

The mission of the Phoenixville Area School District is to prepare, inspire and graduate students to meet the challenges of the future, while growing to become the educational hub of the community.

THE BOARD'S VISION FOR THE SUPERINTENDENT'S GOALS

- 1) Enhance academic achievement and equity to help all students grow to their full potential;**
- 2) The financial investment of the public will be effectively managed to ensure the ongoing health and stability of the District and community; and**
- 3) As the educational hub, the District will serve as a facilitator, bringing together the community to excel now and in the future.**

The Superintendent of Schools and administration will carry out this vision.

The PASD School Board set Objectives and Goals for the Superintendent for 2016-17 at the beginning of the school year. The Goals are organized in the following categories:

- 1. Instruction and Student Achievement**
 - 2. Operations and Financial Management**
 - 3. Human Capital Management**
 - 4. Communication with Students, Parents, and Community**
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Objective Performance Standard					
<p>1. Instruction and Student Achievement The Board expects all students achieve to their fullest potential. The Superintendent will use all means available to help realize this potential</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Overall Rating					
Key Performance Indicators					
Students in grades 4-8 will show cohort growth on the PSSA literacy assessment as measured by the PVAAS Scores					
Students in grades 4-8 will show cohort growth on the PSSA mathematics assessment as measured by the PVAAS Scores					
Keystone proficiency or better at the 11 th grade cohort release date will be a minimum of 80%					
All students will be accepted into a college (2 or 4 year), in the armed forces, or employed by October of their graduation year. When reporting the data, include full data set and a breakdown showing if the economically disadvantaged students achieved.					
SAT, super-score, for the 12 grade cohort, will be higher than the percentile average for Chester County, Pennsylvania, and the United States.					
Each year administration will provide an analysis and recommendation for implementation/non-implementation of a trending educational issue. Current possible topics are – STEAM, School Start Time, block Scheduling.					
The graduation rate of the 12 th grade cohort will be >99%					
Ensure the proper planning and implementation of special education services, including a systematic method to					

Objective Performance Standard					
1. Instruction and Student Achievement The Board expects all students achieve to their fullest potential. The Superintendent will use all means available to help realize this potential	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
<p>provide or outsource quality programming in a consistent manner.</p> <ol style="list-style-type: none"> 1. 95% of parents will indicate that they agree or strongly agree that their children had a positive transition 2. 95% of parents will indicate that they agree or strongly agree that the programming their child is receiving is quality programming experience on the parent satisfaction survey 3. 95% of parents will indicate that they agree or strongly agree that the programming their child is receiving is quality programming 4. Yearly, student files will be independently audited to determine compliance. The audit will show 100% compliance. When less than 100% compliance is noted corrective procedures will be implemented with corrections occurring within two months. 					
<p>Work to appropriately mainstream all students with special needs by the end of the 2017 school year. The intent is to fully embed all possible students into the regular education setting, together with all of the necessary supports and services.</p> <ol style="list-style-type: none"> 1. The Least Restrictive Environment (LRE) percentage will improve by 20% in 2013-14 compared to 2012-13 baseline 2. A program of staff development and training will be instituted (by May of 2014) to ensure that all 					

Objective Performance Standard					
<p>1. Instruction and Student Achievement The Board expects all students achieve to their fullest potential. The Superintendent will use all means available to help realize this potential</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
<p>staff are capable of teaching / working with / aware of students with disabilities and their right to access education in the least restrictive environment</p> <p>3. Ensure the proper planning and implementation of special education services, including a systematic method to provide or outsource quality programming in a consistent manner.</p>					

Objective Performance Standard					
<p>2. <u>Operations and financial management</u> The Board has a fiduciary duty to the school community and to the community at large to provide the best education to all students with the most cost efficient use of funds and resources provided to the district.</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Overall Rating					
Key Performance Indicators					
Construction of the ELC/ES will be completed in time for both schools to be in use by the start of the 2017-2018 school year.					
Construction of the ELC/ES will be completed in accordance with the Board approved budget from December 2015.					
The buildings and grounds will be maintained at a high level of quality in an efficient manner.					
The 2017-2018 preliminary budget presented to the Board in January 2017 will be within the Act 1 Index plus estimated applicable exemptions.					
By April 2017, a long-term – 5-year – budget forecast will be developed and shared with the Board and public, that is sustainable and within the estimated future Act 1 indexes.					
The 2016-2017 budget will be managed within 1% of the final Board approved budget					
As part of the development of the 2017-18 budget, a plan for funding the next 10 years' worth of SLEP projects will be presented to the Board.					

Objective Performance Standard					
<p>3. <u>Human Capital Management</u> The Board believes employees of the District are the most important resource of the District. With this understanding the Superintendent will use all means necessary to ensure educational employees are supported in their continuous improvement to provide the highest quality educational and extracurricular programs and that the support staff are supported in ensuring the facilities exude pride.</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Overall Rating					
Key Performance Indicators					
<p>A tool will be developed and presented to the Personnel committee by end of October to determine what motivates potential employees to accept or reject a job offer. The information will be used to mitigate job offer refusals. The baseline for job offer refusal is 15%. That is 85% or more of all recruits will accept the offered position</p>					
<p>At the conclusion of the non-tenure process, employee retention rate will be reviewed and reported to the Board in October. Interviews will be conducted with administration and non-tenured faculty to determine employee engagement and employment success. New employee retention will be greater than 80% over the course of 3 years.</p>					
<p>Rate of Professional Improvement Plans and the rate of Professional Improvement Plan success will be reported to the Board each May.</p>					

Objective Performance Standard					
<p>3. Human Capital Management The Board believes employees of the District are the most important resource of the District. With this understanding the Superintendent will use all means necessary to ensure educational employees are supported in their continuous improvement to provide the highest quality educational and extracurricular programs and that the support staff are supported in ensuring the facilities exude pride.</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
<p>Effective mechanisms for identifying and counseling non-tenured employees who are not performing to expectations will be established such that professional contracts are not offered to employees whom we do not wish to retain.</p>					
<p>A Succession Plan for top administration – Cabinet and Principals will be presented to the Board Personnel Committee at the November 2016 committee meeting for approval</p>					
<p>90% of all personnel at the secondary level will be trained in Youth Mental Health First Aid. A plan to extend this to the primary level will be developed by end of year.</p>					

Objective Performance Standard					
<p>4. <u>Communication with Students, Parents, and Community</u> The Board understands the importance of communicating and working thoughtfully with the public and school community, and that these relationships will be fostered at a high level.</p>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Overall Rating					
Key Performance Indicators					
<p>Administration will meet with families of underrepresented (minority, ELL, immigrant, low socioeconomic, and first generation college) students and community representatives at least twice during the school year to learn from them what the district can do to better meet their needs. Administration will listen to, be responsive to, and act on suggestions from the first underrepresented group meeting by November 2016.</p>					
<p>Communication will be proactive at the local, regional and state level. It will include improvement of the District's performance, novel opportunities, individual student achievements, and ranking in relation to other schools in the county and region (e.g. SAT, graduation rates, standardized testing, attendance, other measures of academic success, and US News and World Report, The Inquirer, Philadelphia Magazine).</p>					