
Pennsylvania Department of Education



COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF EDUCATION
333 MARKET STREET
HARRISBURG, PA 17126-0333

Chapter 4 Educational Strategic Plan **Thursday, August 02, 2007**

Entity: Bellefonte Area SD

Address: 318 N Allegheny St
Bellefonte, PA 16823-1613

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Board Approved 9/18/2007

Core Purpose

Mission

Inspiring Today's Learners for Tomorrow's Challenges

Vision

Working collaboratively, we inspire a passion for learning, a commitment to excellence, and a respect for individuals and diversity as we prepare our students to face ever-changing global demands.

- Our schools have safe, healthy, respectful, and intellectually stimulating environments where students feel motivated to participate.
- Our schools are student-centered, research and data driven, and future focused.
- Our successes and challenges are used as a catalyst for future growth, change, and improvement.
- Our curriculum, instruction, and assessment are continually evolving to ensure alignment with academic standards and use of best instructional and assessment practices.
- Our district utilizes state-of-the-art technology in order to make learning opportunities available and accessible to all members of the learning community.
- Our personnel demonstrate a passion for teaching and learning, a commitment to personal growth and a respect for individuals.
- Our District advocates and nurtures a climate conducive to student learning and staff professional growth by building leadership capacity throughout the system.
- Our District provides facilities and resources that support educational programming, Pre-K through Adult.
- Our parents, schools, and community work together to provide well-rounded educational opportunities.

Shared Values

Beliefs, what we believe, what we think is important, what we honor and therefore how we do things.

About Students and Learning, the Bellefonte Area School District believes that:

- All students can achieve, given appropriate and supportive environments.
- Learners need to feel safe, secure, and included.
- Students bring diverse backgrounds requiring differentiated approaches to teaching and learning.
- Student growth and achievement takes place not only in the academic arena but also in social, physical, and emotional contexts.

About Teachers and Teaching, the Bellefonte Area School District believes that:

- Classroom instruction must be engaging, challenging, purposeful, and relevant.
- Effective educators employ best practices and nurture a culture conducive to student learning and continuous professional growth.
- Student assessment data should drive instructional decisions.

About Learning Communities, the Bellefonte Area School District believes that:

- Everyone has worth and deserves to be treated with dignity and respect.
- A positive learning environment is necessary for learning to occur.
- Education is enhanced when there is collaboration, open communication, and shared responsibility among stakeholders; students, parents, faculty, staff, administrators, school board, and community members.

Goals

Goal: COMMUNICATIONS

Description: Develop and implement a comprehensive communications plan, both internal and external, for keeping all district and community stakeholders informed and involved.

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Goal: FACILITIES

Description: All District facilities will be analyzed for needed renovations, improvement, accessibility and safety on an annual basis.

Goal: FISCAL RESOURCES

Description: The district will establish funding resources that will support strategic planning goals on an annual basis

Goal: MATHEMATICS

Description: By 2013 at least 89% of all students will achieve proficiency in mathematics, as measured by state and local assessments.

Goal: PARENT AND COMMUNITY INVOLVEMENT

Description: Develop and maintain partnerships with parents, businesses, government, and community organizations to enhance educational opportunities, maximize and create new resources, and integrate services for all students in a fiscally responsible manner.

Goal: POSITIVE SCHOOL CLIMATE

Description: By the end of 2013, Bellefonte Area School District will achieve a positive school climate that focuses on student learning in an environment where students, staff, and the community are respected, trusted, heard, and valued.

Goal: PROFESSIONAL EDUCATOR ATTENDANCE

Description: Average daily attendance by professional educators shall be 90% or higher through the 2013 school year.

Goal: READING

Description: By 2013 at least 91% of all students will achieve proficiency in reading and 90% will achieve proficiency in writing, as measured by state and local assessments.

Goal: SCIENCE

Description: By 2013 at least 90% of all students will achieve proficiency in science, as measured by state and local assessments.

Goal: STUDENT ATTENDANCE

Description: Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.

Goal: WRITING

Description: By 2013 at least 90% of all students will achieve proficiency in writing, as measured by state and local assessments.

Strategic Planning Committee

Name	Affiliation	Membership Category	Appointed By
Aaron Barto	Bellefonte Area School District	Administrator	School Board
Andrea Puzycki	Community	Parent	School Board
Ashley Bowes	Student	Community Representative	School Board
Becky Rock	Community/Business/Parent	Board Member	School Board
Brett Corl	Student	Community Representative	School Board
Brianna Wendt	Student	Community Representative	School Board
Chelsea Bowes	Student	Community Representative	School Board
Cindy Horner	Community/Business/Parent	Parent	School Board
Connie Puckett	Bellefonte Area School District	Administrator	Peer Group
Dr. Cathy Y. Brachbill	Bellefonte Area School District	Administrator	School Board
Dr. James T. Masullo, Jr.	Bellefonte Area School District	Administrator	School Board
Dr. Kate Sillman	Pennsylvania State University	Community Representative	School Board
Elaine Cutler	Bellefonte Area School District	Administrator	Peer Group
George Stone	Community/Business/Parent	Board Member	School Board
Gloria Lohr	Bellefonte Area School District	Community Representative	Peer Group
Jeanie Burns	Bellefonte Area School District	Ed Specialist - School Counselor	Peer Group
Jeanne Harvey	Bellefonte Area School District	Administrator	Peer Group
Jennifer Hoover	Bellefonte Area School District	Middle School Teacher	Peer Group
Karen Krisch	Bellefonte Area School District	Administrator	Peer Group
Karen Moore	Bellefonte Area School District	Parent	School Board
Keith Hamilton	Community/Business	Business Representative	School Board
Ken Bean	Bellefonte Area School District	Administrator	School Board
Kristen Bruckner	Community/Business/Parent	Parent	School Board
Lauren Laubscher	Student	Community Representative	School Board
Lisa Hovies	Community/Business/Parent	Business Representative	School Board
Liz Stone	PTO	Parent	School Board
Marissa Burd	Student	Community Representative	School Board
Martha Nastase	Bellefonte Area School District	Secondary School Teacher	Peer Group
Rebecca Lunceford	Bellefonte Area School District	Elementary School Teacher	Peer Group
Rick Knepp	Bellefonte Area School District	Administrator	School Board
Robert Lumley-Sapanski	Community/Business	Board Member	School Board
Sandy Richner	Community/Business/Parent	Parent	School Board
Shaun McMurtrie	Bellefonte Area School District	Secondary School Teacher	Peer Group
Sherry Yontosh	Bellefonte Area School District	Administrator	Peer Group
Steve Klein	Bellefonte Area School District	Elementary School Teacher	Peer Group
Suzanne Thompson	Bellefonte Area School District	Ed Specialist - School Counselor	Peer Group
Tammie Burnaford	Bellefonte Area School District	Administrator	Peer Group
Timothy Miller	Bellefonte Area School District	Administrator	Peer Group
Vana Dainty	Community/Business	Business Representative	School Board
Wanda Garbrick	Bellefonte Area School District	Secondary School Teacher	Peer Group
William Moore	Bellefonte Area School District	Special Education Representative	School Board

Goals, Strategies and Activities

Goal: COMMUNICATIONS

Description: Develop and implement a comprehensive communications plan, both internal and external, for keeping all district and community stakeholders informed and involved.

