



2021-22 School Board Goals

Comprehensive Plan Goals:

Goal One (1): Access to District Programming |
 Goal Two (2): Innovative Teaching and Learning
Goal Three (3): Secondary Master Scheduling |
 Goal Four (4): Fiscal and Capital Planning

Student Achievement - The Board will support local effectiveness measures to improve student achievement.

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1.	The board will monitor Local Effectiveness Measures and assessments as compared to pandemic learning results.	End of Year Local Effectiveness Measures and assessments will return to pre-pandemic levels as a baseline for improvement.	<p>High School Local Effectiveness Measures</p> <p>Percentage of Students Passing English</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td></td><td>20-21</td><td>21-22</td></tr> <tr><td>District</td><td>97.61</td><td>98.10</td></tr> </table> <p>Percentage of Students Passing Math</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td></td><td>20-21</td><td>21-22</td></tr> <tr><td>District</td><td>97.25</td><td>97.57</td></tr> </table> <p>Percentage of Students Passing Science</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td></td><td>20-21</td><td>21-22</td></tr> <tr><td>District</td><td>97.04</td><td>98.60</td></tr> </table> <p>Percentage of Students Passing Social Studies</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td></td><td>20-21</td><td>21-22</td></tr> <tr><td>District</td><td>98.28</td><td>98.84</td></tr> </table> <p>Middle School Local Effectiveness Measures</p> <p>Percentage of Passing Grades in Core Academic Subjects – English</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td></td><td>18-19</td><td>19-20</td><td>20-21</td><td>21-22</td></tr> <tr><td>District</td><td>99.25</td><td>98.95</td><td>97.43</td><td>98.18</td></tr> </table>		20-21	21-22	District	97.61	98.10		20-21	21-22	District	97.25	97.57		20-21	21-22	District	97.04	98.60		20-21	21-22	District	98.28	98.84		18-19	19-20	20-21	21-22	District	99.25	98.95	97.43	98.18	1
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Student Achievement - The Board will support local effectiveness measures to improve student achievement.

	GOALS	ASSESSMENT	Progress	Comp Plan Goal
2.	The Board will monitor multiple measures of student progress in addition to Keystone Exams, and PSSA (e.g. SAT, AP, ACT, etc.) to improve overall school and student performance.	<p>SAT, AP, and ACT exams will remain at or near historically high achievement levels.</p> <p>The school district will remain in the top 5% to 7% in Niche, and SchoolDigger ratings.</p>	<ul style="list-style-type: none"> • <i>Niche rating for 2022 was 26th out of 500 school districts, top 5% and one of 36 districts rated as A+.</i> • <i>SchoolDigger rated the district as 43rd out of 579 public, charter, and private schools in PA, or top 7%.</i> • <i>Across the three high schools there were 26 National Merit Scholars.</i> • <i>US News and World Report ranked all three high schools as top schools in the nation and state with the following rankings out of 711 high schools in PA:</i> <ul style="list-style-type: none"> ○ <i>East HS - 39 (score of 93.04)</i> ○ <i>Rustin HS - 52 (score of 91.71)</i> ○ <i>Henderson HS - 65 (score of 89.74)</i> <p><i>Philadelphia Business Journal rated WCASD as 43rd out of 500 districts for performance on state assessment in 2021.</i></p>	1,2
3.	The Board will monitor personalized professional learning plans of staff.	Staff survey of professional development will indicate an 85% satisfaction rate.	<i>92% of teachers strongly agree or agree that Personalized Professional Learning is relevant, practical, and meets their needs “relevant, practical, met my needs.”</i>	1,2
4.	The Board will monitor Social and Emotional Learning	Pre- and post-Climate Walks and surveys of students and staff will be conducted to indicate growth in the	<p><i>Overall, there is alignment between students, staff, and parents regarding the SEL priorities. The district has a clear vision and it’s connected to the district’s core values.</i></p> <p><i>Over 70% of the participants in the SEL Professional Development (PD)</i></p>	1,2



