



## Superintendent's HOPE Note June 2024

*"Thank you, team members, for serving our learners during the 2023-2024 school year. I wish you a safe and enjoyable summer and I look forward to seeing you in the fall."—Dr. Tamara Willis, Superintendent*

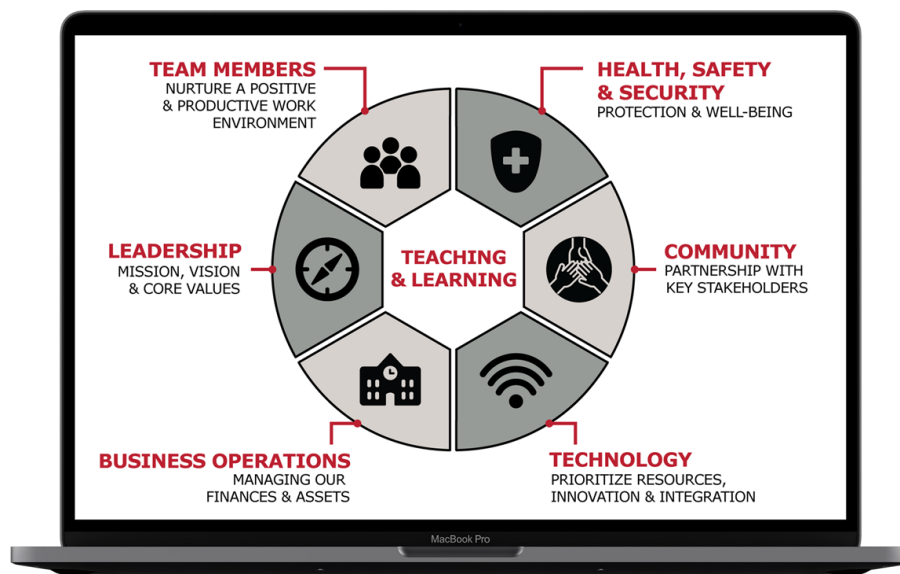
### Our Learner-focused Strategic Plan: 2024-2027

Thank you to everyone who dedicated their time and provided input to the development of our new three-year strategic plan. As in previous years, we relied on our Leadership Improvement Model to pinpoint our most critical areas of need based on historical data and aligned these with our future goals to shape our final objectives. In a previous HOPE Note, I shared our Golden Circle for team member feedback, and I appreciate everyone who responded and provided suggestions to refine our final version.

Of note, Our objectives are designed around our seven Critical Success Factors (CSFs), with Teaching and Learning at the core of everything we do. We must remain learner-focused, as this is fundamental to our purpose and existence as an institution.

At a recent board meeting, I presented our progress on the previous plan and unveiled our new strategic objectives, detailed on page 2. Throughout the summer, the leadership team will continue to fine-tune these objectives, measures and targets, focusing on our internal processes for capturing, monitoring, and reporting our progress over the next three years. The final plan will be distributed to all team members and stakeholders in August, allowing us to start implementing our annual action plans in September.

We have set ambitious goals for ourselves because we owe it to our learners, our community, and each other to consistently improve our district as an institution of learning, a workplace, and a community in which to raise our children. Our strategic objectives, along with their corresponding measures and targets, are listed below. Any revisions made over the summer will be included in the final plan.





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"Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success." – Pablo Picasso

Critical Success Factor	Strategic Objective	Measures and Targets
Teaching and Learning	The STSD will increase the academic performance of learners	By June of 2027, 90% of 12th grade learners will report that STSD prepared them to pursue their First Choice for post-secondary planning as measured by the Senior Exit Survey
		By June of 2027, 75% of learners in grades K-12 will be on or above grade level according to STSD Learning Objectives (Progressions) and PA State Standards as measured by summative and benchmark assessments (MAP)
		By September of 2027, STSD will exceed the average statewide growth in grades 4-8 in math, English/language arts, and science as measured by PVAAS
		By September of 2027, STSD will exceed the average statewide growth in grades 9-11 in Algebra, Biology and Literature as measured by Keystone Exams
		By June of 2027, 95% of learners in grades K-12, will report growth as measured by The Learner Agency Survey
Teaching and Learning	The STSD will improve the social and emotional development of learners	All buildings, (K-12) will achieve Tier II or Tier III PBIS recognition by the PA Positive Behavior Support Network (PaBS)
Team Member Engagement & Recognition	The STSD will increase team member engagement	By June 2027, STSD will improve average team member daily attendance by 5%
Facilities, Business Operations & Support Services	The STSD will structure its facilities and processes to effectively address enrollment trends	STSD will conduct staggered residency re-verification annually
		By July 2027, STSD will decrease average class sizes by 15%
	The STSD will manage its resources effectively and responsibly	The STSD will balance the annual budget with no use of fund balance



Please join me in recognizing Elena Charles as this month's Piece of the Puzzle! Mrs. Charles has supported our high school learners for 34 years. Her focus on financial literacy and entrepreneurial skills embody many of the goals of our Portrait of a Graduate. Mrs. Charles and our learners were featured in the [news](#) for participating in PSECU's Reality Fair. Auditor General Tim DeFoor said, "I'd like to see every school in the Commonwealth doing something like this." Thank you, Mrs. Charles, for setting the bar!

