Quakertown Community School District
Enter to Learn, Leave to Serve

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #1: *Academic Programs*

Increase rigor and college/career readiness at the high school, middle school and elementary levels while continuing to effectively address the needs of our at-risk students.

Rationale: Aligns with our mission to prepare all students with the knowledge, habits, and skills they need to graduate ready for college or career and engaged citizenship

Strategies: *Curriculum*

1. Curriculum Cycle Scheduled Work:

   o Year 1: 6-12 RELA; Digital Literacy; PLTW
   o Year 2: K-5 RELA; 9-12 FCS; K-12 ELL

2. Curriculum Cycle Year 3 Implementation: 6-12 Mathematics; K-5 Science; K-5 Social Studies

   o **Theory of Action:** If we align our curriculum to standards and review/revise our curriculum on a predictable, cyclical basis, then students will benefit from a consistently implemented, guaranteed, and viable curriculum.

   o **Current Status**: On track

   o **Summary of Progress**: All curriculum areas in year 1 and 2 are solidly engaged in developing and aligning curriculum for their courses. We utilize the Understanding By Design (backwards designed) framework to ensure that what students should know and be able to do align with how they show us what they know and can do and ultimately how a teacher designs instruction to support student learning. The action plans below highlight the processes that each curricular area is undertaking to either re-design, revise, or develop their curriculum.

   o **Sample Action Plan** (Office of Teaching and Learning)

      • **6-12 RELA**

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #1: *<u>Academic Programs</u>* *(cont'd)*

Strategies: *Instruction*

1. <u>Complete training for all schools in Positive Behavior Interventions and Supports (PBIS) and have Tier 1 programs in place for all students; measure progress (Year 2 of two-year goal)</u>

   o **Theory of Action:** If we implement school-wide positive behavior supports in all buildings with fidelity, we should see improved behavior across all settings.

   o **Current Status**: On track

   o **Summary of Progress**: Quakertown and Pfaff elementary schools have been implementing PBIS for several years and were recognized as model schools last year for their efforts. QE will be presenting their process and success in Hershey at the PBIS conference. Neidig and Richland are in year two of implementing "The Leader in Me" program. Tohickon Valley and Trumbauersville have revamped their programs and have been continuing to implement them with success. Given the changes at the secondary levels, the buildings worked on re-norming the programs they developed last year during the first part of this school year. The sixth grade center and Strayer have recently rolled out their program to students and the HS will be doing so by the end of this month.

   <u>Action Plans:</u> Samples from QCHS and Quakertown Elementary

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2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #1: *Academic Programs (cont'd)*

Strategies: *Assessment*

1. Implement electronic student writing portfolios K-12

   o **Theory of Action:** If we implement student writing portfolios, we give students and teachers an important tool to see growth in writing processes and reflection at the classroom level and to improve writing scores on standardized assessments.

   o **Current Status**: On track

   o **Summary of Progress**: At this moment in time, most teachers have been implementing K-2 portfolios through SeeSaw; and Grade 3-5 and 6-12 RELA teachers via the ePorfolio tool in Canvas. The response to portfolios through SeeSaw has been tremendously positive with a notable increase in parent participation. Some limitations in the functionality of the Canvas ePortfolio tool have been identified and we are developing a survey to get more feedback on successes and struggles so we can plan future actions.

   o **Action Plan** (Office of Teaching and Learning)

2. Conduct a program quality review of the ELL program and make recommendations

   o **Theory of Action:** If we conduct a program quality review to analyze our ELD program, and utilize the PQR report to identify needs and recommendations for improvement, we can develop specific action plans to improve our program and curriculum for EL students to better serve our growing population of EL students.

   o **Current Status**: On track

   o **Summary of Progress**: The PQR team visited QCSD from January 23-25, 2018. The team conducted interviews, observations, and file reviews at each building and the District Services center. A brief exit report was presented on January 25. A full, written report will be forthcoming.

   o **Action Plan** (Office of Teaching and Learning)

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #2: _**Operations and Finance**_

Strategies:

1. <u>Implement 2017-18 budget option items with fidelity and prepare for 2018-19 changes.</u>

   o **Theory of Action:** If we implement the changes from the 2017-18 budget effectively and plan appropriately for the additional changes for 2018-19, we will minimize the disruption to our school communities.

   o **Current Status**: Completed for 2017-18 items and on track for 2018-19 items

   o **Summary of Progress**: The major changes resulting from the 2017-18 budget – the elimination of the cyber program, the elimination of 7th/8th grade team time, the closing of Milford Middle School, the relocation of the 9th grade program to the high school, and the creation of the 6th grade program - were all completed for the opening of the 2017-18 school year, and were implemented with fidelity. The work of the Elementary Reassignment Committee was completed and presented to the board for action, and preparations are in progress for the additional staffing and other changes that will take place as a result of the closing of Tohickon Valley Elementary School.

