Danville Area School District
2023 - 2026
Strategic Plan

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Vision, Mission, and Portrait of a Student

Vision	Forging strong connections that nurture the whole student and empower them to reach their full potential.
Mission	In partnership with families and the community, DASD empowers students in a safe environment through relevant and engaging educational experiences that support academics, creativity, and character development.
Portrait of a Student	A DASD Student will FORGE on by demonstrating: **F**lexible and critical thinking *(empowers students to discover the truth in assertions and analyze problems based on logic and evidence)* **O**wnership *(empowers students to be accountable for their actions and work hard to achieve success)* **R**esiliency *(empowers students to have the strength and fortitude to confront the obstacles they are bound to face in life)* **G**ood Judgment *(empowers students to use integrity to make decisions and act in a way that encourages other to trust, respect, and depend on them)* **E**mpathy *(empowers students to see the world from someone else's perspective and develop compassion for others)*

Academics	The DASD will prepare students for their future including college, career, and life success. The DASD will be the top performing school district in the CSIU region.
Professional Development	The DASD will ensure that all administrators, teachers, and staff are properly inducted into the district and continue to grow as professionals throughout their time in the district.
Culture and Safety	The DASD will be a place of belonging where students, their families, and the staff feel safe, welcome, and excited to come to school.
Mental Health	The DASD will be committed to the mental health wellness of students, their families, and our staff through prevention, intervention, and education.
Athletics & Extracurriculars	The DASD will be committed to developing well-rounded students by providing a safe and high-quality athletics and extracurricular experience for students.
Internal Communications and Systems	The DASD will have internal system processes in place to improve the functionality and productivity of the district. The DASD will proactively communicate these processes, pertinent information, and our successes with our internal stakeholders.
External Communications and Public Relations	The DASD will proactively communicate with all external stakeholders sharing pertinent information and telling the story of our successes.
Finance	The DASD will have integrity in our finances as we seek to provide academic excellence while being fiscally responsible to our taxpayers.
Facilities	The DASD will ensure that we have well-maintained and well-utilized facilities to meet the current needs of the district and simultaneously plan for the district's future needs while being fiscally responsible to our taxpayers. The DASD strives to make our facilities a source of pride for our district and community.

Academics

The DASD will prepare students for their future including college, career, and life success.
The DASD will be the top performing district in the CSIU region.

Instruction

GOAL: Ensure that teachers are using data to drive their instruction			
Action Step	**Data**	**Person Responsible**	**Timeline**
See goals in assessment for formative and summative assessments			
Instruction should include appropriate checks for understanding and appropriate adjustments to instruction based on that real time data.	*Checks for understanding resources and professional development documents*	Superintendent and Assistant Superintendent	2023-2024 school year / ongoing
GOAL: Break down the components of the teacher evaluation process (Danielson framework) so that teachers understand the components of effective instruction.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop look-fors in each component of Danielson's Framework	*look-fors*	Superintendent	Summer 2024 / ongoing
Develop PD for each component of the framework.	*Professional development agendas*	Superintendent	Summer 2024 / ongoing
Provide consistency of language, techniques, systems and expectations	*guides*	Superintendent	Summer 2024 / ongoing
GOAL: Ensure that teachers understand how students learn and are using research-based strategies to provide learning opportunities for students			
Action Step	**Data**	**Person Responsible**	**Timeline**
Select text(s), research documents, etc. to ground the	*research*	Superintendent	Summer 2024 . ongoing

Action Step	Data	Person Responsible	Timeline
district's knowledge and work surrounding student learning and make this research available to all appropriate stakeholders			
Design professional development around student learning	*Professional development agendas*	Superintendent	Summer 2024 /ongoing

GOAL: Ensure that we remain up-to-date on the ways that technology can enhance instruction.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Continue to attend conferences, read, and stay up-to-date on educational software		Director of Information Technology	Ongoing

Schedules

GOAL: Ensure that the high school schedule creates the optimal learning opportunities for students while meeting the planning and collaboration needs of teachers.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Annual analysis of student scheduling requests and needs	*Student requests*	HS Principal and AP (Assistant Superintendent, Director of Special Education)	Spring 2023 / ongoing annually
Annual analysis of teaching needs and feedback	*Teacher requests*	HS Principal and AP (Assistant Superintendent, Director of Special Education)	Spring 2023 / ongoing annually

Action Step	Data	Person Responsible	Timeline
Annual schedule creation that hits 85% accuracy for students before schedules have to be hand created	*schedules*	HS Principal and AP (Assistant Superintendent)	Spring 2023 / ongoing annually
Appropriate research of long-term high school scheduling options	*research*	Assistant Superintendent, HS Principal and AP	Summer 2024, ongoing

GOAL: Ensure that the middle school schedule creates the optimal learning opportunities for students while meeting the planning and collaboration needs of teachers.

Action Step	Data	Person Responsible	Timeline
Annual analysis of student scheduling needs	*Student need*	MS Principal and AP (Assistant Superintendent, Director of Special Education)	Summer 2023 / ongoing annually
Annual analysis of teaching needs and feedback	*Teacher requests*	MS Principal and AP (Assistant Superintendent, Director of Special Education)	Summer 2023 / ongoing annually
Appropriate research of long-term middle school scheduling options	*research*	Assistant Superintendent, MS Principal and AP	Summer 2024, ongoing

GOAL: Ensure that the Liberty Valley schedule creates the optimal learning opportunities for students while meeting the planning and collaboration needs of teachers.

Action Step	Data	Person Responsible	Timeline
Annual analysis of student scheduling needs	*Student needs*	LV Principal (Superintendent, Director of Special	Summer 2023 / ongoing annually

		Education)	
Annual analysis of teaching needs and feedback	*Teacher requests*	LV Principal (Superintendent, Director of Special Education)	Summer 2023 / ongoing annually

GOAL: Ensure that the DPS schedule creates the optimal learning opportunities for students while meeting the planning and collaboration needs of teachers.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Annual analysis of student scheduling needs	*Student needs*	DPS Principal (Superintendent, Director of Special Education)	Summer 2023 / ongoing annually
Annual analysis of teaching needs and feedback	*Teacher requests*	DPS Principal (Superintendent, Director of Special Education)	Summer 2023 / ongoing annually

Curriculum

GOAL: Have board-approved, research-based, standards-aligned curriculum in all subject areas K-12.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Continue to use existing or create new curriculum mapping templates	*Curriculum mapping template*	Assistant Superintendent (Superintendent)	May 2023 / ongoing
Prioritize an order of curriculum creation and approval	*Order document* *Link to curriculum folder*	Assistant Superintendent (Superintendent)	May 2023
Develop curriculum in areas	*Link to curriculum*	Assistant	Spring and

where it is undeveloped	*folder*	Superintendent (Superintendent)	Summer of 2023 / 2023 - 2024 School Year

GOAL: Ensure that curriculum remains up-to-date.

Action Step	Data / Documentation	Person Responsible	Timeline
Determine a process for selecting department leads and a clear set of expectations for all department leads	*Selection process* *Expectations*	Assistant Superintendent (Superintendent)	May 2023 / annual review
Establish a meeting structure with department leaders.	*Meeting schedule* *Meeting minutes*	Assistant Superintendent (Superintendent)	May 2023 - schedule developed for 2023-2024 / ongoing
Develop a long-term curriculum cycle.	*Long-term cycle*	Assistant Superintendent (Superintendent)	May 2023 / ongoing
Develop an annual curriculum review cycle.	*Annual cycle*	Assistant Superintendent (Superintendent)	May 2023 / ongoing
Develop a process for selecting a new curriculum.	*Process*	Assistant Superintendent (Superintendent)	Spring 2024 / ongoing
Stay up-to-date on the connection of technology to curriculum choices		Assistant Superintendent and Director of Information Technology	Ongoing

GOAL: Ensure that curriculum is accessible for teachers and for parents

Action Step	Data / Documentation	Person Responsible	Timeline
Have a standard place where all curriculum resources are warehoused for teachers	*Curriculum shared folder*	Assistant Superintendent (Superintendent)	August 2023

Have a standard place on the website where all curriculum is accessible by parents	*Curriculum component of the new website*	Assistant Superintendent (Superintendent, Director of Information Technology)	August 2023