Strategy: Communicate Strategic Plan

Description: Communicate the goals, strategies, and action plans of the 2007 - 2013 Strategic Plan to all district employees in order to ensure the successful implementation of the plan.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Administrative Team Strategic Plan Implementation Discussions	Schedule monthly meetings of the district's administrative team to discuss implementation of the 2007 - 2013 Strategic Plan.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
Building Level Strategic Plan Implementation Discussions	Place "Strategic Plan" as an ongoing agenda item for building level faculty meetings.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
Departmental and Grade Level Strategic Plan Implementation Discussions	Appropriate elements of the 2007 - 2013 Strategic Plan are ongoing discussions during scheduled departmental and grade level meetings.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
Strategic Plan on District Website	Strategic Plan documents placed on the district website.	
Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$0.00

Activity	Description	
Strategic Plan Overview on Opening Day	Present an overview of the goals of the Strategic Plan during opening day activities to all district employees in order to ensure the successful implementation of the Strategic Plan goals.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 8/27/2007 Finish: 8/27/2012	\$0.00

Activity	Description	
Strategic Plan Updates - School Board	Place "Strategic Plan" as a monthly agenda item for School Board of Directors meetings.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Goal: COMMUNICATIONS

Description: Develop and implement a comprehensive communications plan, both internal and external, for keeping all district and community stakeholders informed and involved.

Strategy: Parent Communications

Description:

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description
District Portal for Parent Access	Establish a committee made up of District Technology Committee members and parents to explore options for improving parent communication through technologies initiatives (i.e. parental access to progress reports and grades via district website). Establish a portal on district website so that parents can access information about their children (grades, attendance, discipline records, etc.)

Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$60,000.00

Activity	Description
Email Subscriber Campaign	Initiate and promote an email subscriber campaign.

Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$0.00

Goal: COMMUNICATIONS

Description: Develop and implement a comprehensive communications plan, both internal and external, for keeping all district and community stakeholders informed and involved.

Strategy: Promote and Market District

Description: Promote and market the district by: developing marketing/promotion skills in all staff members, providing a complete and up-to-date on-line calendar, developing promotional videos, installing an electronic billboard and by providing parents with informational videos.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description
District Events Calendar	Develop an expanded District Information/Announcements/Calendar of Events on the district website through a collaborative effort among the Technology Department, Human Resources, WebMaster, Athletic Director, Director of Buildings and Grounds, and Building Principals.

Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$6,000.00

Activity	Description
District Promotional DVD's	Produce a promotional DVD through the collaborative efforts of the Technology Department, High School, and Middle School Video Production Teachers, and High School/Middle School Video Productions students and distribute to area realty companies and for use as Public Service Announcements.

Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$1,500.00

Activity	Description
Electronic Billboard at High School	Explore the possibility of installing an electronic billboard at the High School to replace the current billboard on East Bishop Street through community fundraising efforts.

Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$30,000.00

Activity	Description
Informational and Transition Videos	Produce informative videos that focus on transitions within the district (prek to K - "A Day in the Life of a Kindergartener"; grade 5 to grade 6 - "A Day in the Life of a 6th Grader"; grade 8 to grade 9 - "A Day in the Life of a High School Student"; and high school to adult). Provide parents with a DVD when their children approach "transitions" within the district or when they enroll their children in the district. Place videos as streaming video on district website.

Person Responsible	Timeline for Implementation	Resources
Director of Information Services	Ongoing	\$1,500.00

Activity	Description
Promote District to the Public	Enlist the help of all district personnel in the promotion and marketing of the district and district programs by providing training on the importance of promoting and marketing the district.

Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Alternative Education Options

Description: Identify and develop a range of educational options pre-k through grade 12 to better meet the needs of all children (intellectually, socially, emotionally, culturally, and physically).

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Dual Enrollment Opportunities	Explore the possibility of offering dual enrollment courses at the High School.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 1/2/2008 Finish: 4/30/2009	\$0.00

Activity	Description	
Expand Alternative Education Options Available in the District	Establish a committee to study and develop a plan to expand Alternative Education programming in the District at all levels (including on-line learning, distance learning, cyber charter school, etc.)	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 7/1/2008 Finish: 6/30/2010	\$0.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Curriculum Alignment

Description: Build and implement standards-aligned K - 12 curricula that are rigorous, integrated, and aligned both horizontally and vertically. Develop a system of local assessment to determine the degree to which individual students are attaining proficiency in the academic standards in all content areas at each grade level and provide targeted assistance for non-proficient students and enriched learning experiences for those demonstrating proficiency.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Alignment Initiative	Map the current taught curriculum in order to examine the degree to which it is aligned to state and national standards and is consistent across grade levels/courses and articulated between grade levels (eliminate gaps and redundancies). Establish in each content area core content and skills (what students should know and be able to do).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 10/1/2007 Finish: 6/28/2013	\$120,000.00

Activity	Description	
District Benchmarks and Core Assessments	Identify district benchmarks for each grade level and course and develop core assessments to measure student attainment of identified benchmarks.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 1/2/2008 Finish: 6/29/2012	\$30,000.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Data

Description: Utilize data and research to assess and evaluate student performance and to improve student achievement.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Administrative Walk-Throughs	Implement administrative walk-throughs ("Learning Walks") to collect data on the taught curriculum, instructional and assessment practices, and instructional technology being utilized in classrooms. 1. Develop a district model for Learning Walks/Administrative Walk-Throughs that aligns with district and building goals. 2. Develop rubrics to be used to focus "Learning Walks" based on "Core Competencies" and disseminate to professional staff. 3. Provide training in the "Learning Walks" process for district administrators. 4. Implement "Learning Walks" by administration to collect data on the taught curriculum, instructional and assessment practices, and instructional technology being utilized in classrooms. 5. Develop and publish "Learning Walks" procedures to be implemented on a District-wide basis and a schedule for implementation. 6. Provide information sessions for professional staff on the district's Learning Walk model.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 9/4/2007 Finish: 6/30/2009	\$2,500.00

Activity	Description	
Data Analysis Teams	Develop and implement a system/structure for the operation of district, building, team, department, and grade level data analysis teams.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 9/4/2007 Finish: 6/30/2010	\$4,500.00

