



2018-19 MID-YEAR DISTRICT GOALS UPDATE

Dr. William Harner, Superintendent
February 2, 2019

QCSD MISSION STATEMENT:

Our mission is to prepare all students with the knowledge, habits, and skills they need to graduate ready for college or career and for engaged citizenship, all at the best value to our community.

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Goal #1: Culture for Teaching and Learning

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

Strategies:

1. Increase student learning by:

- a. Increasing ownership and effective use of student and building data (year two)
- b. Fostering improved culture for learning through building action plans focused on Panorama student perception survey data
- c. Providing increased opportunities for autonomy at the building level
- d. Improving the quality of instruction through teacher goal setting, effective supervision, and coaching
- e. Create and implement regular feedback systems to assess employee satisfaction

Theory of Action: If we effectively implement the strategies listed, we will improve the quality of instruction and increase student learning.

Current Status: On Track

Summary of Progress:

- a. In addition to the work of building level data teams and principal work with individual teachers to review NWEA and PVAAS data, K-2 Math and ELA DIBELS reports were sent home mid-year and will be again at the end of year, OTL/Principal K-5 Math and ELA midyear data meetings have occurred or are scheduled, and NWEA Data Mining Templates were shared with principals and teachers in grades 3-8 math, ELA, and science.
- b. Each building conducted Panorama Student Surveys this fall, and teachers recently received the results of their surveys. Each building has plans for teachers to discuss their strategies with their supervisor and create one or more action steps to improve student perception in one or more areas.
- c. We continue to seek opportunities to provide more autonomy at the building level for our principals to exercise leadership tailored to their leadership style and needs of their building. This year, principals had the ability to re-designate support positions within their building to meet their building's needs. Budgetary control over certain line items was also shifted to the building level.

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- d. Each building has Supervision Action Plans with strategies to increase administrator presence in classrooms, to improve the quantity and quality of feedback, and to invite staff members to contribute feedback to create a two-way feedback loop.
- e. Each building has created explicit opportunities for staff feedback, including periodic or monthly surveys, expansion of school leadership teams, and/or two-way feedback conversations. While this strategy is “on track” there is significant staff pushback in certain buildings to providing feedback to supervisors.

Action Plans: Representative Action Plans will be attached to the Year End Goals Report to document completion

2. Parent/Family Engagement

- a. Create systems to provide parents with more information about curriculum, academic program, methods to support their child’s academic learning and social/emotional health
- b. Provide forum opportunities for parent education on relevant topics

Theory of Action: If we provide comprehensive information to parents about curriculum and the academic program and provide forum opportunities to educate parents on relevant topics, we will increase the alignment between parent expectations and classroom learning, and better engage parents as partners in their child’s education.

Current Status: On Track

Summary of Progress: Rubicon Atlas Phase 1 is complete with majority of elementary programming completed in the tool. Secondary curriculum will be added over the next 2-3 years w/ Secondary Math and ELA completed by Fall, Science, Art, Music, and HPE by the end of 2020 and SS and World Language by 2021. The Elementary Parent site will be ready for implementation for Fall 2019. Parent information sheets are available by course module for core content areas in elementary.

Parent education opportunities have already been offered on Vaping and various College and Career topics. Parent Forums on Bullying, Drug Trends, and Transition Planning are planned for the second half of the year, in addition to any topics raised through the Community Safety Committee. A parent training opportunity for the Safe2Say program will also be offered this spring.

Action Plans: OTL, Pupil Services, Assistant Superintendent

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3. Diversity Initiative (Welcome Workplace)

- a. [Create a District-wide Steering Committee](#) to evaluate the Welcome Workplace/IDI survey results and develop action plans for 2018-19 (year one)

Theory of Action: If we increase our intercultural competence through a proven, expert-led program, we will improve the culture for teaching and learning across the school district and better meet the needs of diverse stakeholders.

Current Status: On Track

Summary of Progress: Meetings are occurring approximately monthly (led by Pearl Buck) and the website linked above has all materials and agendas.

4. Community Service/Service Learning

- a. Create system to compile all service learning/community service projects K-12;
- b. Develop programming and opportunities for participation in the MLK National Day of Service in January 2019.

Theory of Action: If we model and instill in our students the value and importance of service, we will contribute to a positive school culture and make a difference.

Current Status: Complete/On Track

Summary of Progress: All buildings are tracking their individual community service projects throughout the year. Students, teachers, and administrators participated in a variety of service projects on the MLK National Day of Service in January.

[QCSD Celebrates First MLK Day of Service](#)

5. PBIS

- a. Achieve a score of at least 80 in the Benchmarks of Quality for Tier 1 PBIS in each building K-12, and begin development and implementation of PBIS Tier 2.

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

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Current Status: On Track, with additional focus needed on Tier 2 development

Summary of Progress: Each building has an individual PBIS Action Plan with strategies customized to the needs of that building. [PBIS Implementation at all levels to date](#) contains a summary of the progress in each building.

Action Plans: Representative Action Plans will be attached to the Year End Goals Report to document completion

Goal #2: Academic Program

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.