GOAL: Create a simple and consistent format for lesson planning across the district.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Research lesson planning templates and platforms	*research*	Superintendent, Assistant Superintendent, Building Principals, Director of Information Technology	2024-2025 school year / in place for fall of 2025

Assessment

GOAL: Establish benchmark assessments in all appropriate grade levels and subject areas.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Select and gain access to appropriate assessments	*Research behind selected assessments*	Assistant Superintendent	August 2023 / ongoing
Create an assessment calendar	*assessment calendar*	Assistant Superintendent	August 2023 / ongoing
Train teachers on giving the selected assessments	*Training plan*	Assistant Superintendent (Building Principals)	August 2023 / ongoing
Annual analysis of the appropriateness of the chosen assessments	*Analysis plan*	Assistant Superintendent (Building Principals)	Spring of each year

GOAL: Ensure all assessment data is uploaded into Sapphire			
Action Step	**Data**	**Person Responsible**	**Timeline**
Determine proficiency levels for all assessments	*Proficiency levels*	Assistant Superintendent (Building Principals and Department Leads)	August 2023 / ongoing
Develop a data uploading schedule	*Schedule*	Assistant Superintendent and Director of Information Technology	August 2023 / ongoing
Determine which data should be shared with parents and appropriately communicate that data.		Assistant Superintendent (Building Principals)	August 2023
GOAL: Analyze assessment data to improve instruction for students			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Develop and execute a system for district-wide assessment data analysis	*Data system*	Assistant Superintendent	August 2023 / ongoing
Develop and execute a system for school-wide assessment data analysis	*Data System*	Assistant Superintendent (Building Principals)	August 2023 / ongoing
Train teachers on how to analyze the specific data to make instructional decisions	*Data System*	Assistant Superintendent (Building Principals)	August 2023 / ongoing
GOAL: Analyze current report card system to ensure that it reflects student learning			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Develop a K-5 report card revision committee	*Current report cards* *Newly developed report card*	Assistant Superintendent, Elementary Principals	Begin summer 2024

Research effective elementary report card options	*research*	Assistant Superintendent, Elementary Principals (committee)	Begin summer 2024
Begin utilizing a new elementary report card	*Newly developed report card* *Appropriate parent communication*	Assistant Superintendent, Elementary Principals (committee)	August 2025
Develop a 6-8 report card revision committee	*Current report cards* *Newly developed report card*	Assistant Superintendent, Middle School Principal	Begin Summer 2024

Science of Reading

GOAL: Meet and/or exceed PDE's training mandates for the science of reading			
Action Step	**Data**	**Person Responsible**	**Timeline**
Provide appropriate administrators with science of reading training	*Training documents*	Superintendent, Elementary Principals, Director of Special Education	Spring 2023 / 2023-2024 school year
Provide appropriate science of reading training to middle and high school ELA, special education, and elementary certified teachers	*Training documents*	Superintendent, MS and HS Principals, Director of Special Education	2023-2024 school year
Provide appropriate science of reading training to elementary school teachers	*Training documents*	Superintendent, Elementary Principals, Director of Special Education	2023-2024 school year
GOAL: Ensure that the DASD's literacy curriculum is appropriately mapped, meets the			

science of reading research, and meets the needs of the students of DASD.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop a research-based curriculum map focusing on Phonological Awareness in grades K-2	*Curriculum map*	Superintendent (Elementary Principals, Elementary Teacher Leads)	By Dec of 2023 / ongoing adjustments
Develop a research-based curriculum map focusing on Phonics in grades K-2	*Curriculum map*	Superintendent (Elementary Principals, Elementary Teacher Leads)	By Dec of 2023 / ongoing adjustments
Develop a research-based curriculum map focusing on Fluency in grades K-8	*Curriculum map*	Superintendent (Elementary Principals, Elementary Teacher Leads)	By Dec of 2023 / ongoing adjustments
Develop a research-based curriculum map focusing on Vocabulary in grades K-8	*Curriculum map*	Superintendent (Elementary Principals, Elementary Teacher Leads)	By Dec of 2023 / ongoing adjustments
Develop a research-based curriculum map focusing on Comprehension in grades K-8)	*Curriculum map*	Superintendent (Elementary Principals, Elementary Teacher Leads)	By Dec of 2023 / ongoing adjustments
GOAL: Select appropriate research-based assessments to measure the literacy growth and performance of students in grades K-8.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Continue to utilize DIBELS data for grades K-5 in literacy. Benchmark performance levels and enter DIBELS data into Sapphire	*DIBELS data* *Sapphire*	Superintendent (Elementary Principals, Director of Information Technology, Teacher Leaders)	Fall 2023 / ongoing
Determine and document an	*Phonics data*	Superintendent	Fall 2023 /

appropriate phonics assessment for K-2. Benchmark performance levels and enter data into Sapphire	*Sapphire*	(DPS Principal, Teacher Leaders)	ongoing
Determine and document an appropriate comprehension assessment for 3-5. Benchmark performance levels and enter data into Sapphire.	*Comprehension assessment data (norm and criterion referenced)* *Sapphire*	Superintendent (LV Principal, Teacher Leaders)	Fall 2023 / ongoing
Determine and document an appropriate comprehension assessment for 6-8. Benchmark performance levels and enter data into Sapphire.	*Comprehension assessment data (norm and criterion referenced)* *Sapphire*	Assistant Superintendent (MS Principal, Teacher Leaders)	Fall 2023 / ongoing

GOAL: Utilize literacy data to implement research-based literacy interventions.
(see interventions - this goal connects to that section)

Action Step	Data	Person Responsible	Timeline
Annual progress to reduce the number of students needing literacy interventions to only a third or less of the grade level population	*Literacy intervention numbers*	Superintendent (Admin Team, reading specialists, and all K-8 classroom teachers)	Starts in the fall of 2023 / will take multiple years
Create a documentation system for literacy interventions in Sapphire	*Sapphire*	Superintendent, Director of Special Education, DIrector of Information Technology, Elementary Principals	Starts in the spring of 2024 / ongoing
Create a database of research-based literacy interventions that could be readily available for regular education teachers, special education teachers, and reading specialists	*Sapphire* *Intervention database*	Superintendent, Director of Special Education, Elementary Principals, Reading	Starts in the spring of 2024 / goal to have a working intervention database by fall of 2025

Action Step	Data	Person Responsible	Timeline
		Specialists	
Utilize research-based literacy intervention strategies and an appropriate schedule to provide support for students K-2.	*Strategies* *Schedule*	Superintendent, Director of Special Education, Elementary Principals, Reading Specialists	Starts in the spring of 2024 / goal to have a working intervention database by fall of 2025
Utilize research-based literacy intervention strategies and an appropriate schedule to provide support for students 3-5.		Superintendent, Director of Special Education, Elementary Principals, Reading Specialists	Starts in the spring of 2024 / goal to have a working intervention database by fall of 2025
Utilize research-based literacy intervention strategies and an appropriate schedule to provide support for students 6-8.		Superintendent, Director of Special Education, MS Principals, Reading Specialists	Starts in the spring of / goal to have a working intervention database by fall of 2025

Interventions

GOAL: Develop a clear Child Study process for every building.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop a clear Child Study process for K-2 that has a clear referral process, includes appropriate stakeholders, is clearly communicated, and is documented in Sapphire	*Child study process* *Data in Sapphire*	Director of Special Education, Primary School Principal, School Psychologist, DPS Guidance Team	Begin using in 2023-2024 / annual improvements
Develop a clear Child Study	*Child study process*	Director of	Begin using in

process for 3-5 that has a clear referral process, includes appropriate stakeholders, is clearly communicated, and is documented in Sapphire	*Data in Sapphire*	Special Education, LV Principal, School Psychologist, LV Guidance Team	2023-2024 / annual improvements
Develop a clear Child Study process for 6-8 that has a clear referral process, includes appropriate stakeholders, is clearly communicated, and is documented in Sapphire	*Child study process* *Data in Sapphire*	Director of Special Education, DMS Principal, School Psychologist, DMS Guidance Team	Begin using in 2023-2024 / annual improvements
Develop a clear Child Study process for 9-12 that has a clear referral process, includes appropriate stakeholders, is clearly communicated, and is documented in Sapphire	*Child study process* *Data in Sapphire*	Director of Special Education, DHS Principal, School Psychologist, DHS Guidance Team	Begin using in 2023-2024 / annual improvements

GOAL: Develop a bank of common interventions for core academic areas for each building.