Activity	Description	
Student Data Management System	Update student data management system. Establish a committee made up of district Technology Committee members, administrators, and appropriate support staff to evaluate various student management software applications with data analysis capabilities and to recommend updated software, if appropriate.	
Person Responsible	Timeline for Implementation	Resources
Rick Knepp	Start: 9/3/2007 Finish: 5/29/2009	\$50,000.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Effective and Engaging Instruction

Description: Provide effective and engaging instruction utilizing research-based "best practices" and the integration of instructional technology.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Differentiated Instruction	Differentiated Instruction 1. Develop the knowledge and skills needed to implement differentiated instructional strategies across the district to ensure a rigorous curriculum for all learners at all levels. 2. Increase the collection and use of data by all staff to inform daily instruction in order to differentiate by student need (e.g. English language proficiency, learning style, multiple intelligences, and implementation of IEP's, students in need of remediation and student in need of enrichment). 3. Ensure all diverse learners (IEP/LEP/non-proficient students, etc.) make progress in the "core" curriculum by having classes organized using flexible grouping for instruction and by providing additional learning time during the school day for those students needing "extra" time or more "focused" instruction.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 9/4/2007 Finish: 6/28/2013	\$25,000.00

Activity	Description	
Increase Instructional Time	1. Establish a committee to analyze the current use of time in the district with regards to: instructional time, prioritizing time, building schedules, district calendar, teaching schedules, Tuesday schedules, field trip schedules, etc. and to suggest recommendations for increasing instructional time. 2. Create the expectation across the district that instructional time should be maximized in every class. 3. Examine the instructional day and school year to provide non-proficient students with additional time (instructional support/intensive remediation relevant to individual student need). 4. Create "Collaborative Tuesday" time each month on the Tuesday schedule for faculty sharing of intervention strategies, and techniques (groups to be organized by department, grade-level teams, student group, or co-teaching partners).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Instructional Materials	1. Conduct an inventory of district purchased instructional materials/resources in current use across the district. 2. Identify core materials/resources that should be "standard" across the district. 3. Develop a plan for establishing equity of instructional materials cross the district. 4. Revise budgeting guidelines to ensure that equity of materials is maintained.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Professional Staff Core Competencies	1. Identify core competencies expected of all staff to insure alignment with a standards-aligned system (including instructional technology competencies). 2. Provide professional development and instructional coaching to facilitate implementation of core instructional competencies and "best practices" across the district. 3. Strengthen the degree to which instructional competencies and best practices are practiced and standards drive instruction by implementing administrative walk-throughs and requiring weekly submission of lesson plans by all instructional staff. 4. Align district's Induction Program, Professional Education Plan, Technology Plan, and Supervision/Evaluation Plan with implementation of core instructional competencies (including instructional technology competencies) and with the goals, strategies, and activities outlined in the 2007 - 2013 Strategic Plan.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$5,000.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Student and Parent Involvement

Description: Increase student accountability and engagement in their educational program. Increase parent involvement in their children's education.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Educate Parents with Regards to District and State Expectations	Educate parents with regards to state, district, and building student and parent expectations.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Parent Access to Instructional Materials	Provide parents with access to instructional materials that they can use at home to support their children's learning.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Student Accountability Contract	Increase student accountability and engagement in their educational program. Develop a "Student Accountability Contract" based on core curriculum standards and socially acceptable behaviors that describes District & Building expectations.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 9/2/2008 Finish: 9/1/2009	\$0.00

Activity	Description	
Students Monitoring Their Own Academic Progress	Provide opportunities for students to monitor their own progress with regards to attainment of core curriculum benchmarks.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 9/2/2008 Finish: 9/1/2009	\$0.00

Goal: CURRICULUM, INSTRUCTION, AND ASSESSMENT

Description: By 2013 at least 90% of all students will achieve proficiency in all curricular areas, as measured by District assessments aligned with state or national standards in all curricular areas.

Strategy: Systems Alignment

Description: Design systems to support a standards-aligned instructional system.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Leadership Structure	Analyze current curriculum leadership structure and realign, if needed, in order to implement a systematic process for developing a standards-aligned system.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Curriculum Renewal Process	Develop and implement a standards-aligned curriculum renewal process that can be generalized across content areas and incorporates district benchmarks, assessments, and instructional best practices. (Implement a continuous model for curriculum renewal, integrate literacy across all content areas and , incorporated math assessment anchors across the content areas).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
District Structure for Developing, Implementing and Monitoring a Standards-Aligned System	Develop a District structure for the development, implementation, and monitoring of a standards-aligned curriculum.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Goal: FACILITIES*Description:* All District facilities will be analyzed for needed renovations, improvement, accessibility and safety on an annual basis.**Strategy: Facilities Committee***Description:* Set up a committee to develop a Master Plan for recommendation to the Board of Education.*Educational Practices:* Artful Use of Infrastructure

Activity	Description	
Deferred Maintenance	Propose and prioritize maintenance projects.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Ongoing	\$0.00

Activity	Description	
Demographics	Study projected enrollments and demographics of the district for redistricting if needed on an annual basis.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Start: 9/2/2008 Finish: 9/2/2008	\$0.00

Activity	Description	
Facilities Assessment	Conduct assessment of facilities periodically and keep listing of facility status updated.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Ongoing	\$25,000.00

Activity	Description	
Improvement of Facilities	Develop a plan for improving facilities to include a timeline.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Start: 1/4/2010 Finish: 1/4/2010	\$0.00

Goal: FACILITIES*Description:* All District facilities will be analyzed for needed renovations, improvement, accessibility and safety on an annual basis.**Strategy: Outside Facilities***Description:* Resolve and update outside facilities for athletics, extra-curricular, and community use.*Educational Practices:* Artful Use of Infrastructure

Activity	Description	
Capital Campaign	Conduct a capital campaign for acquiring funds.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 10/31/2008 Finish: 6/28/2013	\$0.00

Activity	Description	
Feasibility study Analysis	Review Study by ELA Associates to determine how stated needs can fit property.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 6/2/2008 Finish: 10/31/2008	\$15,000.00

Activity	Description	
Land Acquisition	Determine land needs and execute purchase.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 9/4/2007 Finish: 6/30/2008	\$0.00

Goal: FACILITIES

Description: All District facilities will be analyzed for needed renovations, improvement, accessibility and safety on an annual basis.