   <u>**Artifacts:**</u>
   Budget Presentation 1-25-18
   Budget Supporting Documents (See QCSD website under "Reports" tab, Budget Information 2018-19)

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #2: *Operations and Finance* *(cont'd)*

Strategies:

2. Implement capital maintenance plan for Year 2 (2017-18) projects and complete planning for Year 3 (2018-19) projects

   o **Theory of Action**: If we implement and invest in a capital maintenance plan, we can plan for future capital needs and proactively address them, resulting in better fiscal responsibility for our district and community.

   o **Current Status**: On track

   o **Summary of Progress**: We have developed the required engineering and architectural planning required to follow through with the 2017-2018 capital projects. The Sixth Grade Center parking lot renovation and the Richland Elementary School ADA restroom renovations will go out for competitive bidding in March of 2018. The current list of capital projects slated for the 2018-2019 fiscal year are still in the developmental stages.

2017-2018 Projects ($750,000)
   SGC Parking Lot Renovation – Complete renovation of parking areas and lighting
   RES ADA Restroom Renovations - Renovate (2) sets of restrooms to ADA standards
      *** *Projected Timelines:*   *March 2018 - Seek bids*
                     June 2018   - Start Projects

2018-2019 Projects ($1,000,000)   *Preliminary Project List – Not Final*
   Pfaff ES - Replace HVAC Controls and various Casework repairs
   Richland ES - Exterior wall repairs, Replace water coolers, Install new kiln hood ventilation
   Sixth Grade Center – Replace lockers
   Alumni Stadium - Repair visitor grandstands and replace ticket booths and gates
   Facilities Building - Roof repairs or replacement
      *** *Projected Timelines:*   *Up to February 2019 - Develop scope of projects*
                     March 2019   - Seek Bids
                     June 2019   - Start Projects

Artifacts:
Schrader group Results
2018/2019 Capital Maintenance Projects

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #2: *Operations and Finance* *(cont'd)*

Strategies:

3. Restructure school support services, roles, and responsibilities and make necessary adjustments to improve effectiveness and efficiency

   o **Theory of Action:** If we restructure our school support (business office) services to be more effective and efficient, we will provide a higher level of service to our stakeholders at a reduced cost, which serves our mission.

   o **Current Status**: On track

   o **Summary of Progress**:
   2017/2018 Implementation

   With the resignation of Bob Riegel, Zach Schoch was promoted to Chief Operating Officer to oversee and provide leadership for all Operations of the School District (HR, Business, Facilities, Food Service, and Transportation). The HR Director position was replaced with an HR Manager and the Business Manager position was replaced with a Finance Director, saving the District money.

   We implemented an electronic time card system to be more efficient in Payroll allowing the district to eliminate tax office positions and assign those duties to Payroll. With the retirement of the accounts payable employee, the accounts payable and receivable functions were combined, replacing two salaried positions with one salaried position and one part time secretary. This also resulted in savings.

   2018/2019 Implementation
   The COO will continue to analyze business office roles and provide professional development opportunities to staff to increase capacity and efficiencies within the department.

   The last organizational piece will be to hire a Business Officer Manager/Purchasing supervisor to replace the previous Director of Business Services position. This individual will be responsible for developing a more robust purchasing and bidding program for better efficiencies at the building and District Office levels, in return saving money.

   Artifacts:
   Organizational Chart
   Financial Impact

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #2: *Operations and Finance* *(cont'd)*

Strategies:

4. <u>Implement staffing plans necessary to achieve budget objectives without impacting programs</u>

   o **Theory of Action:** If we implement staffing plans effectively, we will be able to meet all of our staffing needs with internal staff, avoid disrupting or eliminating programs, and positively affect the district budget.

   o **Current Status**: On track

   o **Summary of Progress**:

   2017/2018
   The District received enough retirements/resignations for the 2017/2018 school year to complete all staffing changes through attrition (no furloughs). Human Resources worked with Building Principals to staff Strayer MS and the 6th Grade Center to ensure each staff member had a position and student needs were met. In addition, limited cyber options were offered through a hybrid format to ensure minimal impact to the program.