Action Step	Data	Person Responsible	Timeline
Develop a common bank of interventions for K-2 math by skill area	*Intervention bank in Sapphire*	Director of Special Education and DPS Principal	Build during 2025-2026 school year
Develop a common bank of interventions for K-2 literacy by skill area	*Intervention bank in Sapphire*	Director of Special Education and DPS Principal	Build during 2024-2025 school year
Develop a common bank of interventions for 3-5 math by skill area	*Intervention bank in Sapphire*	Director of Special Education and LV Principal	Build during 2025-2026 school year
Develop a common bank of interventions for 3-5 literacy by skill area	*Intervention bank in Sapphire*	Director of Special Education and LV Principal	Build during 2024-2025 school year

Develop a common bank of interventions for 6-8 math by skill area	*Intervention bank in Sapphire*	Director of Special Education and DMS Principal	Build during 2025-2026 school year
Develop a common bank of interventions for 6-8 literacy by skill area	*Intervention bank in Sapphire*	Director of Special Education and DMS Principal	Build during 2024-2025 school year

GOAL: Provide professional development for regular education teachers so that only one-third or less of the student population requires Tier II interventions.

Action Step	Data	Person Responsible	Timeline
Provide PD on the response to intervention process	*PD documentation*	Director of Special Education, Superintendent	2023 - 2024 school year / ongoing
Provide PD on differentiation and implementing interventions	*PD documentation*	Director of Special Education, Superintendent	2023-2024 school year / ongoing

GOAL: Create purposeful building level schedules so that students' intervention needs can be met.

Action Step	Data	Person Responsible	Timeline
Develop a DPS schedule that allows for appropriate intervention time	*Schedule* *Student data*	DPS Principal (Superintendent and Director of Special Education)	Summer 2023
Develop a LV schedule that allows for appropriate intervention time	*Schedule* *Student data*	LV Principal (Superintendent, Director of Special Education)	Summer 2023
Develop a DMS schedule that allows for appropriate intervention time	*Schedule* *Student data*	DMS Principal (Assistant Superintendent and Director of Special Education)	Summer 2023

Develop a DHS schedule that allows for appropriate intervention time	*Schedule* *Student data*	DHS Principal (Assistant Superintendent and Director of Special Education)	Spring 2023

Special Education

Goal: Analyze the role of co-teaching and the continuum of services in special education			
Action Step	**Data**	**Person Responsible**	**Timeline**
Determine when and how co-teaching would be effective for students. All students with an IEP do not have to have co-teaching. Some students can be successful in regular education without co-teaching and some could benefit from pull-out instruction. Explore the continuum of services.	*IEP review*	Director of Special Education (Building Principals, Special Education Teachers)	Summer 2023
Develop a co-teaching model that will properly support students. Train all necessary teachers on this model.	*Model*	Director of Special Education	Begin in summer of 2023 / ready for fall 2025
Spend time in co-taught classrooms observing and providing feedback to both teachers to help improve their practice.		Director of Special Education and Building Principals	2023-2024 school year / ongoing
Goal: Create a standardized IEP process and timeline			
Action Step	**Data**	**Person Responsible**	**Timeline**
Provide professional development and clear guidelines for all special education teachers regarding	*Pd plans*	Director of Special Education	2023-2024 school year / ongoing

the IEP process and guidelines.			
Provide a systemic approach to progress monitoring in addition to professional development surrounding this process.	*Pd plans*	Director of Special Education	2023-2024 school year / ongoing

Goal: Improve communication between regular education and special education teachers.

Action Step	Data	Person Responsible	Timeline
Special education teachers provide a list and schedule of all students with IEPs in a regular education teacher's classroom to that teacher before the school year and when any adjustments are made.	*Lists and schedules*	Director of Special Education and Special Education Teachers	Fall 2023 / ongoing
Special education teachers provide a list of accommodations and modifications necessary for each special education student to each regular education teacher as appropriate.	*accommodations*	Director of Special Education and Special Education Teachers	Fall 2023 / ongoing
Special education teachers get assistive technology prepared as soon as possible for each special education student as appropriate.		Director of Special Education and Special Education Teachers	Fall 2023 / ongoing

Goal: Develop protocols for effective practices in each special education specialty area

Action Step	Data	Person Responsible	Timeline
Speech	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2025 / ongoing updates

Learning Support	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2024 / ongoing updates
Life Skills	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2025 / ongoing updates
Emotional Support	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2024 / ongoing updates
Autistic Support	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2025 / ongoing updates
Transition	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2024 / ongoing updates
Gifted Services	*Effective practices*	Director of Special Education and Special Education Teachers	Created by Fall 2025 / ongoing updates

Goal: Provide appropriate professional development for paraprofessionals.

Action Step	Data	Person Responsible	Timeline
Develop an annual professional development plan for paraprofessionals.	*plan*	Director of Special Education	August 2023 / ongoing

Provide updated guidance and professional development when a paraprofessional changes placement		Director of Special Education	August 2023 / ongoing

Career Readiness

GOAL: Map career standards at each level			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop a K-2 career standards curriculum map	*Curriculum map*	Assistant Superintendent (Primary School guidance team)	By Fall 2024
Develop a 3-5 career standards curriculum map	*Curriculum map*	Assistant Superintendent (LV guidance team)	By Fall 2024
Develop a 6-8 career standards curriculum map	*Curriculum map*	Assistant Superintendent (MS guidance team)	By Fall 2024
Develop a 9-12 career standards curriculum map	*Curriculum map*	Assistant Superintendent (HS guidance team	By Fall 2024
GOAL: Analyze the HS GPS course and make appropriate edits. Develop a middle school GPS course.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Revise the HS GPS course to reflect a course that welcomes students to high school, supports their social emotional well-being, and focuses on future college and career possibilities	*Curriculum map*	Assistant Superintendent (HS guidance team)	Fall 2023

Create a MS GPS course to welcome student to the middle school, support their social emotional well-being, and focus on future college and career possibilities	*Curriculum map*	Assistant Superintendent (MS guidance team)	Fall 2023

GOAL: Examine current CIP offerings and create a long-term plan			
Action Step	**Data**	**Person Responsible**	**Timeline**
Make sure all current CIP offerings remain up-to-date and meet PDE standards	*PDE approval*	HS Assistant Principal, CIP teachers	Fall 2023 / ongoing
Create guidelines to determine whether or not a new CIP should be offered for Danville students	*Guidelines*	Assistant Superintendent, HS Assistant Principal	Summer 2024 / ongoing
When new CIPs are offered utilize the guidelines and propose or reject expansion		Assistant Superintendent, HS Assistant Principal	Summer 2024 / ongoing

GOAL: Examine current relationship with Vo-Tech and create a long-term plan			
Action Step	**Data**	**Person Responsible**	**Timeline**
Continue positive relationship with the CMAVTS		Superintendent, Admin Team	Ongoing
Explore the possibility of having an in house technical school (costs, programs, etc)	*research*	Assistant Superintendent, HS Principal and AP	2024-2025 school year and beyond

GOAL: Analyze the current Co-op opportunities and process			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop a Co-op handbook for employers and for students with clear expectations and timelines	*handbook*	Co-op Teacher, HS AP	By spring 2024 / ongoing
Grow the number and types of co-op experiences		Co-op Teacher, HS AP	By spring 2024 / ongoing

GOAL: Ensure that we remain up-to-date on the technology skills and software knowledge needed to be prepared for the changing workforce.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Continue to stay connected to the industry technology in our area and the latest technology capabilities		Director of Information Technology	ongoing

Attendance

GOAL: Standardize all attendance codes and processes and consistently implement them across all buildings in the district.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Standardize codes for attendance utilized in all buildings in Sapphire. Consistently implement these codes.	*codes*	HS AP and MS AP (All Building Principals and Attendance Secretaries)	Summer 2023 / annual summer adjustments as needed
Standardize attendance comments utilized in all buildings in Sapphire. Consistently implement these comments	*Sapphire attendance notes*	HS AP and MS AP (All Building Principals, Guidance Counselors, and Attendance Secretaries)	Summer 2023 / adjustments as needed
Standardize attendance letters utilized in all buildings and standardize the process for utilizing them.	*Attendance letters*	HS AP and MS AP (All Building Principals and Attendance Secretaries)	Summer 2023 / annual summer adjustments as needed
Standardize attendance meeting structure and protocols.	*Attendance meeting documentation*	HS AP and MS AP (All Building Principals and	Summer 2023 / annual summer adjustments as needed