Strategy: Safety

Description: Continually address safety and security needs of the district.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic

Activity	Description	
Incident Response	Analyze aspects/limitations for emergency preparedness on an ongoing basis. Safety included as a standing agenda item for building faculty meetings	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Ongoing	\$300.00

Activity	Description	
Safety Training Schedule	Develop a training schedule for district Emergency Procedures Plan.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Start: 8/1/2007 Finish: 8/1/2013	\$3,000.00

Activity	Description	
Technology Protocols Review	Annually review available technology for safety and security.	
Person Responsible	Timeline for Implementation	Resources
Director of Physical Plant	Ongoing	\$3,750.00

Goal: FISCAL RESOURCES

Description: The district will establish funding resources that will support strategic planning goals on an annual basis

Strategy: Appropriations

Description: The district will appropriate funds annually.

Educational Practices: Artful Use of Infrastructure

Activity	Description	
Capital Reserve Fund	Dedicate an average of .5 mills to the Capital Reserve Fund should the fund become depleted.	
Person Responsible	Timeline for Implementation	Resources
Director of Fiscal Affairs	Ongoing	\$0.00

Activity	Description	
Curriculum Funds	Appropriate an average of .25 mills annually to support the Chapter 4 - Curriculum Strategic Plan.	
Person Responsible	Timeline for Implementation	Resources
Director of Fiscal Affairs	Ongoing	\$0.00

Goal: FISCAL RESOURCES

Description: The district will establish funding resources that will support strategic planning goals on an annual basis

Strategy: Grants and Fundraising

Description: The district will strive to balance the educational needs of students with the ability of the community to afford expenditures by wisely stewarding its resources and seeking out alternative funding sources through grants and fundraising.

Educational Practices: Artful Use of Infrastructure

Activity	Description	
Grantwriter/Fundraiser Position	Create the position of "Grantwriter/Fundraiser".	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 7/1/2009 Finish: 6/30/2010	\$120,000.00

Activity	Description	
Seek Additional Grant Funding	Seek out, apply for, and administer grants awarded to the district.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 7/1/2009 Finish: 6/28/2013	\$0.00

Goal: MATHEMATICS

Description: By 2013 at least 89% of all students will achieve proficiency in mathematics, as measured by state and local assessments.

Strategy: Curriculum Alignment

Description: Develop a K - 12 standards-aligned mathematics curriculum that: is aligned to PA Academic Mathematics Standards and Assessment Anchors, includes fair formative and summative assessments, identifies strategic interventions, includes effective instructional strategies, is articulated K-12, and includes aligned resources and materials.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Alignment Initiative	Map the current taught mathematics curriculum in order to examine the degree to which it is aligned to state standards and assessment anchors and is consistent across grade levels/courses and articulated between grade levels (eliminated gaps and redundancies). Identify the core mathematics content and skills (what students should know and be able to do).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$5,000.00

Activity	Description	
Designate "Sacred Time" for Collaboration	Designate "Sacred Time" for sharing and advancing standards-aligned curriculum ideas, vertical and horizontal curriculum alignment, best practices, research, resources, and collective experiences throughout the district (K-12 collaboration meetings, grade level meetings).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
District Benchmarks and Core Assessments	<ol style="list-style-type: none"> 1. Identify district mathematics benchmarks for each grade level and course and develop core assessments to measure student attainment of identified benchmarks. 2. Develop and implement a system for teachers and students to document student progress towards mastery of benchmarks and standards for each grade level and course. 3. Standardize data collection procedures for identifying students in need of mathematics interventions and enrichment in order to ensure continuous growth and achievement by all students. 	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$2,500.00

Goal: MATHEMATICS

Description: By 2013 at least 89% of all students will achieve proficiency in mathematics, as measured by state and local assessments.

Strategy: Effective and Engaging Mathematics Instruction

Description: Provide effective and engaging mathematics instruction utilizing research-based "best practices" and the integration of instructional technology.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Administrative Walk-Throughs	Strengthen the degree to which instructional competencies and best practices are practiced teachers of mathematics by implementing administrative walk-throughs and by requiring the weekly submission of lesson plans.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Course Sequencing	Analyze current high school mathematics course sequencing and recommend changes, if indicated.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Differentiated Instruction	1. Develop the knowledge and skills needed to implement differentiated instructional strategies across the district to ensure a rigorous curriculum for all learners at all levels. 2. Increase the collection and use of data by educators of mathematics to inform daily instruction in order to differentiate by student need (e.g. English language proficiency, learning style, multiple intelligences, and implementation of IEP's, students in need of remediation, and students in need of enrichment. 3. Ensure all diverse learners (IEP/LEP/non-proficient/etc. students make progress in the "core" curriculum by having classes organized using flexible grouping for instruction and by providing additional learning time during the school day for those students needing "extra" time or more "focused" instruction.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$10,000.00

Activity	Description	
Instructional Time	Analyze the impact of providing a minimum of 60 minutes of math instruction per day in grades K-8 on scheduling and the budget and make a recommendation to the Board. Implement Sustained Silent Math or other similar program for 30 minutes each week at the High School to provide additional math practice time.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 10/1/2009 Finish: 3/31/2010	\$0.00

Activity	Description	
Math Applications	Provide local field trips where students can practice mathematics in the workplace or in the community and bring community/business members into the classroom to provide real-life applications of mathematics.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 3/2/2009 Finish: 3/2/2009	\$1,000.00

Activity	Description	
Professional Staff Core Competencies	Identify core instructional competencies expected of all staff that teaches mathematics to insure alignment with a standards-aligned system (including instructional technology competencies).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 8/1/2007 Finish: 6/30/2009	\$0.00

Goal: MATHEMATICS

Description: By 2013 at least 89% of all students will achieve proficiency in mathematics, as measured by state and local assessments.

Strategy: Meeting the Needs of Diverse Learners

Description: Ensure continuous growth and achievement in mathematics by providing additional learning opportunities to remediate non-proficient students and to provide enrichment for those demonstrating proficiency.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Blended Services	Create increased remedial opportunities for non-proficient students by blending Title I, Title III, tutoring, etc. programs and services.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Extended Instructional Time	Increase the availability of summer, before school, and after school learning experiences where research-based programs are employed.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$15,000.00

Activity	Description	
Mandatory Remediation	Make participation in remedial courses mandatory for students in grades 4 - 12 who do not score at proficient levels on PSSA mathematics assessments.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Ongoing	\$0.00

Activity	Description	
Response to Intervention Model for Mathematics	Establish a committee to develop a Response to Intervention model for mathematics along with an implementation plan.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum & Instruction	Start: 10/1/2009 Finish: 4/30/2010	\$5,000.00

Goal: PARENT AND COMMUNITY INVOLVEMENT

Description: Develop and maintain partnerships with parents, businesses, government, and community organizations to enhance educational opportunities, maximize and create new resources, and integrate services for all students in a fiscally responsible manner.