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	(SEL) plans for each building.	competency areas of Social and Emotional Learning. Data will be gathered in the fall and spring.	<i>strongly agreed that it met their needs and made them think critically and creatively. For additional information, please see this link to the SEL summary data collected this year: SEL Data.</i>	
5.	The Board will monitor the fifth year of full-day kindergarten (FDK) to support the program for students and parents.	<p>Current fourth-grade students will perform as well or better than fourth-grade students last year on the Schoolwide reading assessments.</p> <p>Current fourth-grade students will perform as well or better than fourth-grade students last year on the STAR math assessments.</p> <p>Assessment of 21-22 kindergarten students will show 10% increases as compared to the 20-21 kindergarten class. At least 80% of kindergarten students will be reading at/above grade level by May.</p>	<p><i>Schoolwide reading assessment:</i></p> <p><i>This year 69% of fourth graders scored 70% or better on the Schoolwide reading assessments compared to 70% of fourth graders last year (this year's fourth grade is our first FDK cohort).</i></p> <p><i>STAR Math:</i></p> <p><i>This year fourth graders scored at the 76th percentile on STAR Math (This group is our first FDK cohort). As third graders they scored at the 71st percentile.</i></p> <p><i>Last year's fourth graders scored at the 66th percentile on STAR Math. (This group is our last half-day K cohort). As fifth graders this year, they scored at the 71st percentile.</i></p>	1,2



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1.	<p>The Board will support efforts to improve access to district programming as outlined in Goal Area 1 of the Comprehensive Plan.</p>	<p>Local Effectiveness Measures will show improvement in the areas of student access to districting programming (higher level courses, extra-curricular activities, etc.) as compared to 2020-21 data.</p> <p>Continue efforts to increase the hiring of diverse teachers, staff, and administrators (e.g. race, gender, country of origin, disability, language)</p> <p>National, state, and local assessment measures for students identified in historically under-achieving groups will improve by 5% while historically high achieving groups will improve by 2%.</p>	<p style="text-align: center;">High School Local Effectiveness Measures</p> <p style="text-align: center;">Percentage of Students Enrolled in Advanced Placement (AP) and/or Accelerated Honors Courses</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>17-18</td> <td>18-19</td> <td>19-20</td> <td>20-21</td> <td>21-22</td> <td>22-23</td> </tr> <tr> <td>District</td> <td>55.29</td> <td>54.73</td> <td>55.43</td> <td>57.45</td> <td>53.77</td> <td>57.33</td> </tr> </table> <p style="text-align: center;">Percentage of Minority Students Enrollment in AP and/or Accelerated Honors Courses</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>17-18</td> <td>18-19</td> <td>19-20</td> <td>20-21</td> <td>21-22</td> <td>22-23</td> </tr> <tr> <td>District</td> <td>22.38</td> <td>24.12</td> <td>28.57</td> <td>30.84</td> <td>28.63</td> <td>33.21</td> </tr> </table> <p style="text-align: center;">Percentage of Students Participating in Funded Athletics and/or Activities</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>15-16</td> <td>16-17</td> <td>17-18</td> <td>18-19</td> <td>19-20</td> <td>20-21</td> <td>21-22</td> </tr> <tr> <td>District</td> <td>62.28</td> <td>59.02</td> <td>63.12</td> <td>63.43</td> <td>62.43</td> <td>54.08</td> <td>53.77</td> </tr> </table> <p style="text-align: center;">Percentage of Minority Students Participating in Funded Athletics/Activities</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>17-18</td> <td>18-19</td> <td>19-20</td> <td>20-21</td> <td>21-22</td> </tr> <tr> <td>District</td> <td>37.92</td> <td>40.41</td> <td>38.66</td> <td>32.38</td> <td>34.46</td> </tr> </table> <p style="text-align: center;">Middle School Local Effectiveness Measures</p> <p style="text-align: center;">Percentage of Students in Level 1 or Accelerated Math Classes</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>15-16</td> <td>16-17</td> <td>17-18</td> <td>18-19</td> <td>19-20</td> <td>20-21</td> <td>21-22</td> <td>22-23</td> </tr> <tr> <td>District</td> <td>32.5</td> <td>64.64</td> <td>62.73</td> <td>62.45</td> <td>61.55</td> <td>61.53</td> <td>62.27</td> <td>65.86</td> </tr> </table>		17-18	18-19	19-20	20-21	21-22	22-23	District	55.29	54.73	55.43	57.45	53.77	57.33		17-18	18-19	19-20	20-21	21-22	22-23	District	22.38	24.12	28.57	30.84	28.63	33.21		15-16	16-17	17-18	18-19	19-20	20-21	21-22	District	62.28	59.02	63.12	63.43	62.43	54.08	53.77		17-18	18-19	19-20	20-21	21-22	District	37.92	40.41	38.66	32.38	34.46		15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	District	32.5	64.64	62.73	62.45	61.55	61.53	62.27	65.86	1,2
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District	55.66	52.19	48.76	47.29	59.28	48.24	43.91	51.75																																																																							
	17-18	18-19	19-20	20-21	21-22																																																																										
District	35.19	35.53	30.47	18.46	38.83																																																																										



2021-22 School Board Goals

Comprehensive Plan Goals:

