

# **Chambersburg Area School District and Cabinet Goals 2020-2021**

*Vision:*

*That every child achieves in school and  
attains the skills needed to achieve success in the future in a highly collaborative culture of honesty,  
trustworthiness and passion for our mission of bettering the lives of children.*

## District and Superintendent Goals

Goal	Objectives	Evidence	Year-end Data
<p>Improve student achievement and outcomes</p>	<p>1. Academic/Curriculum recovery</p> <ul style="list-style-type: none"> <li>● Trauma informed/social/emotional</li> <li>● Academic curricular learning (4th quarter 2020-2021)</li> <li>● Recoupment of 2020-2021 skills</li> </ul> <p>2. Virtual Learning</p> <ul style="list-style-type: none"> <li>● Consistent LMS platform K-12</li> <li>● Consistent device access K-12 for students</li> <li>● Related PD for staff K-12</li> </ul>	<p>1a. Health and Safety Plan Developed and Implemented. Monthly review of COVID and reopening factors are reviewed with the board monthly. Changes are voted on by the board and revised plan submitted to PDE. Completed yes/no.</p> <p>1b. Athletic Plan (Return to Sports) Developed and Implemented. Completed yes/no.</p> <p>1c. Implementation of Learning Management System. Completed yes/no.</p> <p>2a. Implementation of Learning Management System. Completed yes/no.</p>	

		<p>2b. Provide each student and teacher/support staff with laptops. Completed yes/no.</p> <p>2c. Provide related virtual learning PDs across the school year. Completed yes/no.</p>	
<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>Continuation of the development of a high school action plan and address the following: career pathways, climate/culture, instruction, professional learning communities, and Keystone clinic.</li> <li>ESSA Implementation K-12 Related to Career Development</li> </ol>	<ol style="list-style-type: none"> <li>Long range High School Action Plan Developed. Completed yes/no.</li> <li>ESSA Implementation. Uploaded to PDE. Completed yes/no.</li> </ol>	
<p>Ensure that the school district has the most talented staff</p>	<ol style="list-style-type: none"> <li>PDs focused on academic recovery</li> </ol>	<ol style="list-style-type: none"> <li>PDs provided for teachers and support staff on academic</li> </ol>	

	<ol style="list-style-type: none"> <li>2. PDs focused on trauma informed/social/emotional</li>   <li>3. Virtual learning and use of the Learning Management System</li> </ol>	<p>recovery. Completed yes/no.</p> <ol style="list-style-type: none"> <li>2. PDs provided to principals and teachers related to trauma informed care, social/emotional learning. Completed yes/no.</li>   <li>3. PDs provided for teachers and support staff on use of the Learning Management System. Completed yes/no.</li> </ol>	
<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<ol style="list-style-type: none"> <li>1. Develop a 5 year financial plan incorporating staffing, programs, curriculum, instruction, and overarching school district goals, refreshing of consistent technology, instructional materials, etc.</li>   <li>2. Equity and efficiencies of classroom/school staff/student</li> </ol>	<ol style="list-style-type: none"> <li>1. 5-year financial plan presented to the Board. Completed yes/no.</li> </ol>	

	<p>populations.</p> <p>3. Departmental zero-based budgeting procedures by department and aligned with district and cabinet goals with minimal impact on students.</p> <p>4. Examine bring your own device (BYOD) policies and procedures.</p>	<p>2a. Assessment of school boundary lines and plan for remediation presentation to the board. Completed yes/no.</p> <p>2b. CMS admission procedure review and plan for 2021-2022. Completed yes/no.</p> <p>3. Departmental zero based budgeting procedures used for all departments for developing 2021-2022 budget by April 2021 for every department and school. Completed yes/no.</p> <p>4. Policy committee and administration review and develop policy and procedure as per recommendation of the</p>	
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		policy committee and administration. Completed yes/no.	
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**Dr. Janilyn Elias, Chief Academic Officer**

Goal	Objectives	Evidence	Year-end Data
<p>Improve student achievement and outcomes</p>	<ol style="list-style-type: none"> <li>1. K-12 social emotional curriculum and training for all staff. Students will have opportunities in their daily schedule to work with all staff (counselors, social workers and teachers) to discuss trauma and emotional needs.</li> <li>2. The Learning Management platform will be used with fidelity and matched with K-12 current district curriculum maps. Curriculum compaction will occur the first 9 weeks of 20-21 for academic recoupment.</li> <li>3. Create and implement Instructional Rounds (when schools are fully back in session) ~ add crossing grade levels and adding assistant principals</li> </ol>	<ul style="list-style-type: none"> <li>· PD will occur with administration and all teaching staff with K-12 social emotional curriculum by September 2020. Implementation of SEL curriculum will begin October 2020 and be evaluated by counseling staff by using a minimum of 5 modules.</li> <li>· Learning Management goals established with Odysseyware and Edgenuity representatives will be reviewed and completed by the end of the 20-21 school year.</li> <li>· The Instructional Rounds schedule will include principals and assistant principals from elementary and secondary buildings. Rounds will begin once students are</li> </ul>	

		physically in school. At a minimum 3 rounds will occur by each group.	
Ensure that students are career and college ready	<ol style="list-style-type: none"> <li>1. Continued work on the CASHS Targeted Support and Improvement Plan.</li> <li>2. Counselors will work with teachers and students to upload their own career readiness evidence as per the Every Student Succeeds Act K-12 plan.</li> </ol>	<ul style="list-style-type: none"> <li>· The Targeted Support and Improvement revised plan will incorporate additional PBIS methods college ready academic protocols and ESL targets. Implemented goals will be assessed quarterly.</li> <li>· With the students having their own chromebooks they will be trained to document their evidence. Evidence will be collected and housed in Sapphire.</li> </ul>	