Strategy: Business and Community Involvement

Description: Establish new and strengthen existing business and community relationships through consistent communication and the development of collaborative partnerships.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership

Activity	Description	
Business and Community Involvement in Schools	Increase the involvement of Business and Community members in our District and Schools. 1. Invite business leaders and community officials to District and School events. 2. Initiate school-based tutoring and mentoring programs utilizing community and business resources. 3. Develop an alliance with the Centre County chapter of the Retired Senior Volunteer Program (RSVP) to use senior volunteers in the schools. 4. Implement a "Grandparent Program" in order to provide opportunities for seniors to participate in District and School activities and continue to learn. 5. Expand before and after school programs to include more community and business involvement. 6. Expand community education opportunities (more offerings, more sessions, scholarships, child/parent courses, senior citizen courses, childcare, etc.). 7. Increase types of public recognition given to BASD graduates at District sponsored events. 8. Increase opportunities for community members to utilize District and School facilities (i.e. libraries, computer labs, etc.). 9. Recognize all community and business participants with a certificate of appreciation from the District or by hosting a yearly celebration.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 7/1/2009	Finish: 6/28/2013
	Resources	
	\$1,000.00	

Activity	Description	
District, School, and Student Involvement in Area Businesses	Increase District, School, and Student Involvement in Area Businesses 1. Establish a "Leadership Bellefonte" program for high school juniors based on the Leadership Centre County framework utilizing local business resources. 2. Establish a "Summer Institute" for high school students where they have the opportunity to serve a 1-2 week learning experience at an area business utilizing Renaissance Program contacts. 3. Provide the support for students to participate in local field trips to area businesses. 4. Develop a listing of ways businesses can support educational programming based on grade level academic standards and match identified ways to local businesses.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 7/1/2009	Finish: 6/28/2013
	Resources	
	\$5,000.00	

Activity	Description	
Establish New Business and Community Partnerships	1. Establish a committee made up of district officials and business leaders to develop a set of guiding principles for establishing District/Business partnerships. 2. Schedule meetings with business leaders to determine their perceptions of the District and its students and to gain a better understanding of the business community's challenges, needs, and expectations of their workforce. 3. Develop an action plan for expanding District/Business partnerships and collaboratives. 4. Present recommendations for expanding District/Business partnerships and collaboratives to the School Board.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 7/1/2009	Finish: 6/30/2011
	Resources	
	\$800.00	

Activity	Description	
Existing Business and Community Partnerships	1. Identify existing District/Community partnerships. 2. Create a database of District/Community partnerships. 3. Publish District/Community database on District website. 4. Establish a method for keeping database current.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 7/1/2009	Finish: 6/30/2011
	Resources	
	\$0.00	

Activity	Description	
Information Initiative	Utilize the District website, local education access channel, and local media to improve communication within the community with the goal of educating and informing others of District and School activities, programs, and accomplishments. 1. Create "Community/Business Information Initiative" to recognize and promote successes of BASD and to promote relations with community organizations and civic and business leaders. 2. Broadcast/webcast a yearly "State of the District" address by the Superintendent and School Board President. 3. Include local government officials, community organizations, and business leaders in mailings of District newsletters and provide with invitations to District events. 4. Sponsor public events to be held using district buildings/facilities to increase the public's knowledge of district facilities.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$6,000.00

Goal: PARENT AND COMMUNITY INVOLVEMENT

Description: Develop and maintain partnerships with parents, businesses, government, and community organizations to enhance educational opportunities, maximize and create new resources, and integrate services for all students in a fiscally responsible manner.

Strategy: Parent Involvement

Description: Strengthen parental relationships through consistent communication and the promotion of active parental engagement in the educational process.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Community Services and Alliances	Communicate community services and alliances available to families by updating and publishing on district website a listing of Bellefonte area community services and alliances. Communicate Services and Alliances by updating and publishing on district website a listing of Bellefonte area community services and alliances. 1. Send current Bellefonte Area Community Service, Alliances, and Involvement list to building principals, Director of Special Education, and Chair of Guidance Department and request each to update. 2. Place updated list on District website. 3. Place a link on the District website to the Bellefonte Family Resource Center website. 4. Establish a means for keeping the list current.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
Increase Opportunities for Parent Participation	1. Hold district and building functions multiple times at different times of the day (when appropriate) so parents have more opportunities to participate. 2. Provide childcare services during District and Building functions. 3. Provide "incentives" for parent participation in District and Building functions (i.e. food, give-aways). 4. Develop a reporting system in order to track attendance at District and School functions.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 7/1/2009 Finish: 6/28/2013	\$5,000.00

Activity	Description	
Parent Handbook	1. Develop a brochure or include in the Parent Handbook a detailed description of the information that is available on the basd.net website. 2. Establish Handbook Committees to look critically at the parent handbooks for each level and to make recommendations for improvement. 3. Revise Parent Handbooks to make the document more "parent friendly" using appropriate recommendations made by Handbook Committee.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2009 Finish: 6/30/2010	\$0.00

Goal: PARENT AND COMMUNITY INVOLVEMENT

Description: Develop and maintain partnerships with parents, businesses, government, and community organizations to enhance educational opportunities, maximize and create new resources, and integrate services for all students in a fiscally responsible manner.

Strategy: Volunteer Program

Description: Increase the number of parent and community volunteers in each school and the varieties of volunteer opportunities available in the district.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Parent and Community Volunteers	Increase the number of parent and community volunteers. 1. Develop a "Volunteer Handbook". 2. Solicit a parent or RSVP volunteer to coordinate parent and community volunteers in each building. 3. Ask building parent groups to promote the District's volunteer program with their constituencies. 4. Promote volunteer program in district and building newsletters and on district/building websites (establish "Volunteer" section on website). 5. Reimburse participants the cost of applying for required clearances. 6. Recognize parent and community volunteers on a yearly basis.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2009 Finish: 6/28/2013	\$0.00

Activity	Description	
Volunteer Policies	Revise volunteer policies and practices to encourage greater participation by parents and community members. 1. Review and revise, as needed, district volunteer policies and practices. 2. Establish a district-wide procedure for collecting a list of volunteer opportunities/ways to help for each building.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2010 Finish: 6/30/2011	\$0.00

Goal: POSITIVE SCHOOL CLIMATE

Description: By the end of 2013, Bellefonte Area School District will achieve a positive school climate that focuses on student learning in an environment where students, staff, and the community are respected, trusted, heard, and valued.

