

**Chambersburg Area School District  
District and Cabinet Goals  
2021-2022**

*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
Improve student achievement and outcomes	<ol style="list-style-type: none"> <li>1. Develop the required Health and Safety Plan for 2021-2022.</li> <li>2. Professional Learning Communities will be implemented with fidelity in all school buildings.</li> <li>3. Provide instructional and social/emotional materials and methods to meet the needs of diverse learners.</li> <li>4. Complete a district wide climate/culture survey to better understand the learning and social/emotional needs of students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plan Completion.</li> <li>2. PLC meeting minutes.</li> <li>3. PD agendas.</li> <li>4. Reports on data collected.</li> </ol>	
Ensure that students are career and college ready	<ol style="list-style-type: none"> <li>1. Implementation of Year 2 of the high school action plan and address the following: career pathways, climate/culture, instruction and professional learning communities.</li> <li>2. Expand post-secondary career options for students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Action plan reports.</li> <li>2. List of additional post-secondary options.</li> </ol>	
Ensure that the school district has the most talented staff	<ol style="list-style-type: none"> <li>1. Develop the Employee Social/Emotional Wellness Committee to include more resources and information to all employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting agendas.</li> </ol>	

	<ol style="list-style-type: none"> <li>2. Develop the newly established Superintendent’s Teacher Advisory Council.</li> <li>3. Develop a new Principal Advisory Council.</li> <li>4. Continue to broaden recruitment efforts to attract a more diverse and qualified pool of candidates.</li> </ol>	<ol style="list-style-type: none"> <li>2. Meeting agendas.</li> <li>3. Meeting agendas.</li> <li>4. Names/places in which recruitment efforts took place.</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.</li> <li>2. Continue to find cost efficiencies using Total Quality Management Concepts to increase quality while managing costs.</li> <li>3. Analyze and adjust school population boundaries to help assure equitable use of facilities.</li> <li>4. Develop Future of Learning team to advise on ESSERS III relief funds.</li> </ol>	<ol style="list-style-type: none"> <li>1. Written guidance provided to principals/supervisors.</li> <li>2. 2022-2023 budget proposal which includes improved services with same or reduced costs.</li> <li>3. Boundary proposal.</li> <li>4. Meeting agendas, spending proposals.</li> </ol>	

**Mr. Kurt Widmann, Chief Academic Officer**

<b>Goal</b>	<b>Objectives</b>	<b>Evidence</b>	<b>Year-end Data</b>
<p>Improve student achievement and outcomes</p>	<ol style="list-style-type: none"> <li>1. Social Emotional Learning: K-12 will have a consistent SEL program that will be implemented as part of the daily educational program.</li>   <li>2. Professional Learning Communities used K-12 with fidelity. PLC development will be refreshed with new professional development for administrators and ongoing coaching from Solution Tree.</li>   <li>3. Provide instructional and related methods to meet the needs of diverse learners. Universal Screener (DIBELS) will be used across CASD to ensure needs of diverse learners are met (including high performing, low performing, socio-economic and ethnicity).</li>   <li>4. School Wide Positive Behavior Support. All elementary schools will be trained in PBIS beginning 21-22. Data will be collected to assist the district with climate/culture as it pertains to diversity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation reports.</li>   <li>2. List of PD data.</li>   <li>3. Data will be collected from Universal Screener.</li>   <li>4. All 13 elementary schools will have PBIS implemented year 1-3.</li> </ol>	