		Attendance Secretaries)	

GOAL: Have an average daily attendance rate in each building of 95% or higher.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Measure each school's daily attendance rate	*Daily attendance rates*	Building Principals	August 2023 / ongoing
Create an attendance data dashboard to make attendance data more readily available	*Attendance data / data dashboard*	Director of Information Technology (Building Principals)	August 2023 / ongoing
Create attendance incentives for students	*Attendance incentives*	Building Principals	August 2023 / ongoing
Implement attendance plans to support students with chronic absenteeism	*Plans*	Building Principals	August 2023 / ongoing
Educate parents about the importance of school attendance	*Training documents*	Building Principals	August 2023 / ongoing

Graduation

GOAL: 100% of eligible seniors on track to graduate utilizing Act 158 Pathways.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Stay up-to-date on PDE's pathways to graduation	*PDE's graduation requirements*	HS Principals, HS guidance department	Immediately / Ongoing
Clearly communicate graduation expectations to all appropriate stakeholders (teachers, students, and parents)	*Teacher PD* *Spring parent meeting agendas* *Letter to Parents*	HS Principals, HS guidance department	Spring 2023 parent communication and ongoing

	GPS course syllabus		
Develop a graduation path tracking system for all high school students. Develop quarterly meeting structure to stay on top of the tracking process.	*Tracking system* *Meeting schedule and structure*	HS Principals, HS guidance department, Director of Information Technology	August 2023 / Ongoing
Develop interventions for students who are at risk for graduation eligibility	*Interventions*	Director of Special Education, HS Principals, HS guidance counselors	August 2023 / Ongoing

GOAL: Identify and support students who are at risk of failing courses			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Develop a quarterly meeting structure to identify students at risk for failing.	*Meeting structure*	Assistant Superintendent, HS Principals, HS guidance department	October 2023 / Ongoing
Develop an intervention plan for students at risk for failing.	*Intervention plan*	Assistant Superintendent, HS Principals, HS guidance department	October 2023 / ongoing
Develop a student and parent communication system for students at risk for failing.	*Communication system*	Assistant Superintendent, HS Principals, HS guidance department	October 2023 / ongoing
Develop a summer credit recovery system	*Summer school plan*	Assistant Superintendent, HS Principals, HS guidance department	Summer 2023 / ongoing

Professional Development

The DASD will ensure that all administrators, teachers, and staff are properly inducted into the district and continue to grow as professionals throughout their time in the district.

Induction

Goal: Create a mentor selection and training process.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a mentor selection process.	*process*	Assistant Superintendent	2023-2024 school year
Create a mentor training process	*training*	Assistant Superintendent	2023-2024 school year
Create an induction advisory group	*Members of the group*	Assistant Superintendent	2023-2024 school year

Goal: Create a two-year induction plan for new educators.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a two-year induction schedule	*schedule*	Assistant Superintendent	2023-2024 school year
Plan all induction models	*Induction module plans*	Assistant Superintendent (Administrative Team)	2023-2024 school year
Formalize a co-observation process	*Co-observation process*	Assistant Superintendent (Administrative Team)	2023-2024 school year

Goal: Create an induction plan for experienced educators who are new to the district.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a modified induction plan for experienced teachers who are new to the district	*plan*	Assistant Superintendent (Administrative Team)	2023-2024 school year

Observations

GOAL: Create an observation schedule that ensures that each professional staff member is appropriately observed according to PDE requirements.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create an observation schedule for each professional staff member.	*Schedule*	Assistant Superintendent	Shared at summer retreat each year
Ensure that all appropriate paperwork is submitted to PDE meeting all deadlines.	*PDE deadlines*	Assistant Superintendent	Stay up-to-date on each year's timeline

GOAL: Create a standard for a formal observation process ensuring reliable and valid evaluation results across the district.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Review and discuss the evaluation rubric together as an administrative team establishing norms.	*Rubric notes* *PD sessions*	Superintendent	Summer retreat / ongoing
Conduct administrative co-observations to help norm our practice and grow as professionals.	*Co-observation Schedule*	Superintendent (Administrative Team)	2023-2024 school year / ongoing

GOAL: Create a standard for walk-through observations including total conducted, amount of time spent, and process for each.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Establish the expectations for walk through observations	*standards*	Superintendent	Summer retreat / ongoing
Analyze walk through observation data and the connection to professional learning needs	*Admin meeting agendas*	Superintendent	2023-2024 school year / ongoing
Establish a feedback culture where walk through		Superintendent	Summer retreat / 2023-2024 PD

observation data is used for conversation starters and immediate instructional improvement			/ ongoing

Professional Development for Teachers and Staff

GOAL: Create a professional development model that creates optimal learning opportunities for teachers and staff on professional development days.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Have first read of the annual calendar in January with approval in February. Proactively plan out the timing of professional development days.	*calendar*	Superintendent (Administrative Team)	Annual process Creation in Nov/Dec of each calendar year
Map out the overall use of professional development days in advance taking into consideration data analysis, curriculum writing, curriculum study, mental health, the DASD strategic plan, and other professional learning needs.	*PD schedule*	Assistant Superintendent (Administrative Team)	Annual process May of each year skeleton plan / August of each year thorough plan / updated as appropriate throughout the school year
Collect and analyze data to determine appropriate topics of need	*Data to determine need*	Assistant Superintendent (Administrative Team)	
Provide teachers and staff with detailed professional development day schedules in advance and communicate the why behind these schedules.	*PD schedules*	Assistant Superintendent (Administrative Team)	2 weeks prior to each PD day
Collect and analyze feedback from teachers and staff about the effectiveness of	*Feedback surveys*	Assistant Superintendent (Administrative	At the conclusion of each

professional development days.		Team)	professional development day starting in the 2023-2024 school year
Train administrative team, professional development committee, and department leads in effective adult education.	*Research* *Trainings*	Superintendent	Summer 2023 / ongoing

GOAL: Create a professional development model that creates optimal learning opportunities for teachers and staff in after-school weekly sessions

Action Step	Data / Documentation	Person Responsible	Timeline
Train teachers and staff in effective use of this time based on professional learning models and adult education.		Superintendent	August 2023 / ongoing
Provide teachers and staff with detailed schedules a marking period at a time with appropriate flexibility for emergent needs.	*Schedules*	Assistant Superintendent	August 2023 / ongoing each marking period

GOAL: Create a professional learning community where team meetings, co-planning opportunities, peer observations, and other in-school opportunities are being utilized to create optimal learning opportunities for teachers and staff.

Action Step	Data / Documentation	Person Responsible	Timeline
Train the administrative team in how to lead a professional learning community		Superintendent	Summer 2024

GOAL: Ensure that all state and federally mandated professional development requirements are embedded into the district's professional development plan.

Action Step	Data / Documentation	Person Responsible	Timeline
Stay up-to-date on state and federally mandated professional development requirements. Place them appropriately into the	*Mandates* *Schedule*	Assistant Superintendent	August 2023 / ongoing

professional development schedule.			

GOAL: Ensure that teachers are able to provide thoughtful feedback at the conclusion of professional development experiences.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create surveys for professional development sessions	*surveys*	Admin Team	August 2023 / ongoing
Analyze professional development feedback in making plans for future PD	*Survey results*	Admin Team	August 2023 / ongoing

Professional Development for Administrators

GOAL: Create a professional development model that creates optimal learning opportunities for administrators during the summer retreat and summer work.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Analyze data (discipline, culture, attendance, achievement, anecdotal, etc) to determine the priority areas for the administrative team's retreat.	*Data*	Superintendent and Assistant Superintendent	June 2023 / each summer
Provide administrators with a prioritized list of summer tasks and planning to be accomplished.	*Lists*	Superintendent and Assistant Superintendent	May 2023 / each late spring
Provide administrators with detailed administrative retreat schedules	*PD schedules*	Superintendent and Assistant Superintendent	2 weeks prior to the retreat each summer
Collect and analyze feedback from administrators about the effectiveness of the retreat.	*Feedback surveys*	Superintendent and Assistant Superintendent	At the conclusion of the retreat
Hold one-on-one meetings	*Meeting Minutes*	Superintendent	June - August

Action Step	Data / Documentation	Person Responsible	Timeline
with each administrator throughout the summer.		and Assistant Superintendent	2023 / every summer

GOAL: Create a professional development model that creates optimal learning opportunities for administrators in administrative team meetings, small group meetings, and one-on-one meetings throughout the school year.

