

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) Effectively manage the financial investment of the public to ensure the ongoing health and stability of the District and community; and**
- 3) Enable the District, as the educational hub, to 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 2017-18 at the beginning of the school year. The Goals are organized in the following categories:

- 1. Effective Allocation of Resources to Provide High Quality Instruction**
 - 2. Operations and Financial Management**
 - 3. Human Capital Management and Promote Employee Growth**
 - 4. Effective, Consistent Communication and Collaboration with Parents, Students and Community**
 - 5. Implement a Consistent/Reflective Use of Data to Drive Change**
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1. Effective Allocation of Resources to Provide High Quality Instruction	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Close the achievement gap by 50% at each level – elementary, middle, and high schools - compared to the 2015 level of achievement gap by June 2018.					
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 the achievements of economically disadvantaged students.					
SAT, super-score, for the 12th grade cohort, will be higher than the average score for Chester County, state, and the United States. The difference between the PASD super-score and the top super-score in Chester County will increase by 1 percentage point, 2016-17 to 2017-2018.					
The graduation rate of the 12 th grade cohort will be >99%					
<p>Ensure the proper planning and implementation of special education services, including a systematic method to provide or outsource quality programming in a consistent manner, including:</p> <ol style="list-style-type: none"> 1. 95% of parents who respond to the survey will indicate that they agree or strongly agree that their children had a positive transition 2. 95% of parents who respond to the survey will indicate that they agree or strongly agree that the programming their child is receiving is quality programming experience on the parent satisfaction survey 					

1. Effective Allocation of Resources to Provide High Quality Instruction	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
3. Review cost with Board of an independent audit (by an outside consultant) of student files to determine compliance. If the Board determines that the cost is too expensive, an internal audit should be conducted by staff. When less than 100% compliance is noted corrective procedures will be implemented with corrections occurring within two months.					
100% of students will be in the Least Restrictive Environment (LRE) to grow the student to the fullest potential and properly placed into educational settings with necessary supports, as applicable. Ongoing staff development to ensure that all staff are capable of teaching / working with / aware of students with disabilities and their right to access education in the least restrictive environment.					
All at risk students are encouraged to be part of an extracurricular or enrichment activity, sponsored by the District or a local community organization, by 9/2017. Report will be presented detailing the results by October 2017.					
Number of students who are late or absent more than 2 days per month will decrease by 5% as compared to the 2016-17 year by April 2018.					
By February 2018, 90% of all students will correctly answer 2 questions when asked by an observer of a class: Where is lesson headed? Where is the class now? Results will be based on an audit of at least 100 students asked these questions.					
Develop a common academic language for each subject and distribute to all faculty by June 2018.					

<u>1.</u> Effective Allocation of Resources to Provide High Quality Instruction	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Implement the revised teacher evaluation system in 2017-2018					
Administration will educate the Board and community on the Sleep/Start Time topic to bring the Board to a decision by end September 2018. Measurable progress will be demonstrated for 2017 2018 school year.					

2. <u>Operations and Financial Management</u>	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
The buildings and grounds will be maintained at a high level of quality in an efficient manner.					
The 2018-2019 draft preliminary budget presented to the Board in January 2018 will be within the Act 1 Index plus estimated applicable exemptions.					
By April 2018, a long-term – 10-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 2017-2018 budget will be managed within 1% of the final Board approved budget					
Bring Board to final decision regarding disposition or use of the following District owned buildings: Kindergarten Center, East Pikeland ES, Hallowell House, Pot House Rd house (proposed for Life Skills) by May 2018					
Present a plan to improve the security and add the additional classroom space at the HS for the Board of Directors to either agree to proceed with issuing RFPs or disband the project by December 2017.					

3. Human Capital Management and Promote Employee Growth	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
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.					
Rate of Professional Improvement Plans and the rate of Professional Improvement Plan success will be reported to the Board each May.					
A Succession Plan for top administration – Cabinet and Principals will be presented to the Board Personnel Committee at the November 2017 committee meeting.					
Conduct surveys for SharePoint sites for both curriculum and HR to determine ease of use, applicable content and solicit enhancement/improvement ideas by January 2018. Develop set of future improvements to be implemented by June 2018 along with a list for longer-term improvements to be implemented in 2018-2019 school year.					
Develop and review with Board the calendar of training to be provided in 2018-2019 school year in September. Conduct a survey with teachers and staff and report results to Board by May 2018. Survey should include soliciting ideas/topics from teachers and staff, most and least effective methods of training, and a rating of training content presented.					
By June 2018, increase the net promoter score by 50% of the 2015-16 score.					

4. Effective, Consistent Communication and Collaboration with Parents, Students and Community	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Implement by September 2017 ideas from the meetings held through March 2017 with underrepresented families. Conduct a baseline survey to determine level of inclusiveness and involvement experienced by these families with District by May 2018. Develop metrics and reporting to the Board annually by May 2018.					
A survey will be developed and conducted by June 2018 to establish a baseline and growth analysis to gauge community leaders' knowledge of the District.					
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). Continue to increase Phantom News readership by 10% over 2016-17.					
Develop a comprehensive communication plan to include messaging around financial challenges and budget along with achievement, rankings, etc. by June 2018.					
Increase the High School Career Study program participating employers by 20% and increase the number of students participating by 20% in the spring of 2018.					

5. Implement a Consistent Use of Data to Drive Change	Exceeded	Achieved	Partially Achieved	Not Achieved	Notes
Create a data team and present plan on what data will be gathered and presented, how data will be presented, where data will be stored and presented and site analytics measured by March 2018.					