<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>1. Increase variety and amount of career and college exploration and opportunities K-12. <ul style="list-style-type: none"> <li>● Supervisor of Transitional Services will be a newly created position vacated by former Act 93. This position will focus on college/career readiness, job coaching, job placement and graduation pathways.</li> <li>● Use of Title IV funds will be increased to assist with soft skills training, job coaching and additional relationships with companies in the area working with students (regular and special education) to ensure job security upon graduation.</li> <li>● Use of technology and student focused learning will assist students for the rigor of college and prepare them to be competitive for the search of colleges/universities outside of the central PA area.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Increased number of students in job experiences: <ul style="list-style-type: none"> <li>● Maintain document with all 9-12 students in graduation pathways</li> <li>● Increase acceptance in careers and colleges/universities</li> </ul> </li> </ol>	
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<p>Ensure that the school district has the most talented staff</p>	<ol style="list-style-type: none"> <li>1. Professional Development for PLC, Blended Learning and differentiated instruction. Professional Development will be ongoing throughout the school year (including after school opportunities) for PLC, Blended Learning, and Tiered approached differentiated instruction.</li> <li>2. Ongoing structure of the updated educational program (LMS) will be aligned with classroom instruction and coupled with interventions to provide the best outcomes for student learning, achievement and mastery.</li> <li>3. Recruitment ~ CASD will be diligent in recruitment of staff and will develop standards expected for teachers and support staff that aligns with 21st century learning.</li> </ol>	<ol style="list-style-type: none"> <li>1. List of training provided, PLC agendas and minutes.</li> <li>2. LMS scope and sequence showing alignment. Intervention Specialists utilization plan.</li> <li>3. Interview questions and procedures will be updated.</li> </ol>	
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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. Financial support of schools across the district that takes into account student needs and resources needed to support children equitably instructionally and social/emotionally. Assess programs outside and within the district and all resources purchased by departments and buildings. Work more collaboratively to provide district-wide resources to best utilize finances and Title funds. This would also include adjusting budget forecasts as a district and buildings/programs.</li> <li>2. Equity and efficiencies of classroom/school staff/student populations ~ Consistent class sizes to negate the need for oversubscription to other buildings causing undue stress on those resources and staff and to strive to get class sizes under 30.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposal including numbers of students, programs returned and related finances.</li> <li>2. Class lists.</li> </ol>	
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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>	<ol style="list-style-type: none"> <li>1. Implement Secondary Professional Learning Communities.</li> <li>2. Improve the 1:1 initiative. Assess initiative with students, risk management, and teachers using data on time on task, internet access and breakage.</li> <li>3. Develop the required Health and Safety Plan for 2021-2022.</li> </ol>	<ol style="list-style-type: none"> <li>1. List of training provided, meeting agendas and minutes.</li> <li>2. Assessment data and list of adjustments made.</li> <li>3. Plan completion.</li> </ol>	
<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>1. Implementation of Year 2 of the high school action plan and address the following: career pathways, climate/culture, instruction and professional learning communities.</li> <li>2. Implement additional career opportunities at the secondary level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Data from attendance, enrollment, schedules, LMS teacher usage and discipline, AP, IB, career courses.</li> <li>2. List of added career options.</li> </ol>	
<p>Ensure that the school district has the most talented staff</p>	<ol style="list-style-type: none"> <li>1. Principal development through principal Professional Learning Communities and school visits.</li> <li>2. Teacher professional development for online instruction of technology software implementation and training related to the 1:1 initiative.</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting agendas and minutes.</li> <li>2. List of training provided.</li> </ol>	



<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<ol style="list-style-type: none"> <li>1. Analyze and adjust school population boundaries to help assure equitable use of facilities.</li> <li>2. Marketing plan and implementation to return students going to cyber charter schools.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completion of proposal.</li> <li>2. Marketing plan completed and implemented.</li> </ol>	
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**Tammy Stouffer, Chief Financial and Operations Officer/Board Secretary**

<b>Goal</b>	<b>Objectives</b>	<b>Evidence</b>	<b>Year-end Data</b>
<p>Improve student achievement and outcomes</p>	<ol style="list-style-type: none"> <li>1. Continue to implement the plan to fund the capital reserve to support the short and long term capital improvements.</li> <li>2. Continue to provide support to the Assistant Superintendent in Analyzing realigning school boundaries.</li> <li>3. Continue to align Transportation, B&amp;G and Food Service initiatives with the Health and Safety Plan and the implementation of the ARP funds.</li> <li>4. Oversee the development of ARP Esser application and ensure funds are used with fidelity to support student learning and learning environments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Growth of Capital Reserve and projects supported.  Identify and recommend fund balance transfer to Capital Reserve.</li> <li>2. Realignment options will be data driven. Completed yes/no.</li> <li>3. Facilities, Transportation and Food Service will support the 21-22 school year model.</li> <li>4. ARP Esser funds application completed and funds are used for intended uses.</li> </ol>	
<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>1. Departments will collaborate with building principals to enhance career exposure opportunities.               <ol style="list-style-type: none"> <li>1a. Continue to hire SE students in Food Service and B&amp;G.</li> <li>1b. Offer staff for guest reading programs; job shadowing days,</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1a. The number of student workers will be reported.</li> <li>1b. Increase the number of staff participation and/or</li> </ol>	