- Goal One (1): Access to District Programming |
 Goal Two (2): Innovative Teaching and Learning
Goal Three (3): Secondary Master Scheduling |
 Goal Four (4): Fiscal and Capital Planning

Equity - The Board will support programs that promote and ensure equity for all students.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal																					
			<p><i>The district hired 12 educators of color during the 2021-22 school year in comparison to the hiring of seven educators of color in the previous school year. The following chart shows the hiring data for the 2021-22 school year.</i></p> <p style="text-align: center;">2021-22 School Year Hiring Percentages by Ethnicity</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th></th> <th>White</th> <th>Black</th> <th>Hispanic</th> <th>Asian</th> <th>AI/PI</th> <th>Multi.</th> </tr> </thead> <tbody> <tr> <td>Prof. Staff</td> <td>93.33</td> <td>2.67</td> <td>3.33</td> <td>.67</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Admin.</td> <td>83.33</td> <td>16.67</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> </tbody> </table> <p style="text-align: right;"><i>(as of June 14, 2022)</i></p> <p><i>We have 76 educators of color, which includes teachers and administrators, in WCASD. Gender remains 50/50.</i></p> <p><i>So far, for the 2022-23 school year, the district has hired three educators and staff of color.</i></p>		White	Black	Hispanic	Asian	AI/PI	Multi.	Prof. Staff	93.33	2.67	3.33	.67	0.00	0.00	Admin.	83.33	16.67	0.00	0.00	0.00	0.00	
	White	Black	Hispanic	Asian	AI/PI	Multi.																			
Prof. Staff	93.33	2.67	3.33	.67	0.00	0.00																			
Admin.	83.33	16.67	0.00	0.00	0.00	0.00																			
2.	The Board will continue to review curriculum for culturally relevant materials and resources.	Work to be led by Director of Teaching and Learning, the Director of Equity and Assessment, and the Assistant Directors for Teaching and Learning to determine curricular areas in need of culturally relevant materials and resources. These areas	<i>We are selecting materials that reflect the diversity of our community in Grade 6-12 English Language Arts and Grade 3-8 Social Studies. We are also incorporating resources into Art and Music that are culturally relevant.</i>	1,2																					



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Equity - The Board will support programs that promote and ensure equity for all students.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
		will be identified in the 22-23 Curriculum Proposals.		
3.	The Board will support Community Conversations about Equity as well as Healing and Learning.	<p>Conduct three Community Conversations events.</p> <p>Report on the key findings of the Community Conversations.</p> <p>80% of participants will express an understanding of the district's Equity work and its positive impact on all students through participant surveys.</p>	<p><i>The Community Conversations Sessions took place on the following dates: September 9, October 21, and April 26. A Community Conversation event for Spanish speaking families was also held on November, 4. Overall, the events were met with success as indicated by positive feedback from those who attended as shown in the survey results from the final Community Conversations event:</i></p> <ul style="list-style-type: none"> • 100% of the respondents enjoyed the Community Conversations Event • 81% of the respondents said this event strengthened their perspectives regarding others in our community. • 100% of the respondents felt that others in their group were actively listening to each other. • 81% of the respondents felt that after attending this event, that they are in a better position to trust that they can have an open conversation with someone of different experiences in our community. • 95% of the respondents plan to attend future Community Conversation events next school year. • 100% of the respondents support the district's efforts to help strengthen the West Chester Area Community. <p><i>For additional summary information and results, view Community Conversations Summary 21-22.</i></p> <p><i>The district also partnered with local organizations to facilitate a virtual symposium featuring Dr. Bernice King and community groups discussing the importance of strengthening community. The results of each virtual session's content and impact are below:</i></p>	1,2



2021-22 School Board Goals

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Equity - The Board will support programs that promote and ensure equity for all students.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
			<ul style="list-style-type: none"> • Mr. Logan Herring <ul style="list-style-type: none"> ○ Presentation Topic: Building Community Partnerships ○ Content Rating = 4.94/5 • Sandra Bradley <ul style="list-style-type: none"> ○ Presentation Topic: Family and School Partnerships ○ Content Rating= 4.96/5 • CoSaTIDE <ul style="list-style-type: none"> ○ Presentation Topic: Student Leadership and Coalition Building ○ Content Rating = 4.92/5 • Dr. Bernice A. King <ul style="list-style-type: none"> ○ Presentation Topic: Moderated Conversation ○ Content Rating = 4.98/5 	

Board Engagement - The Board will be actively engaged with improving communications internally and externally.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will engage with the community to develop the 2022-2025 Comprehensive Plan.	The board will approve the 2022-2025 Comprehensive Plan by March of 2022.	<p><i>The Board Approved the 22-25 Comprehensive was approved in April. PDE extended the deadline from March to August of 2022.</i></p> <p><i>The Special Education Plan was also approved in March 2022 by the school board and submitted to PDE.</i></p>	1,2,3,4