<p>Ensure that the school district has the most talented staff</p>	<ol style="list-style-type: none"> <li>1. Professional Development focused on social emotional learning and academic development.</li> <li>2. System changes within the student services and curriculum departments to ensure staff are aligned to respective supervision focus.</li> <li>3. Expertise of teaching staff, social workers and behavior consultants to implement Chambersburg Area Social Emotional and Chambersburg Area Behavior Support programs to assist students with mental health diagnosis and behavioral concerns.</li> <li>4. Review of supervision and evaluation model.</li> </ol>	<ul style="list-style-type: none"> <li>· Departments will be restructured to provide positive systemic changes and give the best supervision within each area.</li> <li>· The supervision and evaluation method of staff and administration will be consistent by having all professional staff using PAETEP.</li> </ul>	
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<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<ol style="list-style-type: none"> <li>1. Develop a financial plan that includes updating academic programs, district-wide assessments, social emotional programs and bring your own device.</li> <li>2. Ensure utilization of staff and space to allow the maximum number of students to remain in their home school.</li> </ol>	<ul style="list-style-type: none"> <li>· Current programs will be assessed to ensure they are used with fidelity. A plan to have programs regularly updated will be created.</li> <li>· Student/Staff count will be assessed to provide the best student/staff ratio within home school. Staff will be reallocated so a minimal amount of students will have to move due to over-subscription.</li> </ul>	
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**Dr. Mark Long, Assistant Superintendent for Improvement and Innovation**

<b>Goal</b>	<b>Objectives</b>	<b>Evidence</b>	<b>Year-end Data</b>
<p>Improve student achievement and outcomes</p>	<p>Virtual Learning:</p> <ol style="list-style-type: none"> <li>1. Implementation of Learning Management System</li>   <li>2. CAVE and Alt High redefinition of program</li>   <li>3. Implementation of One to One program</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluation of three goals in Edgenuity and district leaders. Report of evaluation submitted.</li>   <li>1a. Track communication with parents regarding internet access with access points using data to support online ed. Submission of spreadsheet and data.</li>   <li>2. Assess Virtual Education platform using data for attendance, graduation and enrollment. Plans implemented and submitted.</li>   <li>3. Assess one to one program with students, risk management, and teachers using data on time on task, internet access and breakage. Plans implemented and submitted.</li> </ol>	
<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>1. Continuation of the development of a high school action plan and address the following: career pathways, climate/culture, instruction and professional learning communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Long range High School Action Plan Developed. Plans implemented and submitted.</li> </ol>	

	<ol style="list-style-type: none"> <li>2. Coordinate with Franklin and Marshall counselors for additional students to higher education</li> </ol>	<ol style="list-style-type: none"> <li>1b. Data from attendance, enrollment, schedules, teacher usage and discipline. Reports reviewed and submitted.</li> <li>1c. Data from all programs AP, IB, career courses. Reports reviewed and submitted with possible changes.</li> <li>2. Data from each counselor of involvement with students. Report reviewed and submitted.</li> </ol>	
Ensure that the school district has the most talented staff	<ol style="list-style-type: none"> <li>1. Principal development</li> <li>2. Teacher development for online instruction</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly PLCs for principals reviewing individually with building visits. PLC implementation and submission of notes.</li> <li>2. Prepare PD for teachers for online instruction using an online platform. Submitted PD for technology PD.</li> </ol>	
Ensure that the school district is financially stable and evidences financial stewardship	<ol style="list-style-type: none"> <li>1. Equity and efficiencies of classroom/school staff/student populations.</li> </ol>	<ol style="list-style-type: none"> <li>1a. Assessment of school boundary lines and plan for</li> </ol>	

	<p>2. Examine bring your own device (BYOD) policies and procedures.</p>	<p>remediation presentation to the board. Completed yes/no.</p> <p>1b. Lead in the CMS admission procedure review and plan for 2021-2022. Review plan and submit.</p> <p>2. Policy committee and administration review and plan developed for BYOD with presentation. Review plan and submit recommendations.</p>	
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**Tammy Stouffer, Chief Financial and Operations Officer/Board Secretary**