	<p>participation in career events such as mock interviews, summer painting for seniors; offer of co-op or service learning placements.</p>	<p>students impacted.</p>	
<p>Ensure that the school district has the most talented staff</p>	<p>1. Improve employee knowledge of business operation procedures and requirements.</p> <p>1a. Continue to conduct internal audits of activity funds.</p> <p>1b. Issue Business Office procedural operations manual.</p> <p>1c. Provide training and ongoing support to the financial secretaries through <del>monthly</del> meetings.</p> <p>2. Support staff development through participation in professional organizations and professional development.</p> <p>2a. New employees attend PASBO webinars and conferences when permitted.</p>	<p>1a. <del>Quarterly</del> Semi-annually activity fund audits conducted.</p> <p>1b. The Business Office procedural operations manual will be developed and posted online.</p> <p>1c. Meeting agendas and minutes.</p> <p>2. List of PDs.</p>	

<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<p>Continue to Improve District financial analysis and forecasting abilities to provide guidance on short and long term financial decisions.</p> <p>1a.Continue to utilize Forecast 5 with fidelity and manage cash flow to maximize short-term interest earnings.</p> <p>2. Identify purchasing best practices. Investigate centralized purchasing and develop recommendations. Develop an approved vendor list.</p> <p>3. Revise and update the 5 year financial plan incorporating staffing, programs,curriculum, instruction, and overarching school district goals, refreshing of consistent technology, instructional materials, etc.</p> <p>4. Zero-based budgeting by department and aligned with district and cabinet goals with minimal impact on students.</p> <p>5. Enhance workflow processes by implementing IVisions/employee portal.</p>	<p>1a Monthly financial reporting.</p> <p>2. Assessment of practices and modifications made.</p> <p>3. The 5-year financial plan will support district goals.</p> <p>4. Written documentation of zero-based budgeting and related reports.</p> <p>5.IVision/Employee portal implemented and manual processed automated.</p>	
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**Mrs. Tina Clever, Director of Human Resources**

<b>Goal</b>	<b>Objectives</b>	<b>Evidence</b>	<b>Year-end Data</b>
<p>Improve student achievement and outcomes</p>	<p>1. Increase efforts to attract and retain qualified individuals to support the educational program.</p>	<p>1. Demonstrable increase in the number of paraprofessionals with Bachelor's Degrees who can serve as per-diem subs under an emergency permit from 2020-2021.</p> <p>Demonstrable reduction in the number of vacancies in various support staff positions from 2020-2021.</p> <p>Demonstrable reduction in the number of times support staff transfer from one position to another within the same classification from 2020-2021.</p>	

<p>Ensure that students are career and college ready</p>	<ol style="list-style-type: none"> <li>1. Work with the Chief Academic Office in broadening the efforts of District staff, and especially guidance counselors, to focus on career and college readiness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised job descriptions of appropriate positions to emphasize career and college readiness initiatives.</li> </ol> <p>Agendas/notes documenting meetings with appropriate administrators in developing goals and outcomes for appropriate staff in addressing initiatives.</p>	
<p>Ensure that the school district has the most talented staff</p>	<ol style="list-style-type: none"> <li>1. Continue to broaden recruitment efforts to attract a more diverse and qualified pool of candidates.</li> </ol>	<ol style="list-style-type: none"> <li>1. Documentation re participation in regional job fairs attracting a diverse pool of potential candidates.</li> </ol> <p>Documentation of expanded recruitment efforts for support staff, such as, materials prepared for onsite job fairs for support staff positions.</p>	

<p>Ensure that the school district is financially stable and evidences financial stewardship</p>	<p>1. Monitor and managing costs associated with external legal counsel.</p>	<p>1. Maintain decrease in general solicitorship fees by attained in 2020-2021.</p>	
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