2021-22 School Board Goals

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Board Engagement - The Board will be actively engaged with improving communications internally and externally.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
2.	The Board will attend Community Conversations: “Where Do We Go From Here? – Community or Chaos”	Each board member will attend at least one of the Community Conversations.	<i>Board members attended the Community Conversations events held throughout the year.</i> <ul style="list-style-type: none"> September 9 - 7 out of 9 members attended. October 21 - 3 out of 9 members attended. April 26 - 2 out of 9 members attended. 	1
3.	Every Board member will participate in an “Adopt-A-School” program and be assigned a group of schools to attend functions. District based organizations will also be included such as WCA Education Foundation and PTOC.	Each Board member will attend at least two functions at each of his/her assigned group of schools.	<i>All Board members attended at least two functions held at their assigned group of schools.</i>	1
4.	As needed, the Board will engage parents, staff, and community with a legislative committee in support of Board-approved resolutions on upcoming or pending legislation.	The Legislative Action Committee will engage electronically to address areas such as state testing, graduation requirements, and any legislation that would hinder the district’s ability to operate.	<i>The Legislative Action Committee has not convened since 2018. Dr. Sokolowski, however, has been involved working with State and County legislators on mental health supports, access, and community outreach.</i>	1,2,3,4



2021-22 School Board Goals

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Accountability - The Board will hold itself accountable for its role as a school board official by acting in an ethical and responsible manner.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will continue to review Board Policies through respective committees to maintain an up-to-date policy manual.	Policies will be updated monthly at respective committee meetings.	The Board reviewed 39 policies including the following topics: <ul style="list-style-type: none"> • Rules of Order • Broadcasting Meetings • Title IX • FERPA • Threat Assessment • Hazing • Bullying/Cyber Bullying • Participation at Public Meetings • Emergency Preparedness 	1,2,4
2.	The Board will review the administration's process for creating a new high school master schedule.	The Board will consider approving a new high school master schedule for the 2022-23 school year.	The new high school schedule was approved in April.	3
3.	The Board will monitor the progress of the 2021-22 Health and Safety Plan (HSP).	Quarterly updates will be reviewed by the Board and presented to the community on the progress of the HSP.	The Board monitored CCHD data on a weekly basis. The Board reviewed the HSP quarterly as follows: <ul style="list-style-type: none"> • August • January • February • May 	1
4.	The Board will evaluate the current Comprehensive and Special Education Plans in order to establish goals and	The 2022-2025 Comprehensive and Special Education Plans will be approved by the board prior to June 30, 2022.	The special education plan was submitted in March 2022.	1,2,3,4



2021-22 School Board Goals

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Accountability - The Board will hold itself accountable for its role as a school board official by acting in an ethical and responsible manner.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
	action steps for new 3 year plans.			

Innovation - The Board will support innovative programs to foster student achievement.

	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will support and monitor student access to dual enrollment programs.	<p>There will be a 5% increase in the number of students taking dual enrollment courses with West Chester University or other colleges and universities.</p> <p>The district will utilize Title 4 funding to increase scholarship opportunities for students in need by 5%.</p>	<p><i>Dual enrollment grew from 5.49% of juniors and seniors to 6.07%. This marks a gain of 10%.</i></p> <p><i>Scholarships increased from \$2400 to \$3800. This is an increase of 58%.</i></p>	1,2
2.	The Board will review and monitor the use of technology for	Staff surveys will show an 80% satisfaction rate with professional development in the area of instructional technology.	<p><i>787 surveys completed and workshops were provided in the summer of 2021.</i></p> <p><i>97.37% of participating faculty respondents reported professional development in the use of instructional technology as relevant, practical,</i></p>	1,2