Strategy: Academic Success/Comprehensive System of Student Support

Description: Students in the Bellefonte Area School District will have access to a system of supports that will enable them to achieve at high levels.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Provide Safety Nets that Help Students to Focus on Learning	1. Provide a continuum of instructional supports that align with student needs (environments where students are well accepted and receive personalized attention from caring adults, consistently implemented student support processes, extended learning opportunities, alternative education programs). 2. Provide a continuum of services, including community services that address the physical, mental, emotional, and social needs of students. 3. Identify, implement, and monitor programs, strategies, and structures that create inclusive learning environments that accept and embrace the diversity of each individual, and include culturally responsive teaching and a greater K-12 emphasis on anti-bullying initiatives. 4. Develop a system for student advocacy to ensure that every student has access to an "advocate" to help them navigate district systems or personal issues.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Start: 7/1/2008 Finish: 6/30/2010	\$1,000.00

Activity	Description	
Student Recognition	Adopt and implement programs throughout the district to recognize students for academic achievements, as well as others.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Start: 7/1/2009 Finish: 6/28/2013	\$5,000.00

Activity	Description	
Transitions - Preparing Students for Success at the Next Level	1. Examine key transition points and identify student needs (PreK to Kindergarten; Grade 5 to Grade 6; Grade 8 to Grade 9; Grade 12 to graduate). 2. Review and revise current transition programs in order to more effectively aid students in successfully moving from one level to the next.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Start: 7/1/2009 Finish: 6/30/2010	\$0.00

Goal: POSITIVE SCHOOL CLIMATE

Description: By the end of 2013, Bellefonte Area School District will achieve a positive school climate that focuses on student learning in an environment where students, staff, and the community are respected, trusted, heard, and valued.

Strategy: Staff/Teacher/Administrator Recognition

Description: Recognize staff/teachers/administrators for their achievements.

Educational Practices: Artful Use of Infrastructure, Quality Leadership, Quality Teaching

Activity	Description	
School Board Socials	Provide at least two School Board Socials per year as opportunities for board members, administrators, and staff members to meet in an informal environment.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 10/1/2008 Finish: 6/28/2013	\$1,250.00

Activity	Description	
Staff/Teacher/Administrator Recognition	Recognize staff/teachers/administrators for their successful efforts at helping students to be successful both inside and outside of the classroom.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 1/7/2008 Finish: 6/28/2013	\$0.00

Goal: POSITIVE SCHOOL CLIMATE

Description: By the end of 2013, Bellefonte Area School District will achieve a positive school climate that focuses on student learning in an environment where students, staff, and the community are respected, trusted, heard, and valued.

Strategy: Student Discipline

Description: Student discipline will focus on assigning appropriate consequences for inappropriate behavior in order to teach students to make appropriate decisions.

Educational Practices: Quality Leadership, Quality Teaching

Activity	Description	
Discipline Administration	1. Implement a fair and consistent system of discipline across the district that is clearly communicated to students, parents and teachers. 2. Assign logical consequences to students for inappropriate behavior with the ultimate goal to help students learn to make good decisions.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
Discipline Committee	1. Establish a district discipline committee to analyze current discipline policies and procedures. 2. Provide recommendations for modifications to discipline policy. 3. Examine how discipline policies and procedures are implemented across the district.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2009 Finish: 5/28/2010	\$0.00

Goal: PROFESSIONAL EDUCATOR ATTENDANCE

Description: Average daily attendance by professional educators shall be 90% or higher through the 2013 school year.

Strategy: Address Root Causes for Poor Attendance

Description: Communicate root causes of poor attendance to all stakeholders and utilize district resources to address chronic attendance problems.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Chronic Attendance Problems	Place professional staff members with chronic attendance problems in "Corrective Assistance" mode of the district's professional employee supervision/evaluation plan.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Activity	Description	
District and Association Collaborative	Set up meetings with BAEA to develop a plan for addressing professional staff members with chronic attendance problems.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2008 Finish: 6/30/2009	\$0.00

Activity	Description	
Publish Professional Staff Attendance Data	Publish professional staff attendance data on district website and in district/building newsletters on a monthly basis.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 9/2/2008 Finish: 6/28/2013	\$0.00

Goal: PROFESSIONAL EDUCATOR ATTENDANCE

Description: Average daily attendance by professional educators shall be 90% or higher through the 2013 school year.

Strategy: Educate Staff

Description: Educate staff about the district's attendance policies and expectations for professional educators.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Develop a Plan for Educating Staff	Develop a plan for educating staff and implementing policies and expectations consistently across the district with regards to attendance and professional behavior.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2007 Finish: 6/30/2008	\$0.00

Activity	Description	
Examine Current Practices	Examine how the district currently educates staff with regards to attendance policies and expectations for professional educators.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 1/2/2008 Finish: 5/29/2009	\$0.00

Goal: PROFESSIONAL EDUCATOR ATTENDANCE

Description: Average daily attendance by professional educators shall be 90% or higher through the 2013 school year.

Strategy: Incentives and Recognition

Description: The Board will provide incentives and recognition for staff members exhibiting excellent attendance.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Identify Incentives	Identify incentives for recognizing and promoting good attendance.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 7/1/2008 Finish: 6/30/2009	\$0.00

Goal: PROFESSIONAL EDUCATOR ATTENDANCE

Description: Average daily attendance by professional educators shall be 90% or higher through the 2013 school year.

Strategy: Professional Educator Attendance Committee

Description: Establish a district-wide Professional Educator Attendance Committee to review staff absenteeism issues, attendance data and current staff attendance policies.

Educational Practices: Artful Use of Infrastructure, Quality Leadership, Quality Teaching

Activity	Description	
Attendance Policy Reforms	Analyze current attendance policies and procedures and their implementation across the district and make recommendations to school board.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 10/1/2007 Finish: 6/30/2008	\$0.00

Activity	Description	
Professional Educator Attendance Committee	1. Identify key personnel to comprise the Professional Educator Attendance Committee made up of Board Members, Administrators, BAEA members, and professional staff members. 2. Establish regular meeting times. 3. Review district-wide staff attendance data and other data to identify root causes. 4. Update school board and administrative team periodically of attendance issues and root causes of poor attendance and provide recommendations for consideration.	
Person Responsible	Timeline for Implementation	Resources
Board President	Start: 10/1/2007 Finish: 6/30/2008	\$0.00

Goal: READING

Description: By 2013 at least 91% of all students will achieve proficiency in reading and 90% will achieve proficiency in writing, as measured by state and local assessments.

