 2020	Review 2019-20 secondary education expenditures to establish 2020-21 priorities.	Completed
	Develop staffing proposals for the planning of increased enrollment, the cyber program and Equity and Careers.	Completed
	Assist the Director of Teaching and Learning with the curriculum proposal budget.	Completed
July 2019- February 2020	Establish the year one and two cyber program budget in conjunction with the Teaching and Learning and Technology Director.	Ongoing
	Seek competitive cyber elective curriculum from a third party vendor that is fiscally and educationally responsible.	Ongoing
	Prepare cost/benefit analysis for implementation of cyber diploma program to reduce costs of cyber-charter school tuitions. If approved by board, begin implementation in fall, 2020.	Ongoing
November- March 2020	Collaborate with the Cabinet on strategies to adopt a fiscally responsible Capital Plan that includes opportunities to improve teaching and learning.	Ongoing
	Collaborate with Cabinet on a cost/benefit analysis to the board on the cost of delaying school starting times. If approved by board, begin to allocate	

Time Line	Action Step	Evaluation of step
	<p>funding sources over the next two budget cycles for implementation in fall, 2021.</p> <p>Collaborate with Cabinet to determine priorities from Safety Advocacy Plan for Year 2, and Submit Safe Schools Grant to Pa Department of Education.</p>	
November-April 2020	<p>Plan and execute systematic and detail minded master scheduling protocols.</p> <p>Identify current staffing inefficiencies to improve staffing expenditures for 2020-21.</p> <p>Develop new high school master scheduling that is fiscally responsible.</p>	

**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 2.6% tax increase plus any exceptions.**
- 2. A final budget is passed that reflects an overall spending increase of less than 2.6 % for non-mandated expenses, and identifies additional revenues or cost savings beyond a tax increase.**
- 3. A cost/benefit analysis will be completed for a change in the high school starting times.**

**Other: Pilot to implement flexible seating at the elementary level.**

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**Goal # 4:** To increase communication-

**Objective 1:** To involve staff in the process for decisions about start times, cyber diploma program, and the development of a new high school master schedule.

**Objective 2:** To clearly communicate with parents, the staff and the board on all topics related to secondary educations, student achievement and the comprehensive plan.

**Objective 3:** To clearly communicate with staff on the topics of local assessments, homework, instructional technology, the comprehensive plan and wellness.

Time Line	Action Step	Evaluation of step
July-September 2019	Present to the Education Committee 2019 Senior Survey and Student Achievement Report.	Completed
	Review local assessment and student achievement report with ILT.	Completed
	Collaborate with the Superintendent and Cabinet to help support the development of board goals.	Completed
August-January 2020	Communicate and coordinate the hiring process for cyber teachers.	Completed
	Develop Cyber FAQs for the teaching staff.	Completed
	Update the Education Committee on the progress to develop the Cyber Program.	Completed
	Collaborate with the Communication Office to develop marketing strategies, tools and materials	Ongoing
October- March 2020	Establish goals and parameters for the adoption of a new high school master schedule.	Completed
	Convene the High School Master Scheduling Committee to consider different scheduling models for adoption.	Ongoing
	Recommend a new high school master schedule to the Education Committee.	
July-June 2020	Assist Superintendent with committee work related to later start times and redistricting.	

Time Line	Action Step	Evaluation of step
	Host staff meetings at secondary schools to review topics related to the comprehensive plan (late start times, master schedule, redistricting)	
March-May 2019	Assess building level homework survey results and communicate results to the administration.	Completed
	Conduct satisfaction survey with parents, students and staff.	Completed

**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 80% satisfaction rate on the following:**
  - a. Overall district communications
  - b. Involvement in decision-making process.