Action Step	Data / Documentation	Person Responsible	Timeline
Create a schedule for whole team meetings, education staff meetings, and one-one meetings.	*Schedule*	Superintendent and Assistant Superintendent	The 2023-2024 schedule released at summer retreat / annually released at summer retreat
Share a detailed schedule prior to each meeting that is an appropriate mix of pressing needs, information sharing, decisions that need to be made, and professional learning opportunities.	*Schedules*	Superintendent and Assistant Superintendent	Meeting schedules released at least 24 hours prior to each meeting

School Culture and Safety

The DASD will be a place of belonging where students, their families, and our staff feel safe, welcome, and excited to come to school.

Safety

GOAL: Transition and utilize First Net communications			
Action Step	**Data**	**Person Responsible**	**Timeline**
Evaluate the radio and first net communications at each building level and transition them to first net communications		Director of Information Technology and Building Principals	March / April 2023 / consistently utilize
Consistently utilize First Net		Director of Information Technology and Building Principals	March / April 2023 / consistently utilize
Ensure that bus drivers have appropriate radio etiquette		Administrative Services Coordinator	March / April 2023 / consistently utilize
Goal: Ensure that all safety protocols at the building level are established, up-to-date, and clearly communicated			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review building-level lock down plans	*Lockdown plans*	Building Principals / Director of Buildings and Grounds	Summer 2023 / review on an annual basis
Review building-level evacuation plans	*Evacuation plans*	Building Principals / Director of Buildings and Grounds	Summer 2023 / review on an annual basis
Ensure that every staff member has access to		Building Principals /	Summer 2023 / review on an

		Director of Buildings and Grounds	annual basis
emergency plans, an emergency flipbook, and emergency supplies as appropriate			
Schedule emergency drills as appropriate	*Emergency drill schedule*	Building Principals / Director of Buildings and Grounds	Establish schedule each summer / implement throughout the school year

GOAL: Establish evacuation procedures for bussing students to an alternate location and dismissing from the alternate location

Action Step	Data	Person Responsible	Timeline
Take a field trip to the reunification site and develop and execute necessary follow-up steps in each building		Superintendent / Building Principals	April 2023 / annual review
Ensure that the Reunification site has all of the necessary supplies to safely support our students		Building Principals	April 2023 / annual review

GOAL: Maintain positive relationships with Emergency Management, police departments, and fire stations

Action Step	Data	Person Responsible	Timeline
Ensure our police officers maintain positive relationships with emergency personnel		Superintendent / School Police Officers	ongoing
Continue to have a representative on the Montour County Emergency Management Team		Administrative Services Coordinator	Ongoing
Institute the Handle with Care MOU	*MOU*	Superintendent	April 2023

GOAL: Continue to ensure safety throughout the district

Continue monthly system wide safety meetings	*Safety meeting minutes*	Director of Buildings and	Ongoing

Action Step	Data	Person Responsible	Timeline
		Grounds and Assistant Superintendent	
Review district-wide safety plans	*Safety plans*	Superintendent and Assistant Superintendent	Summer 2023

GOAL: Provide safety training for teachers and staff			
Action Step	**Data**	**Person Responsible**	**Timeline**
Research the prior safety training that has been provided to DASD teachers and staff		Superintendent	2023-2024 school year
Explore and design safety training for DASD teachers and staff		Superintendent / School Police Officers	Summer 2024

CyberSecurity

GOAL: Update current cybersecurity and data storage board policies to meet modern day standards			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review existing policies and compare them with current recommendations from PSBA and legal counsel	*policy*	Director of Information Technology	Dec 2023 / ongoing
Propose new policy updates to the board.	*New policy*	Director of Information Technology	Jan 2024 / ongoing
Goal: Create cybersecurity and data storage procedures that support the board policies			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create and implement procedures that support the	*procedures*	Director of Information	Spring 2024 / ongoing

policy		Technology	
Train appropriate staff on the implementation of the procedures	*trainings*	Director of Information Technology	Spring 2024 / ongoing
Train staff on cybersecurity best practices	*trainings*	Director of Information Technology	Spring 2024 / ongoing

District Culture

Goal: Ensure all union contracts are negotiated in a respectful manner by the deadline.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Teachers' contract negotiated in a timely manner	*contract*	Superintendent serves as liaison between board and union / Business Manager supports the process	June 30, 2023 / again for next contract
Support staff contract negotiated in a timely manner	*contract*	Superintendent serves as liaison between board and union / Business Manager supports the process	June 30, 2023 again for next contract
Goal: Implement all of the internal communication goals with fidelity and consistency.			
Action Step	**Data**	**Person Responsible**	**Timeline**
See internal communication goals			
Goal: Build relationships and establish trust throughout the district.			

Action Step	Data	Person Responsible	Timeline
District administration will be visible throughout the buildings		Superintendent and Assistant Superintendent	Ongoing
District administration will be actively involved in the planning and execution of professional development		Superintendent and Assistant Superintendent	Ongoing
District administration will have positive communication with staff members (emails, birthday cards, thank you cards, well wishes)		Superintendent and Assistant Superintendent	Ongoing
District administration will respect chain of command, but will be willing to respectively hear concerns and maintain confidentiality as appropriate.		Superintendent and Assistant Superintendent	Ongoing
Any position changes will be communicated in person (to the greatest extent possible) to the affected person by their supervisor and the rationale for the position change will be explained.		Superintendent, Assistant Superintendent, and Administrative Team	Ongoing

Building-Level Culture

Goal: Implement a school culture plan with fidelity.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Establish a school culture committee that meets on a monthly basis	*Committee meeting schedule*	Building Principals and School Culture Committee	2023-2024 school year / ongoing
Establish at least 6 schoolwide special events annually.	*Special events calendar*	Building Principals and School Culture	2023-2024 school year / ongoing

		Committee	
Establish at least 4 staff-wide events, challenges, meals, or other special events to improve staff morale	*Special events calendar*	Building Principals and School Culture Committee	2023-2024 school year / ongoing
Brainstorm and implement daily and weekly opportunities to bring joy to students and staff (J-factor) (music during transitions, student performances in the morning, how students are greeted when they arrive, morning milers, etc.)	*List of J-factor opportunities*	Building Principals and School Culture Committee	2023-2024 school year / ongoing
Brainstorm and implement opportunities for students to interact between buildings (elem coming to the musical, co-op students, field day, etc.)	*List of building interactions*	Building Principals and School Culture Committee	2023-2024 school year / ongoing
Develop and teach students schoolwide expectations for common areas	*Schoolwide expectations*	Building Principals and School Culture Committee	August 2023 / ongoing
Develop school-wide norms for what relationship building looks like in the classroom. (some level of consistency with room for teacher personality)	*Relationship building expectations*	Building Principals and School Culture Committee	August 2023 / ongoing
Develop a statement that all teachers will utilize on their syllabus, website, newsletter, or other parent document that explains the building's empathy position	*statements*	Building Principals and School Culture Committee	August 2023 / ongoing

Goal: Create and implement effective schoolwide procedures, rewards, and consequences

Action Step	Data	Person Responsible	Timeline
Identify common areas of the building and times of the day where there should be a	*List of schoolwide expectations*	Building Principals and School Culture	August 2023 / ongoing

		Committee	
schoolwide expectation. Establish the expectations. Teach them to staff and students (arrival, dismissal, cafeteria, bathroom, hallways, playground)		Committee	
Establish a schoolwide reward(s) system. Implement it with fidelity.	*Description of reward system*	Building Principals and School Culture Committee	August 2023 / ongoing
Establish a schoolwide consequence system. Implement it with fidelity. Establish a clear system for what behaviors are documented at the teacher level, when referrals are made, and what behaviors are documented at the office level.	*Description of consequence system*	Building Principals and School Culture Committee	August 2023 / ongoing
Develop school-wide norms for what routines and procedures look like in the classroom. (some level of consistency with room for teacher personality)	*Routines and procedures norms*	Building Principals and School Culture Committee	August 2023 / ongoing
Develop school-wide norms for what rewards and consequences look like in the classroom. (some level of consistency with room for teacher personality)	*Norms for classroom rewards and consequences*	Building Principals and School Culture Committee	August 2023 / ongoing