Strategy: Curriculum Alignment

Description: Develop a K - 12 standards-aligned language arts curriculum that: is aligned to the PA Academic Reading, Writing, Listening, and Speaking Standards and Reading Assessment Anchors, includes fair summative and formative assessments, identifies strategic interventions, includes effective instructional strategies, is articulated K-12 and includes aligned resources and materials.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Alignment Initiative	Map the current taught language arts curriculum in order to examine the degree to which it is aligned to state standards and assessment anchors and is consistent across grade levels/courses and articulated between grade levels (eliminated gaps and redundancies). Establish language arts core content and skills (what students should know and be able to do).	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$5,000.00

Activity	Description	
Designate "Sacred Time" for Collaboration	Designate "Sacred Time" for sharing and advancing standards-aligned curriculum ideas, vertical and horizontal curriculum alignment, best practices, research, resources, and collective experiences throughout the district (K-12 collaboration meetings, grade level meetings).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$0.00

Activity	Description	
District Benchmarks and Core Assessments	<ol style="list-style-type: none"> 1. Identify district language arts benchmarks for each grade level and course and develop core assessments to measure student attainment of identified benchmarks. 2. Develop and implement a system for teachers and students to document student progress towards mastery of benchmarks and standards for each grade level. 3. Standardize data collection procedures for identifying students in need of reading interventions and enrichment in order to ensure continuous growth and achievement by all students. 	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$2,500.00

Goal: READING

Description: By 2013 at least 91% of all students will achieve proficiency in reading and 90% will achieve proficiency in writing, as measured by state and local assessments.

Strategy: Effective, Evidence-Based Language Arts Instruction

Description: Provide effective and engaging language arts instruction utilizing research-based "best practices" and the integration of instructional technology.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Administrative Walk-Throughs	Strengthen the degree to which instructional competencies and best practices are practiced teachers of language arts by implementing administrative walk-throughs and by requiring the weekly submission of lesson plans.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$0.00

Activity	Description	
Comprehensive Balanced Literacy Initiative	Continue district implementation of a K - 5 comprehensive balanced literacy program by implementing differentiated instructional strategies to ensure a developmentally and academically appropriate curriculum for all learners.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Start: 9/4/2007 Finish: 6/28/2013	\$30,000.00

Activity	Description	
Implementation of Best Practices for Teaching Language Arts Grades 6 - 12	Expand the use of evidence-based "best" researched instructional practices for teaching language arts at the secondary level (grades 6 - 12).	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Start: 9/4/2007 Finish: 6/27/2013	\$25,000.00

Activity	Description	
Literacy Coaches	1. Provide Literacy Coach training to the reading specialists, learning support teachers, gifted support teachers, and ESL teachers to develop their capacity to provide support to Language Arts teachers who are learning new teaching practices. 2. Construct building schedules to support the collaboration between literacy coaches and classroom teachers.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Start: 7/1/2008 Finish: 6/28/2013	\$5,000.00

Activity	Description	
Professional Staff Core Competencies	Identify core instructional competencies expected of all staff that teaches language arts to insure alignment with a standards-aligned system (including instructional technology competencies).	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Start: 8/1/2007 Finish: 6/28/2013	\$0.00

Goal: READING

Description: By 2013 at least 91% of all students will achieve proficiency in reading and 90% will achieve proficiency in writing, as measured by state and local assessments.

Strategy: Meeting the Needs of Diverse Learners

Description: Ensure continuous growth and achievement in literacy/language arts by providing additional learning opportunities to remediate non-proficient students and to provide enrichment for those demonstrating proficiency.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Blended Services	Create increased remedial opportunities for non-proficient students by blending Title I, Title III, tutoring, etc. programs and services.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$0.00

Activity	Description	
Mandatory Remediation	Make participation in remedial courses mandatory for students in grades 4 - 12 who do not score at proficient levels on PSSA reading assessments.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$0.00

Activity	Description	
Response to Intervention Model for Literacy	Establish a committee to develop a Response to Intervention model for literacy along with an implementation plan.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Start: 8/1/2007 Finish: 6/28/2013	\$6,000.00

Goal: SCIENCE

Description: By 2013 at least 90% of all students will achieve proficiency in science, as measured by state and local assessments.

Strategy: Curriculum Alignment

Description: Build and implement standards-aligned K - 12 science curricula that are rigorous, integrated, and aligned both horizontally and vertically. Develop a system of local assessment to determine the degree to which individual students are attaining proficiency in the science and technology academic standards at each grade level and provide targeted assistance for non-proficient students and enriched learning experiences for those demonstrating proficiency.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Alignment Initiative	Map the current taught science curriculum in order to examine the degree to which it is aligned to state standards and assessment anchors and is consistent across grade levels/courses and articulated between grade levels (eliminated gaps and redundancies). Establish core science content and skills (what students should know and be able to do) for each grade level/science course.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$2,500.00

Activity	Description	
Designate "Sacred" Time for Collaboration	Designate "Sacred Time" for sharing and advancing standards-aligned curriculum ideas, vertical and horizontal curriculum alignment, best practices, research, resources, and collective experiences throughout the district (K-12 collaboration meetings, grade level meetings).	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$0.00

Activity	Description	
District Benchmarks and Core Assessments	<ol style="list-style-type: none"> 1. Identify district science benchmarks for each grade level and course and develop core assessments to measure student attainment of identified benchmarks. 2. Develop and implement a system for teachers and students to document student progress towards mastery of science benchmarks and standards for each grade level and course. 	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$2,500.00

Activity	Description	
Incorporate Literacy and Mathematics into Science Curriculum	Identify literacy and mathematics incorporated into science instruction in curriculum maps and expand as needed.	
Person Responsible	Timeline for Implementation	Resources
Director of Curriculum and Instruction	Ongoing	\$0.00

Goal: SCIENCE

Description: By 2013 at least 90% of all students will achieve proficiency in science, as measured by state and local assessments.

Strategy: Effective and Engaging Science Instruction

Description: Provide effective and engaging science instruction utilizing research-based "best practices" and the integration of instructional technology.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Administrative Walk-Throughs	Strengthen the degree to which instructional competencies and best practices are practiced teachers of science by implementing administrative walk-throughs and by requiring the weekly submission of lesson plans.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Ongoing	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$0.00	

Activity	Description	
Educate Parents	Educate parents about Science Education by hosting science fairs, family science nights, and through the Building and District newsletters.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Start: 7/1/2009 Finish: 6/28/2013	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$1,000.00	

Activity	Description	
Establish Training Cadre	Develop a cadre of teacher leaders to facilitate the implementation of "best practices" for science education with regards to instruction and assessment.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Ongoing	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$5,000.00	

Activity	Description	
Inquiry-Based and Differentiated Instructional Practices	Implement inquiry-based, "hands-on" and differentiated instructional practices in all science courses, at all levels.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Start: 7/1/2008 Finish: 6/28/2013	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$5,000.00	

Activity	Description	
Professional Staff Core Competencies	Identify core instructional competencies expected of all staff that teaches science to insure alignment with a standards-aligned system (including instructional technology competencies).	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Ongoing	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$0.00	

Activity	Description	
Science Applications	Provide local field trips where students can practice science in the workplace or in the community and bring community/business members into the classroom to provide real-life applications of science.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Start: 9/2/2009 Finish: 5/31/2011	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$1,000.00	

Activity	Description	
Science Notebooking	Implement science "notebooking" as a standard instructional practice in all science classrooms (K-12).	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Start: 7/1/2008 Finish: 6/30/2011	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$2,500.00	

Activity	Description	
Science Outreach	Establish a science outreach program where secondary students promote "hands-on" science to younger students in the district.	
Person Responsible	Timeline for Implementation	
Director of Curriculum and Instruction	Start: 1/2/2008 Finish: 6/28/2013	
Person Responsible	Resources	
Director of Curriculum and Instruction	\$3,000.00	

Goal: STUDENT ATTENDANCE

Description: Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.