   2018/2019
   Initial information about the staffing process for 2018-19 has been shared with staff members along with the timeline for completing the different aspects of the process. Human Resources worked collaboratively with QCEA, and with Board support, to offer an early notice retirement incentive to solicit retirements with the purpose of reducing the need to furlough staff. In order to not reduce programs, an agreement for cyber offerings was accomplished with QCEA to continue offering cyber courses in 2018/19.

   Artifacts:
   Staff Email
   Cyber LOA
   Early Notice Retirement LOA
   FTE Status

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #2: *Operations and Finance (cont'd)*

Strategies:

5. Conduct Year 1 of DMC special education program audit

    o   **Theory of Action:** If we critically evaluate our special education programs using external resources and expertise, we will identify opportunities to deliver quality programs at reduced cost.

    o   **Current Status**: On track

    o   **Summary of Progress:** Members from DMG came to QCSD this fall and met with various stakeholders to get a full picture of how at risk students are supported in our schools. A large quantity of data was provided to them to use as part of their review including student scores on standardized testing, building information, staffing, financial expenditures etc. The final data piece will be a schedule sharing conducted on all staff in February. DMG expects to have their analysis and recommendations completed and provided to QCSD in late May.

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning*

Develop and consistently reinforce a culture for learning at the classroom, building, district, and community level.

Rationale: Aligns with our core mission and purpose

Strategies: *Continue developing teacher leadership, and understanding and ownership of student and building data to strengthen building culture, and quality of instruction, all to increase student learning*

1. Develop teacher leadership through continuous revision and support of the role of ISTs, reading specialists, department liaisons, librarians, and teachers on special assignment

    o **Theory of Action (*ISTs and Reading Specialists only*):** If we revise the roles of the elementary reading specialists and ISTs to more of coaching model, then…
      * students will benefit from teachers utilizing the content expertise of reading specialists and math specialists in the classroom.
      * job-embedded professional development will improve instructional practice and student learning.
      * student achievement with grow as specialists share resources and content expertise with their colleagues.
      * teachers will better understand content standards, how various components of the curriculum link together, and how to use the curriculum in planning instruction and assessment is essential to ensuring consistent curriculum implementation throughout a school and district. .
      * professional learning becomes more relevant, focused on teachers' classroom work, and aligned to fill gaps in student learning.

    o **Current Status**: On track

    o **Summary of Progress**: We are currently in Year 2 of transitioning the role of elementary specialists to more of a coaching model and while we have had a mixed bag of success, we are confident that at least half of the specialists are moving in the right direction. Monthly check-ins with the specialists identify strengths/needs of the building from a data and instructional standpoint and quarterly specialist workshops discuss and develop their skills as coaches. OTL staff members also spent half to a full day with most specialist teams supporting them on self-identified areas of need for their building.

2017-2018 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning (cont'd)*

Feedback from our November workshop indicates it was a very powerful session for our specialists. We provided clarity on the coaching continuum and reflected on current practices. Many specialists walked away with a sense of urgency and a new vision for coaching in their building. Momentum was building and many specialists were re-invigorated, but the union grievance put a damper on the progress that many had worked hard to establish in the last 8 weeks of the calendar year.

Action Plan: Specialist (Office of Teaching and Learning)

o **Theory of Action (*Librarians only*):** If we revise the roles of the elementary reading specialists and ISTs to more of coaching model, then…
   • Students will benefit from teachers utilizing the content expertise of library specialists.
   • Job-embedded professional development will improve instructional practice and student learning.
   • Student achievement will grow as specialists share resources and content expertise with their colleagues.
   • When teachers learn with and from one another, they can focus on what most directly improves student learning. Their professional learning becomes more relevant, focused on teachers' classroom work, and aligned to fill gaps in student learning.
   • Specialists can lead conversations that engage their peers in analyzing and using this information to strengthen instruction. Reflection is at the heart of self-driven learning.

o **Current Status**: On track

o **Summary of Progress**: We are currently in Year 1 of transitioning the role of library specialists. Through bi-monthly check-ins and collaboration on non-instructional days, librarians are getting into more and more classrooms. Working with principals, as they continue to market their new roles, more teachers will reach out to them for support.

Action Plan: Librarian (Office of Teaching and Learning)

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning* (cont'd)

2. Increase ownership of student and building data through refinement of the process and expectations for data team meetings

   o **Theory of Action:** If we support our teachers in owning and using student data effectively and in sharing their expertise in teams, instruction will be more responsive to student needs and learning and achievement will increase.

   o **Current Status**: On track

   o **Summary of Progress**: Each building developed individual action plans to support this goal and are actively implementing the action plans they devised.