School Transitions

GOAL: Positively transition students between Head Start and other early childhood providers and DPS.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create a transition team to plan events.	*Team members*	DPS Principal / Head Start	Spring 2023 / Every spring

		Director	
Create a DPS brochure	*brochure*	DPS Principal / Head Start Director	Spring 2023 / Every spring
Create parent communication explaining the transition plan	*Parent communication*	DPS Principal / Head Start Director	Spring 2023 / Every spring
Develop relationships with local preschools and communicate effectively with them about the transition events	*Preschool communication*	DPS Principal / Head Start Director	Spring 2023 / Every spring
Plan incoming student event	*event*	DPS Principal / Head Start Director	Spring 2024 / every spring
Plan incoming parent event	*event*	DPS Principal / Head Start Director	Spring 2024 / every spring
Plan effective kindergarten registration so that students are excited for school, parents are welcomed, and teachers have the student data they need to effectively develop class lists and supports	*Registration details*	DPS Principal	Spring 2024 / every spring

GOAL: Positively transition students between DPS and LV			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create a transition team to plan events.	*Team members*	DPS Principal / LV Principal	Spring 2023 / Every spring
Create an LV brochure	*brochure*	LV Principal	Spring 2023 / Every spring
Create parent communication explaining the transition plan	*Parent communication*	DPS Principal / LV Principal	Spring 2023 / Every spring
Plan incoming student event (including meeting third grade teachers, time with principal, time on playground, and lunch)	*plans*	DPS Principal / LV Principal	Spring 2023 / every spring

Plan incoming parent event	plans	DPS Principal / LV Principal	Spring 2023 / every spring

GOAL: Positively transition students between LV and DMS			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create a transition team to plan events.	Team members	LV Principal / DMS Principal	Spring 2023 / Every spring
Create a DMS brochure	brochure	LV Principal / DMS Principal	Spring 2023 / Every spring
Create parent communication explaining the transition plan	Parent communication	LV Principal / DMS Principal	Spring 2023 / Every spring
Plan incoming student event (including meeting sixth grade teachers, time with principal, time on playground, and lunch)	event	LV Principal / DMS Principal	Spring 2023 / every spring
Add a fifth grade field day to the afternoon of the fifth grade visit / 8th graders facilitate the field day for 5th graders	Event	LV Principal / DMS Principal	Spring 2024 / every spring
Plan incoming parent event	Event	LV Principal / DMS Principal	Spring 2024 / every spring
Explore a 6th grade orientation summer program		DMS Principal	2023 - 2024 school year / possible start of summer of 2024
Create a mentor program that pairs 6th graders with 8th graders. The program would include training for mentors and a set schedule of mentoring activities	Mentor program plan	DMS Principal / DMS guidance team	August 2024 / throughout each school year

GOAL: Positively transition students between DMS and DHS			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Create a transition team to plan events.	Team members	DMS Principal / DHS Principal	Spring 2023 / Every spring
Create a DHS brochure	brochure	DMS Principal /	Spring 2023 /

		DHS Principal	Every spring
Create parent communication explaining the transition plan and communicating the high school scheduling process	*Parent communication*	DMS Principal / DHS Principal	Spring 2023 / Every spring
Plan incoming student event (tour of building, activities fair, meeting admin team, and lunch)	*event*	DMS Principal / DHS Principal	Spring 2023 / every spring
Plan incoming parent event (explain the scheduling process)	*event*	DMS Principal / DHS Principal / high school guidance	Spring 2023 / every spring
Plan the before school meet the teacher night with additional support for incoming 9th graders (maps of the building, senior tour guides, seniors strategically placed throughout the building)	*Event*	DHS Principal	August 2023 / every year before school
Create a mentor program that pairs 9th graders with upperclassroom. The program would include training for mentors and a set schedule of mentoring activities	*Mentor program plan*	DHS Principal / DHS guidance team	August 2023 / throughout each school year
Explore the idea of a district-wide Move Up Day			

Mental Health

DASD will be committed to the mental health wellness of students, their families, and our staff through prevention, intervention, and education

The Mental Health Task Force has created their own report and plan for the future.

Athletics & Extracurricular Activities

The DASD will be committed to developing well-rounded students by providing a safe and high-quality athletics and extracurricular experience for students.

Athletics

GOAL: Hire effective coaches and assistant coaches for all teams			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Follow an annual hiring cycle with the Board of Directors: April - Fall coaches May - Fall assistant coaches August - Winter coaches September - Winter assistant coaches December - Spring coaches January - Spring assistant coaches	*Board minutes*	Assistant Superintendent and Athletic Director	Annual cycle
Follow the interview protocol for all available positions	*Hiring process*	Assistant Superintendent and Athletic Director	As needed

GOAL: Effectively evaluate all coaches after each season			
Action Step	**Data**	**Person Responsible**	**Timeline**
Design and implement an effective coach evaluation process.	*Evaluation documents*	Assistant Superintendent and Athletic Director	2023-2024 school year / ongoing

GOAL: Professionally develop our coaches			
Action Step	**Data**	**Person Responsible**	**Timeline**
Provide an annual PD opportunity for first aid, CPR, AED, and other health needs for all coaches	*PD documentation*	Assistant Superintendent and Athletic Director	Summer 2023 / ongoing
Provide an annual PD on other coaching skills such as	*PD documentation*	Assistant Superintendent	Summer 2023 / ongoing

Action Step	Data	Person Responsible	Timeline
relationship building with players, communication, effective design of practices, working with booster clubs, etc.		and Athletic Director	
Hold a before season meeting for all coaches in that season	*Meeting documentation*	Assistant Superintendent and Athletic Director	2023 - 2024 before each season / ongoing
Redevelop the student questionnaire so that the information could be helpful in professionally growing our coaches	*questionnaire*	Assistant Superintendent and Athletic Director	2023-2024 / ongoing

GOAL: Ensure coaches communicate effectively with parents and students			
Action Step	**Data**	**Person Responsible**	**Timeline**
Select one method for all coaches to utilize to communicate with families (TeamSnap, Remind, etc.)	*Communication method*	Assistant Superintendent and Athletic Director	Summer 2023 / ongoing
Train coaches so that they know they should not be personally texting or calling athletes	*Coach PD document*	Assistant Superintendent and Athletic Director	Summer 2023 / ongoing
Ensure coaches hold an effective parent meeting prior to each sport's season	*Meeting minutes*	Assistant Superintendent and Athletic Director	Fall 2023

Extracurriculars

GOAL: Analyze all existing extracurricular positions and the pay schedule and determine any necessary edits moving forward			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Analyze current positions	*Job descriptions*	Superintendent and Building	Spring 2023

	Position list	Principals	
Create a job description for all extracurricular roles	*Job descriptions*	Superintendent and Club Advisors	June 2023
Annual review of extracurricular positions		Superintendent	Annually in springl
Annual approval of the following year's extracurricular positions	*Board documents*	Superintendent	Annually at the June board meeting

GOAL: Effectively evaluate each club advisor at the end of each year			
Action Step	**Data**	**Person Responsible**	**Timeline**
Design and implement a club advisor evaluation system	*evaluations*	HS Principal	2023-2024 school year / ongoing

GOAL: Add ways for students to connect with the staff in the building during the school day so that all students can participate			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop a club/activity period that meets monthly at the high school	*Club structure*	HS Principal	Fall 2023 / ongoing
Develop a club/activity period that meets monthly at the middle school	*Club structure*	MS Principal	Fall 2024 / ongoing
Utilize flex time at the high school so that students better utilize this time and have a consistent flex teacher throughout their four years at DHS	*Flex structure*	HS Principal	Fall 2023 / ongoing

GOAL: Ensure that parents and students understand the extracurricular opportunities at the school.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create an extracurricular flyer that includes all information	*flyer*	Building Principals	August 2023

about the extracurriculars available in that building to be shared with students and families			
Make sure the building-level webpage is up-to-date with extracurricular information	*website*	Building Principals	August 2023
Hold an extracurricular fair at the MS and HS so that incoming students can better understand the available clubs at that particular school	*fair*	MS and HS Building Principal	August 2024

Internal Communications and Systems Thinking

The DASD will have internal system processes in place to improve the functionality of the district and the productivity of our employees. The DASD will proactively communicate these processes, pertinent information, and our successes with our internal stakeholders.