Strategy: Attendance Policy Reforms

Description: Analyze current attendance policies and procedures and their implementation across the district and make recommendations to administration.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Analyze Current Attendance Policies	1. Analyze current attendance policies and procedures and their implementation across the district and make recommendations to administration. 2. Shorten or eliminated the "grace period" permitted for submitting excuses after three illegal absences.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2008 Finish: 6/30/2009	\$0.00

Activity	Description	
District-Wide Student Attendance Committee	1. Identify key attendance personnel to comprise the attendance committee 2. Establish regular meeting times. 3. Review district-wide attendance data and other data to identify root causes. 4. Coordinate administrative procedures and policies between district and community stakeholders to tighten or close attendance law loopholes. 5. Update school board and administrative team periodically of attendance issues and root causes of poor attendance and provide recommendations for consideration.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Ongoing	\$0.00

Goal: STUDENT ATTENDANCE

Description: Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.

Strategy: Educate Parents

Description: Educate parents about the district's attendance policies and procedures.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Develop a Plan for Educating Parents	Develop a plan for educating parents and implement consistently across the district.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2008 Finish: 6/30/2009	\$0.00

Activity	Description	
Examine Current Practices for Educating Parents	1. Examine how the district currently educates parents with regards to attendance policies and procedures. 2. Examine how the district currently educates parents with regards to attendance policies and procedures. 3. Develop a plan for educating parents and implement consistently across the district. (Especially the current parent contact procedures for checking on the submission of written excuses for absences and suggest improved practices, if needed.)	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 10/1/2007 Finish: 6/30/2008	\$0.00

Activity	Description	
Publish Student Attendance Data	Publish student attendance data on district website and in district/building newsletters on a monthly basis.	
Person Responsible	Timeline for Implementation	Resources
Superintendent	Start: 9/2/2008 Finish: 6/28/2013	\$0.00

Goal: STUDENT ATTENDANCE

Description: Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.

Strategy: Incentives and Recognition

Description: Coordinate with local businesses and community stakeholders to jointly provide incentives and recognition for excellent attendance.

Educational Practices: Artful Use of Infrastructure, Quality Leadership, Quality Teaching

Activity	Description	
Incentives	1. Identify attractive incentives for students at all levels. 2. Solicit businesses and community groups to sponsor incentives (with publicity). 3. Promote incentives at school and with parents.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 10/1/2008 Finish: 6/30/2009	
	Resources	
	\$0.00	

Goal: STUDENT ATTENDANCE

Description: Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.

Strategy: Utilize Community Resources

Description: Communicate root causes to all stakeholders and utilize community resources to address chronic attendance problems.

Educational Practices: Artful Use of Infrastructure, Quality Leadership

Activity	Description	
Chronic Attendance Problems	1. Set up meetings with CYS and/or other social services agencies to establish agreed upon interagency benchmarks for reporting and responding to referrals made by the district. 2. Make referrals to CYS and other social services agencies for chronic cases reaching established benchmarks. 3. Establish a District-Judiciary connection when a truancy case reaches the adjudication level. 4. Participate in magisterial and judicial proceedings to share attendance data.	
Person Responsible	Timeline for Implementation	
Superintendent	Start: 10/1/2008 Finish: 6/30/2009	
	Resources	
	\$0.00	

Goal: WRITING

Description: By 2013 at least 90% of all students will achieve proficiency in writing, as measured by state and local assessments.

Strategy: Curriculum Alignment

Description: Build and implement standards-aligned K - 12 writing curricula that are rigorous, integrated, and aligned both horizontally and vertically. Develop a system of local assessment to determine the degree to which individual students are attaining proficiency in the writing academic standards at each grade level and provide targeted assistance for non-proficient students and enriched learning experiences for those demonstrating proficiency.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Curriculum Alignment Initiative	Map the current taught language arts writing curriculum in order to examine the degree to which it is aligned to state standards and is consistent across grade levels/courses and articulated between grade levels (eliminated gaps and redundancies). Establish language arts writing core content and skills (what students should know and be able to do).	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$0.00

Activity	Description	
District Benchmarks and Core Assessments	1. Identify district language arts writing benchmarks for each grade level and course and develop core writing assessments to measure student attainment of identified benchmarks. 2. Develop and implement a system for teachers and students to document student progress towards mastery of writing benchmarks and standards for each grade level. 3. Standardize data collection procedures for identifying students in need of writing interventions and enrichment in order to ensure continuous growth and achievement by all students.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$0.00

Goal: WRITING

Description: By 2013 at least 90% of all students will achieve proficiency in writing, as measured by state and local assessments.

Strategy: Effective, Evidence-Based Language Arts Instruction

Description: Provide effective and engaging language arts writing instruction utilizing research-based "best practices" and the integration of instructional technology.

Educational Practices: Artful Use of Infrastructure, Continuous Learning Ethic, Quality Leadership, Quality Teaching

Activity	Description	
Continue Implementation of Four-Square Writing Initiative	Continue district-wide implementation of Four-Square Writing Initiative.	
Person Responsible	Timeline for Implementation	Resources
Language Arts Coordinator	Ongoing	\$0.00

Measurable Annual Improvement Targets

1. By 2013 at least 89% of all students will achieve proficiency in mathematics, as measured by state and local assessments.

School Year	Proficiency Level
2008	56%
2009	63%
2010	70%
2011	76%
2012	83%

2. By 2013 at least 91% of all students will achieve proficiency in reading, as measured by state and local assessments.

School Year	Proficiency Level
2008	65%
2009	70%
2010	75%
2011	80%
2012	85%

3. By 2013 at least 90% of all students will achieve proficiency in writing, as measured by state and local assessments.

School Year	Proficiency Level
2008	60%
2009	70%
2010	75%
2011	80%
2012	85%

4. By 2013 at least 90% of all students will achieve proficiency in science, as measured by state and local assessments.

School Year	Proficiency Level
2008	60%
2009	70%
2010	75%
2011	80%
2012	85%

5. By 2013 at least 90% of all students will demonstrate proficiency in all curricular areas as measured by District assessments aligned with state or national standards in all curricular areas.

School Year	Proficiency Level
2008	60%
2009	70%
2010	75%
2011	80%
2012	85%

6. Average daily attendance at all district schools shall be 95% or higher through the 2013 school year.