   Action Plans – Samples from Neidig Elementary and Trumbauersville Elementary

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2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning* *(cont'd)*

3. Foster improved culture for learning through building action plans focused on Panorama data

   o **Theory of Action:** If we utilize student perception data to develop action plans addressing identified areas of need at the building and classroom levels, student perception of their school and classroom experience will improve.

   o **Current Status**: On track

   o **Summary of Progress**: Panorama student perception surveys were administered to all students in grades 3-12 this fall, and teachers in each building are in the process of reviewing their individual and collective data and utilizing the "Playbook" in the software to identify strategies to improve in one or more identified areas of need. Surveys will be administered again in May.

   Action Plans: Samples from QCHS and Pfaff

4. Improve quality of instruction through effective supervision and coaching, and through strengthening the goal setting process

   o **Theory of Action:** If building leaders have tools and support to grow in their coaching of teachers, guidance in teacher goal setting, and leadership of their buildings, classroom instruction will improve and student learning will increase.

   o **Current Status**: On track

   o **Summary of Progress**: The supervision plan for teachers was revised (now Supervision 4.0), and a supervision plan for administrators was developed to align with the same requirements. Each building principal is executing action plans in the area of teacher supervision, and several have a professional goal specifically related to supervision and feedback. The administrative team has spent time during administrative leadership meetings increasing our learning about effective goal setting and refining our goal setting process to reflect our new learning.

   Action Plans: Samples from Strayer MS and Quakertown Elementary

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning* *(cont'd)*

Strategies:

5. Parent/Family Engagement Initiative (Year 2) - Analyze Year 1 results and comparison to baseline, develop building level strategies and action plans and re-survey at the end of the year, and develop metric for future years; implementation of parent home letters for each subject area

   o **Theory of Action:** If we recruit and engage diverse parent participation and communicate attendance information to parents in a simpler and less punitive manner, then we will develop a school-wide plan that is more reflective of all of the families at QCHS and increase parental awareness of how their child's absences compares with the average student, and student attendance will increase.

   o **Current Status**: On track

   o **Summary of Progress**: As of January 2018, we have made significant progress, completing 6 of the 9 steps of the action plan. Two of the 3 of the remaining steps are in the planning phase, and the final step will be initiated upon closing reporting for the first semester of the school year.

   Action Plan: Family Engagement (QCHS – Mrs. Culbreath)

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: ***Culture for Teaching and Learning*** *(cont'd)*

Strategies:

6. Consistently communicate with all stakeholders to enhance awareness of the district's mission and overall objectives

   o **Theory of Action:** If we communicate consistently and effectively with our stakeholders, we will increase community and stakeholder engagement with our mission and initiatives, and build trust and confidence.

   o **Current Status**: On track

   o **Summary of Progress**: Superintendent Blogs are shared with the community on a regular basis, supported by building level Canvas parent/home hub communications.

   Artifacts: Superintendent Blogs (QCSD Website/Administration Tab/Superintendent)

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #3: *Culture for Teaching and Learning* *(cont'd)*

Strategies:

7. Increase communication and community awareness of external factors affecting the school district and public education

   o **Theory of Action:** If we increase our communication to our community about external factors (state issues, political issues, pending legislation, etc.) that impact our district and district finances, we will increase community and stakeholder engagement with our mission and encourage community participation in the civic process.

   o **Current Status**: On track

   o **Summary of Progress**: Superintendent Blogs, tweets, press releases, and stories include topics like property tax elimination, the potential impact of various pieces of proposed legislation, and other public policy issues. The Superintendent has represented the district in Harrisburg and at various PSBA and PASA advocacy opportunities.

   Artifacts: Superintendent Blogs (QCSD Website/Administration Tab/Superintendent)

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #4: *Data and Technology*

Ensure integrity of data collection and technology investments/use are aligned with the district's fiscal objectives and academic needs

Rationale: Aligns with the belief in continuous improvement, use of data to drive decision-making, and student development of 21st century skills

Strategies:

1. <u>Complete Decision Ed Phase III, to include completion of HR and financial data and development of ROI reports, teacher dashboard iteration 3.0, and business/HR/board dashboard development</u>

   o **Theory of Action:** If we collect data that is organized, analyzed, and then combined with stakeholder understanding and expertise to become actionable knowledge, we will be able to improve the quality of our decision-making to systematically improve student outcomes.

   o **Current Status**: On track

   o **Summary of Progress**: We have had multiple meetings with both Decision Ed and Keystone Systems to map the data will be extracted and imported to DE to meet our HR and Financial data goals. Decision Ed is currently completing the final import steps to make it available to QCSD and begin the report writing process. We fully expect basic reporting around this newly imported data be made available to us in the next 4 weeks. Many additional resources have been created to support administrators and teachers in exploiting the power of our consolidated data warehouse system.