Internal Communications

GOAL: Transition all staff members to full use of Google Drive			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Determine the present levels of Google knowledge amongst staff members	*Survey*	Director of Information Technology	2023-2024 school year
Eliminate other sharing / storage platforms. Communicate this elimination ahead of time.	*Elimination communication*	Director of Information Technology	2023-2024 school year
Design interventions for those in need of Google support	*Interventions*	Instructional Technology Specialist	2023-2024 school year
Design Google professional development for building secretaries	*Professional development*	Instructional Technology Specialist	Summer 2023
Determine which folders should be in the Google Shared Drive and the editing privileges appropriate to each folder / Eliminate folders that do not belong	*Folder and editing list*	Director of Information Technology, Superintendent	August 2023 / ongoing as needed
GOAL: Proactively communicate information with staff members via emails			
Action Step	**Data**	**Person Responsible**	**Timeline**
Communicate weekly via email to departments and buildings to share highlights, shout-outs, and upcoming events	*Emails*	Building Principals for their buildings / department leaders for their departments /	February 2023 / ongoing each week

		Superintendent for admin team and board	
Send district-wide email updates as needed	*Emails*	Superintendent	March 2023 / ongoing
Share pertinent information with staff members as needed	*Emails*	Admin Team	As needed
Develop and share quarterly special education newsletter with all staff members	*newsletters*	Director of Special Education	April 2023 / ongoing

GOAL: Proactively communicate with staff members via effective meetings			
Action Step	**Data**	**Person Responsible**	**Timeline**
Design and implement effective monthly faculty meetings	*Meeting agendas*	Building Principals	August 2023 / ongoing
Design and implement effective monthly special education meetings	*Meeting agendas*	Director of Special Education	August 2023 / ongoing
Design and implement effective quarterly paraprofessional meetings	*Meeting agendas*	Director of Special Education	August 2023 / ongoing
Design and implement effective quarterly curriculum leads meetings	*Meeting agendas*	Assistant Superintendent, Superintendent	May 2023 / ongoing

GOAL: Survey all stakeholders for an annual state of the district.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Develop an annual stakeholder survey	*Survey data*	Director of Information Technology, Superintendent, Assistant Superintendent	May 2024 / ongoing
Analyze survey data to make district change	*Survey data*	Superintendent (Admin Team)	May 2024 / ongoing

Systems Thinking

Goal: Create a documentation/communication system for all systems within the district (administration manual)			
Action Step	**Data**	**Person Responsible**	**Timeline**
Determine what folders need to be created as Google Shared Folders / eliminate other shared folders		Director of Information Technology, Superintendent, Assistant Superintendent	Summer 2023
Determine what level of access individuals need in these folders and provide that access		Director of Information Technology, Superintendent, Assistant Superintendent	Summer 2023
Goal: Create a system for facilities usage in the district.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a process for gym and field usage in the district	*process*	Director of Information Technology, Superintendent, Athletic Director	Spring 2023
Create a process for classroom and auditorium usage in the district	*process*	Director of Information Technology, Superintendent, Building Principals	Spring 2023
Ensure that building and field usage that requires payment or insurance goes through the business office		Director of Information Technology, Business Manager	Spring 2023
Goal: Create a system for the hiring process.			

Action Step	Data	Person Responsible	Timeline
Create and implement a common hiring process	*Hiring process*	Assistant Superintendent (all hiring committee leads)	Spring 2023

Goal: Create a systems-thinking mindset			
Action Step	**Data**	**Person Responsible**	**Timeline**
Brainstorm other district issues in need of a system		Superintendent	Summer admin retreat
Properly document and appropriately share any new systems		Superintendent	Ongoing

Goal: Stay up-to-date on technology so that we are always thinking about how technology can make our lives easier.			
Action Step	**Data**	**Person Responsible**	**Timeline**
As systems are discussed or needed always be aware of the ways in which technology can improve our work		Director of Information Technology (Admin Team)	Ongoing

Internal Templates

Goal: Create templates for personnel disciplinary steps			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create templates for personnel disciplinary steps	*templates*	Assistant Superintendent	Summer 2024
Provide training to admin team regarding the use of these templates	*training*	Assistant Superintendent	Summer 2024

Board Policies / Administrative Procedures

Goal: Analyze Board Policies for any necessary edits or additions			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review of current board policies in comparison with PSBA's recommendations		Superintendent and Assistant Superintendent	Summer 2023
Review of current board policies in comparison with CSIU's policy recommendations		Superintendent and Assistant Superintendent	Summer 2023
Complete the school board approval policy for the updated and new policies	*Updated policies*	Superintendent and Assistant Superintendent	September 2023 / ongoing
Goal: Analyze Board Policies for all needed administrative regulations			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review all existing and new policies for references to regulations. Ensure that regulations are up-to-date and appropriate shared with necessary stakeholders.	*procedures*	Assistant Superintendent	By December 2023 / ongoing

External Communications and Public Relations

The DASD will proactively communicate with all external stakeholders sharing pertinent information and telling the story of our successes.

External Templates

Goal: Operationalize standardized templates including letterhead, logo, and colors			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create standardized letterhead, logo, and colors	*Standardized items*	High School Assistant Principal and Superintendent	Summer 2023
Share with and train all appropriate staff members	*Standardized items*	Building Principals	Summer 2023
Goal: Create standardized letters communicating predictable events utilizing our standardized letterhead, logo, and color scheme. (emergency situations, emergency drills, snow day plans, etc.).			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create standardized letters for various emergency drills	*letters*	Assistant Superintendent (Building Principals)	August 2023
Create standardized letters for various emergency situations	*letters*	Assistant Superintendent (Building Principals)	August 2023
Create standardized letters for annual district happenings (snow day schedule, school calendar, class scheduling, parent conferences, school transitions)	*letters*	Assistant Superintendent (Building Principals)	August 2023

Proactive Communication

Goal: Create monthly school newsletters.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create monthly school newsletters	*newsletters*	Building Principals	March 2023 / ongoing
Create quarterly special education newsletters	*Newsletters*	Director of Special Education	2022-2023 school year / ongoing
Goal: Create one way for all teachers to communicate with parents			
Action Step	**Data**	**Person Responsible**	**Timeline**
Research communication platforms		Director of Information Technology	Spring / Summer 2023
Select and train teachers on one system of communication with parents	*Communication system*	Director of Information Technology, Superintendent, Buildings Principals	Start of the 2023-2024 school year

Website

GOAL: Redesign the district website to make it more user-friendly and provide more needed information.			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Research Blackboard possibilities and determine template	*templates*	Director of Information Technology, Instructional Technology Specialist,	April 2023

Action Step	Data / Documentation	Person Responsible	Timeline
		Superintendent	
Sandbox creation of new site. New site to include video, improved pictures, graphics, and navigation.	website	Director of Information Technology, Instructional Technology Specialist, Superintendent	Summer 2023
Review of site by multiple stakeholders before public launch	Website	Director of Information Technology, Instructional Technology Specialist, Superintendent	Summer 2023

GOAL: Keep the website up-to-date			
Action Step	**Data / Documentation**	**Person Responsible**	**Timeline**
Assign an editor to every portion of the website.	*Editor list*	Director of Information Technology and Superintendent	Summer 2023 release of new site Ongoing updates
Create expectations for the maintenance of every portion of the website.	*Expectations*	Director of Information Technology and Superintendent	Summer 2023 release of new site Ongoing updates

Public Relations

Goal: Create positive social media presence and press for the district.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Ensure that the district and all individual buildings have a	*posts*	Building Level Social Media	Fall 2023 / ongoing

Facebook and Instagram presence.		Coordinators (Building Principals)	
Utilize social media to highlight important dates and events and also to highlight student achievements. There should be at least 2 posts a week at each building on each platform.	*posts*	Building Level Social Media Coordinators (Building Principals)	Fall 2023 / ongoing
Utilize the monthly building-level newsletters to develop social media posts	*posts*	Building Level Social Media Coordinators (Building Principals)	Fall 2023 / ongoing
Utilize the monthly building-level newsletters to share information with the Press Enterprise and the Daily Item	*Newsletters* *Newspaper articles*	Building Principals create newsletters Superintendent shares them with local press Building Principals follow-up on specific story requests	February 2023 / ongoing
Invite the local newspapers to all board committee meetings and other special events	*Press coverage*	Superintendent (Admin Team) Superintendent sends a monthly schedule of committee meetings	January 2023 / ongoing
Create press releases to support stories provided to the local newspapers as appropriate	*Press coverage*	Superintendent, Assistant Superintendent	Spring 2023 / ongoing
Invite local news stations as appropriate for large events	*TV coverage*	Superintendent (Admin Team)	March 2023 / ongoing

Goal: Create informational handouts on various portions of the district (schools, programs, results)			
Action Step	**Data**	**Person Responsible**	**Timeline**
Each building will create a building brochure highlighting information about that building / available in the building, at district office, and on the website	*brochures*	Building Principals	Summer 2023
Each building will create a brochure or handout on any special program within the building / available in the building, at the district office, and on the website	*Brochures / handouts*	Building Principals	Summer 2023

Finance

The DASD will have integrity in our finances as we seek to provide academic excellence while being fiscally responsible to our taxpayers.