Goal	Objectives	Evidence	Year-end Data
<p>Improve student achievement and outcomes</p>	<p>1. Develop plan to fund the capital reserve to support the 5 and 10 year capital plan.</p> <p>2. Provide support to the Assistant Superintendent in Analyzing realignment options.</p> <p>3. Align Transportation, B&amp;G and Food Service initiatives with Health and Safety Plan.</p>	<p>1. Growth of Capital Reserve and projects supported.</p> <p>Identify and recommend fund balance transfer to Capital Reserve</p> <p>2. Realignment options will be data driven. Completed yes/no.</p> <p>3. Facilities, Transportation and Food Service will support the 20-21 school year model.  Completed yes/no.</p>	
<p>Ensure that students are career and college ready</p>	<p>1. Departments will collaborate with building principals to enhance career exposure opportunities.</p> <p>1a. Continue to hire SE students in Food Service and B&amp;G.</p> <p>1b. Offer staff for guest reading programs; job shadowing days, participation in career events such as mock interviews, summer painting for</p>	<p>1a. The number of student workers will be reported.  Completed yes/no.</p> <p>1b. Increase the number of staff participation and/or students impacted.</p>	

	seniors; offer of co-op or service learning placements.	Completed yes/no.	
Ensure that the school district has the most talented staff	<ol style="list-style-type: none"> <li>1. Improve employee knowledge of business operation procedures and requirements. <ol style="list-style-type: none"> <li>1a. Develop process to conduct internal audits of activity funds.</li> </ol> </li> <li>2. Support staff development through participation in professional organizations and professional development. <ol style="list-style-type: none"> <li>2a. New employees attend PASBO webinars and conferences when permitted.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly activity fund audits conducted. Completed yes/no.</li> <li>2. All staff will participate in at least 4 professional development activities, such as PASBO webinars. Completed yes/no.</li> </ol>	

<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<ol style="list-style-type: none"> <li>1. Continue to Improve District financial analysis and forecasting abilities to provide guidance on short and long term financial decisions.           <ol style="list-style-type: none"> <li>1a. Continue to utilize Forecast 5 with fidelity.</li> </ol> </li>   <li>2. Continue to develop cost reduction strategies.</li>   <li>3. Identify purchasing best practices and plan to implement centralized purchasing.</li>   <li>4. Develop a 5 year financial plan incorporating staffing, programs, curriculum, instruction, and overarching school district goals, refreshing of consistent technology, instructional materials, etc.</li>   <li>5. Zero-based budgeting by department and aligned with district and cabinet goals with minimal impact on students.</li> </ol>	<ol style="list-style-type: none"> <li>1a. Enhance financial reporting.           <p>Completed yes/no.</p> </li>   <li>1b. Monthly Cash flow projects amid COVID.           <p>Completed yes/no.</p> </li>   <li>1c. Development of 5-year financial plan tied to District vision, goals and objects.           <p>Completed yes/no.</p> </li>   <li>2. Continue to seek reduction of Xerox and other process improvements. Reduce Xerox Cost by 5%</li>   <li>3. Develop recommendation and implementation of Central Purchasing.           <p>Completed yes/no.</p> </li> </ol>	
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		<p>The 4.5-year financial plan will support district goals.</p> <p>Completed yes/no.</p> <p>5. All departments will produce evidence of zero-based budgeting.</p> <p>Completed yes/no.</p>	
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**Karen Gokay, Esq., Director of Human Relations/In-House Counsel**

<b>Goal</b>	<b>Objectives</b>	<b>Evidence</b>	<b>Year-end Data</b>
<p>Improve student achievement and outcomes</p>	<p>1. Creatively assessing options for having substitutes in the classroom when regular staff are not available.</p>	<p>1. Present data of ESS Substitute Pool for CASD over past 3 years                  2. List other substitute options identified                  3. Develop and distribute teleworking guidelines to all staff</p>	
<p>Ensure that students are career and college ready</p>	<p>1. Continue to work with administrative personnel in developing staffing priorities that identify and meet the needs of all students</p>	<p>1. List strategies for increasing ESS Substitute Pool for CASD                  1. Identify staff with Bachelor's Degree who may want to substitute.                  2. Develop list of alternative means for absent staff</p>	
<p>Ensure that the school district has the most talented staff</p>	<p>1. Ensure that supervisors of all employee groups have the knowledge and skill set associated with effective supervision, employee discipline, creating and implementing professional improvement</p>	<p>1. Identify staff for for training as investigators in Title IX complaints</p>	

	<p>plans, civil rights compliance, having difficult conversations, conflict resolution, etc. through concrete and ongoing professional development.</p>	<p>2. Develop pre- and post-surveys of trainings in such issues as effective supervision, civil rights, having difficult conversations</p>	
<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<ol style="list-style-type: none"> <li>1. Maintain reduction in costs associated with external legal counsel.</li> <li>2. Review with appropriate personnel Bring Your Own Device (BYOD) policies and procedures in support of the District's blended learning model.</li> </ol>	<ol style="list-style-type: none"> <li>1. Decrease general solicitorship fees by additional 5% from 2019-2020</li> <li>2. Policy Committee and administrative review of plan developed for BYOD</li> </ol>	