   <u>Action Plan:</u> **Decision Ed** (Assistant Superintendent)

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #4: *Data and Technology* *(cont'd)*

Strategies:

2. Canvas implementation - completion of all Year 3 benchmarks to facilitate "Anytime Anywhere Learning"

    o **Theory of Action:** If we effectively use our Canvas platform district-wide, we will provide a consistent experience for our parents as observers and will better prepare our students for college and career.

    o **Current Status**: On track

    o **Summary of Progress**: Our mid-year Canvas analytics show significant progress in increasing consistent Canvas use across all buildings at all levels.

    Artifacts: Canvas Analytics Reports for 1-22-18 compared to year-end 2016-17

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #4: *__Data and Technology__* *(cont'd)*

Strategies:

3. <u>Utilizing Bright Bytes technology integration survey data, implement strategies to increase technology integration and the 4Cs</u>

   o **Theory of Action:** If we continue to increase student and teacher use of the 4 Cs (Creativity, Collaboration, Critical Thinking, and Communication), we are preparing students for the 21st century world in which they will live and work in the future.

   o **Current Status**: On track

   o **Summary of Progress**: Our BrightBytes surveys provide building leaders with data to support their building action plans on improvement of the 4Cs. Data from the Fall 2017 survey shows overall improvement across the district. The surveys will be administered again in May.

   Action Plans: Samples from Technology, Tohickon Valley and Richland Elementaries

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #5: *Safety and Security*

Be vigilant in ensuring the safety and security of all school buildings and the central office

Rationale: Aligns with belief in a physically and intellectually safe environment for all

Strategies:

1. Conduct Table-Top drill with district-wide staff members and revise crisis plan based on results/key takeaways

   o **Theory of Action:** If we continually refine our critical incident planning and practice our skills, we will increase the safety of our buildings and district.

   o **Current Status**: On track

   o **Summary of Progress**: District and building administrators have participated in a tabletop scenario meeting with Quakertown Borough, first responders, and representatives from all the police agencies that service our district. The team identified some opportunities for more detailed planning and will be having a follow up meeting in several months.

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2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #5: *Safety and Security* *(cont'd)*

Strategies:

2. Refresh A.L.I.C.E. training and conduct A.L.I.C.E. drills in each building

   o **Theory of Action:** If we continually refine our critical incident planning and practice our skills, we will increase the safety of our buildings and district.

   o **Current Status**: On track

   o **Summary of Progress**: All administrators participated in an A.L.I.C.E. training refresher in August, training was provided for per diem substitutes, and A.L.I.C.E. drills have been conducted in each building, and will continue throughout the remainder of the year.

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2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #5: *Safety and Security* *(cont'd)*

Strategies:

3. Data Security and Privacy - complete Phase II in obtaining the COSN Trusted Learning Environment Seal (year two of three year goal) by completing at least 8 of the 25 required steps/objectives

   o **Theory of Action:** If we systematically review and improve our data and security practices, then our continued focus on student privacy, data security, and compliance with all applicable laws and regulations will provide assurance to parents and other stakeholders that the technology our students use is safe and that the district values student privacy and data security.

   o **Current Status**: Completed

   o **Summary of Progress**: COSN defines 25 indicators that a district must meet in order to qualify to apply for the TLE Seal. In year two, our target is to complete a minimum of another 9 indicators, for a total of 17 after two years. We have met that target. In year three, we will complete the remaining 8 to be eligible to apply with the TLE Seal.

   Action Plans: Technology Department

2017-18 MID-YEAR DISTRICT GOALS UPDATE

Goal #5: *Safety and Security* *(cont'd)*

Strategies:

4. Update all crisis planning documents

   o **Theory of Action:** If we continually refine our critical incident planning and practice our skills, we will increase the safety of our buildings and district.

   o **Current Status**: On track

   o **Summary of Progress**: This strategy includes the updating of our critical incident binder and also the development of additional resources, including a quick reference flip chart and pre-school year preparation checklist, to continually refine and improve our preparation for a variety of kinds of critical incidents. The final draft flip chart is in the process of review by the critical incident team.

   Action Plan: Critical Incident Planning (Assistant Superintendent)