Budget Process

Goal: Complete the Annual Financial Report by October 31st of each calendar year and the annual audit by January 30th of each calendar year.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Complete the AFR in a timely manner	*Annual AFR*	Business Manager	Fall 2023
Complete the annual audit in a timely manner	*Annual audit results*	Business Manager	Winter 2023
Goal: Implement an annual budget schedule and process.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a budget schedule	*schedule*	Business Manager (Superintendent and Assistant Superintendent)	Fall 2023
Create a budget process: Admin team members meeting with their groups; Admin teams meeting with the Superintendent and Business Manager, continued review, communication with groups based on decisions made	*Process description*	Business Manager (Superintendent, Assistant Superintendent, Admin Team)	Fall 2023
Goal: Analyze the district's debt			
Action Step	**Data**	**Person Responsible**	**Timeline**
Analyze the district's current debt structure and make any proposals for change.		Business Manager	2023-2024 / ongoing
Examine possibilities for future debt in connection to feasibility		Business Manager	Part of feasibility study timeline

study			

Financial Procedures

Goal: Create and communicate purchasing procedures			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create purchasing procedures	*Purchasing procedures*	Business Manager	Developed in the 2023-2024 year / ongoing
Create tuition reimbursement procedures	*Tuition reimbursement procedures*	Business Manager	Developed in the 2023-2024 year / ongoing
Create any other financial guidelines needed for a larger subset of the district	*guidelines*	Business Manager	Developed in the 2023-2024 year / ongoing
Communicate procedures with all staff		Business Manager	Developed in the 2023-2024 year / ongoing

DASD NonProfit

Goal: Examine the benefits of establishing our own non-profit			
Action Step	**Data**	**Person Responsible**	**Timeline**
Understand the legal and financial requirements involved with establishing our own foundation	*Requirements researched*	CGF Lead Representative and Business Manager	2023-2024 school year
Research other organizations who have established their own foundations	*Research from other organizations*	CGF Lead Representative and Business Manager	2023-2024 school year

Goal: Establish guidelines for what the non-profit money will be used for			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a foundation committee that will make decisions about the financial decisions connected to this foundation ensuring that these decisions are connected to the district's strategic plan	*Foundation committee membership* *Meeting schedule and notes*	CGF Lead Representative and Business Manager (CGF Lead, Business Manager, and Athletic Director should all be members of the committee)	2023-2024 school year / ongoing
Create a grant application for staff or departments to fund projects within the classroom, athletics, or extracurriculars	*Grant application*	CGF Lead Representative and Business Manager	2023-2024 school year / ongoing
Goal: Create a marketing strategy and advertise the existence of this non-profit to potential donors.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Establish relationships and an outreach strategy for connections with DASD alumni	*DASD alumni outreach list*	CGF Lead Representative (committee)	Summer of 2024 / ongoing
Identify local businesses and community partners and cultivate relationships with those partners	*Business donor list*	CGF Lead Representative (committee)	Summer of 2024 / ongoing
Goal: Establish guidelines for how donors will be honored and advertised			
Action Step	**Data**	**Person Responsible**	**Timeline**
Establish a tiered structure for how donors will be honored and advertised	*Donor guidelines*	CGF Lead Representative (committee)	Summer of 2024 / ongoing

Transportation

Goal: Annual review of the effectiveness of the bus routes in terms of time and cost.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review the bus routes on an annual basis to determine that they are designed as effectively as possible in terms of student time in transport and cost to the district.	*Bus routes* *Bus route analysis*	Administrative Services Coordinator	Summer of 2023 / ongoing

Goal: Larger scale review based on the completion of the feasibility study.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Analyze the bus route lengths and costs based on any building changes in the feasibility study.	Bus route analysis	Administrative Services Coordinator	TBD

Food Services

Goal: Annual review of revenues and expenditures associated with food service and review of food services contract.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Review the revenues and expenditures associated with food services	budget	Administrative Services Coordinator and Business Manager	2023-2024 budget / ongoing
Review the food services contract and make appropriate changes or get appropriate bids	Contract Board approval of contract	Administrative Services Coordinator and Business Manager	2023-2024 budget / ongoing

Facilities

The DASD will ensure that we have well-maintained and well-utilized facilities to meet the current needs of the district and simultaneously plan for the district's future needs while being fiscally responsible to our taxpayers.

Current Facilities

Goal: Establish regular communication between The Director of Buildings and Grounds and the Athletic Director and Principals for proactive facilities maintenance.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Biweekly meetings between the Director of Buildings and Grounds and each Building Principal	*Meeting notes* *Calendar of meetings* *Anecdotal improvements to buildings*	Director of Buildings and Grounds and Building Principals	Spring 2023 / ongoing
Biweekly meetings between the Director of Buildings and Grounds and each Building Principal	*Meeting notes* *Calendar of meetings* *Anecdotal improvements to buildings*	Director of Buildings and Grounds and the Athletic Director	Spring 2023 / ongoing
Goal: Establish regular communication between the Director of Buildings and Grounds and the Assistant Superintendents for proactive facilities maintenance.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Biweekly meetings between the Director of Buildings and Grounds and the Assistant Superintendent to work through any larger facilities maintenance needs.	*Meeting notes* *Calendar of meetings* *Reports to the Buildings and Grounds Committee*	Director of Buildings and Grounds and Assistant Superintendent	Spring 2023 / ongoing

Long-Term Facilities Maintenance

Goal: Create a long-term facilities maintenance plan.

Action Step	Data	Person Responsible	Timeline
Explore a process or software solution to the creation of a long-term facilities maintenance plan	*Facilities maintenance plan*	Director of Buildings and Grounds and Assistant Superintendent	Begin exploration in 2023-2024 / plan in place for the 2024-2025 school year
Annually budget for the expenditures associated with the long term maintenance of the facilities in a prioritized and thoughtful manner.	*Facilities maintenance plan* *Maintenance budget*	Director of Buildings and Grounds and Business Manager	Starting with the 2024-2025 budget

Long-Term Facilities Planning

Goal: Create a feasibility study committee and process.			
Action Step	**Data**	**Person Responsible**	**Timeline**
Create a team to study the future buildings and grounds needs of the district	*Team members* *Team meetings and notes*	Superintendent (Assistant Superintendent, Business Manager, Director of Buildings and Grounds)	Begin the process in the summer of 2023 / ongoing
Have companies bid to design the feasibility study	*Bids* *Board approval* *Feasibility study*	Superintendent (feasibility team)	2023-2024 school year
Study the economic impact of the feasibility study and begin to budget for savings in advance	*Budget*	Business Manager and Superintendent (feasibility team)	2024-2025 budget process

Goal: Begin the actions outlined in the feasibility study.			
Action Step	**Data**	**Person Responsible**	**Timeline**

Committee Members

Teachers	Administrators	Parents and Community Members
Stephanie Bower Tiffani Bogart Shelly Craig Megan Geise Gary Grozier Tom Hiravi Jessica Knopp Lisa McCarthy Tracy Niehoff Rebecca Pritchard Angela Rush Christy Worhach	Jeremy Winn Bobby Varholak Dave Snover Lee Gump Amy Willoughby Jeff Ryan Alyssa Wenrich	Donna Cush Robin Drogan Jeff Emmanuel Emily Layser Sarah Marks Phebe Strzempeck Nancy Weigle