Strategies:

1. Curriculum

Curriculum Cycle Scheduled Work:

- Year 1: 6-12 Science; K-12 Art; K-12 Music
 - 6-12 Science is currently examining resources for purchase for the 2020-2021 school year.
 - K-12 Art, K-12 Music, and K-12 HPE are all designing, revising curriculum and examining resources.
- Year 2: 6-12 RELA; Digital Literacy; PLTW
 - 6-12 ELA is writing their curriculum - all at different stages to be completed by end of year

Curriculum Cycle Year 3 Implementation: K-5 RELA; 9-12 FCS; K-12 ELL

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.

Current Status: On Track

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Summary of Progress: K-5 ELA is in full implementation, with continuous walkthroughs, planning, and coaching throughout the year. K-12 ELD - PD plan for year; ELP standards embedded in content area curriculum; 6-12 writing curriculum for each level and grade; 9-12 FCS continue to revise as appropriate.

Action Plans: OTL

2. Program Development and Evaluation

- a. Develop and implement The Academy at Quakertown program 6-12

Theory of Action: If we successfully design and implement an appropriate program to meet the needs of learners who are not experiencing success in a whole school environment, we will increase student learning and success for those students.

Current Status: On Track

Summary of Progress: Mid-Year Update - [Develop and implement The Academy at Quakertown program 6-12](#)

Action Plans: OTL

- b. Implement DMG recommendations, year one (to be determined based on staff feedback and Administrative Leadership work in June)

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.

Current Status: On Track

Summary of Progress: We are continuing our work and focus with DMG and have narrowed the focus to coaching services and Social Emotional Learning. Additional work is ongoing this Spring.

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SEL Initiative Update: [Ideal Roles for SEL Staff](#)

Coaching Initiative Update: [Coaching Implementation Timeline](#)

Action Plan: Pupil Services

Goal #3: Safety and Security

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

Strategies:

In addition to maintaining drills, training, and critical incident document updates,

- 1. Create a community committee on safety, to include examining social, emotional, and mental health needs, prevention strategies, and facilities needs and report recommendations to the Board Ad-Hoc Safety Committee by April 1, 2019**

Theory of Action: If we involve our parent community in a committee that examines best practices in school safety, reviews current practices in QCSD, identifies opportunities for improvement, and recommends future actions to the Board of School Directors that will contribute to the prevention of school violence, we will improve school safety and increase student, staff, and parent confidence in the safety of our schools.

Current Status: On Track

Summary of Progress: The Community Safety Committee was formed in the fall and has held 8 meetings to date. Committee members have read a wide variety of materials on school safety, have had presentations on school discipline procedures, the SRO Program, student support services, and other safety-related topics. The committee has two additional meetings scheduled to continue preparation of its draft recommendations, which will be presented to the Board at the February 28, 2019 meeting.

Action Plan: Assistant Superintendent

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2. Implement critical incident planning application (NaviGate)

Theory of Action: If we enhance the tools we have available to communicate and follow protocols for critical incidents, we will increase the safety of students and staff.

Current Status: On Track

Summary of Progress: Navigate has been successfully populated with all building, student, teacher, and administrator data. All floor plans have been imported and corresponding images of each classroom and space has been captured via 360 cameras. Initial rollout to Administrators occurred earlier this year and this past week many buildings rolled it out successfully to their staff. Documents have been created to solicit overall feedback and concerns. Additional documentation will be sent to each building regarding populating drill information, building specific protocol and procedures, etc. Overall, the first test of the system in many buildings went very well and teacher feedback has been mostly positive.

Action Plan: Technology

3. Data Security and Privacy - complete Phase III in obtaining the COSN Trusted Learning Environment Seal (year three of three-year goal) by completing the remaining indicators and applying for the TLE Seal.

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.

Current Status: On Track

Summary of Progress: COSN identifies 25 indicators that a district must meet to qualify to apply for the Trusted Learning Environment Seal. We have completed 24 of the 25 steps, and the draft application is being prepared for Fall 2019 submission to earn the TLE certificate. The remaining task is around business continuity and will be a joint discussion between the COO and Director of Technology.

Action Plan: Technology

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Goal #4: Operations and Finance

Demonstrate fiscal responsibility through thoughtful and consistent oversight of budget development, implementation of appropriate systems, and effective program evaluation.

Strategy:

- 1. Create specific opportunities for Board in-depth review and education on district financial matters, including major budget cost drivers.**

Theory of Action: If we increase our reporting on financial matters, the Board will have enhanced tools to guide decision making and have a more in-depth understanding of the rationale underlying those decisions.

Current Status: On Track

Summary of Progress: Each month, the administration uses the Finance and Facilities Committee Meetings to keep the Board abreast of important financial happenings within the district. The public meetings are intended to keep the Board and Community well informed, and to provide educational opportunities for better understanding of the major cost drivers.

The administration, with Board approval, has purchased financial software to aide in the analysis and budget development process. The software will also be used to report out monthly updates on the current year expenditure and revenues.

A reports page was created on the District website where documents are uploaded for public consumption.

Specific educational programs were analyzed from a cost perspective, including the addition of Strings to the instrumental music program and The Academy.

Artifacts: Business Office