2021-22 School Board Goals

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<i>Innovation - The Board will support innovative programs to foster student achievement.</i>													
	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal									
	professional development.		<i>and encouraged critical thinking.</i>										
3.	The Board will support the cyber-school program to attract cyber charter school students back from charter schools.	<p>Staff and parents will demonstrate an 80% satisfaction rate with the cyber learning program.</p> <p>Charter school enrollments will show a decrease of at least 20 students enrolled in cyber or charter schools. This decrease will reflect a tuition expenditure reduction of at least \$260,000 as compared to the 2020-21 school year.</p>	<p><i>Based on the mid- and end-of-year district surveys sent to staff and parents, 85.71% of WC Cyber staff felt they had a successful school year and 81.48% of WC Cyber parents felt their child had a successful year.</i></p> <p><i>Additionally the mid- and end-of-year district surveys sent to staff showed that 100% of WC Cyber staff are proud to work in the district.</i></p> <p><i>The District saw a total reduction in charter school enrollments of 39 students.</i></p> <p><i>Brick and Mortar Charter School enrollments decreased by 25 students and Cyber enrollments decreased by 14. The estimated tuition savings is \$675,000 for 2021-22.</i></p>	1,2,4									
4.	The Board will monitor student survey data that pertains to instructional practices that improve the instructional	Student survey data will show a 3% increase in the areas of technology use, meaningful homework, expectations for kindness, and caring about each student.	<p><i>Student survey responses included:</i></p> <p><i>Percent strongly agree or agree that they use technology in ways that help their learning.</i></p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 35%;">Mid-Year 21-22</th> <th style="width: 35%;">End-of-Year 21-22</th> </tr> </thead> <tbody> <tr> <td>Elementary</td> <td>96</td> <td>95</td> </tr> <tr> <td>Secondary</td> <td>90</td> <td>91</td> </tr> </tbody> </table>		Mid-Year 21-22	End-of-Year 21-22	Elementary	96	95	Secondary	90	91	1,2
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<i>Innovation - The Board will support innovative programs to foster student achievement.</i>																									
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<i>Fiscal Responsibility - The Board will pass a balanced budget without compromising the quality of education for students.</i>				
	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal
1.	The Board will pass a balanced budget without adversely impacting the quality of education.	The board will pass a budget within the Act 1 guidelines.	<p><i>The Act 1 Index for 2022-23 is 3.4%. In May of 2022, The board passed a budget with a 1.7% tax increase, which is well below the Act 1 Index. No reductions that adversely impacted the quality of education were part of the budget.</i></p>	4



2021-22 School Board Goals

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Fiscal Responsibility - The Board will pass a balanced budget without compromising the quality of education for students.

GOALS		ASSESSMENT	PROGRESS	Comp Plan Goal
2.	The Board will prioritize goals and funding for areas in the comprehensive plan.	The board and administration will prioritize any expenditure reductions to protect the integrity of classroom instruction.	<i>The board and administration created an expenditure budget that focused on student learning. There were no reductions to expenditures that had an impact on classroom instruction.</i>	4
3.	The Board will support plans for use of federal ESSER funding.	A final report detailing the various allocations will be shared with the Board and Community by April of 2022.	<i>The Director of Business Affairs presented a report to the Property and Finance committee in March of 2022 that highlighted the award allocations, budgets and year to date expenditures for all ESSER funding received year to date.</i>	4
4.	The Board will support the Capital Projects plan and make revisions as necessary based on student enrollment.	Capital projects to be completed to address enrollment increases include: <ul style="list-style-type: none"> ● Begin construction of the Glen Acres (GAE) renovation ● Begin the addition for Westtown-Thornbury (WTE) ● Begin the design phase for Mary C. Howse (MCH) ● Conduct analysis for new developments 	<ul style="list-style-type: none"> ● Construction mobilization of GAE began 6-1-22. ● The addition at WTT has been built, with the punch list, water management, and parking lot remaining. ● The design of MCH has begun and we meet with the Architect on 6-2-22 to review the next steps. ● The Director of Business Affairs and the Director of Facilities and Operations have met with each township manager to discuss new developments to analyze their impact. 	4



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<i>Fiscal Responsibility - The Board will pass a balanced budget without compromising the quality of education for students.</i>														
	GOALS	ASSESSMENT	PROGRESS	Comp Plan Goal										
5.	The Board will support the administration seeking alternative funding sources to offset expenses.	In addition to the state grants for coronavirus, the school district will seek funding from at least three other sources.	<p><i>In addition to numerous pandemic related grants, the District applied for and received the following grants/alternate funding:</i></p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Grant</th> <th style="text-align: center;">Amount</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><i>Truancy Prevention Program</i></td> <td style="text-align: center;">23,000</td> </tr> <tr> <td style="text-align: center;"><i>Giant Round Up Funding</i></td> <td style="text-align: center;">42,782</td> </tr> <tr> <td style="text-align: center;"><i>HCY - Homeless grant</i></td> <td style="text-align: center;">44,304</td> </tr> <tr> <td style="text-align: center;">Total</td> <td style="text-align: center;">\$110,086.00</td> </tr> </tbody> </table>	Grant	Amount	<i>Truancy Prevention Program</i>	23,000	<i>Giant Round Up Funding</i>	42,782	<i>HCY - Homeless grant</i>	44,304	Total	\$110,086.00	4
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