

STRATEGIC PLAN



—
2024-2027

The Susquehanna Township School District

2579 Interstate Drive, Harrisburg, PA 17110



Vision: World class. Every day. In every way.

Mission: The success of every learner.

Core Values:

- Every learner has the right to a world class education.
- We will be a leader in innovation and technology.
- The learning environment must be safe and supportive.
- Our diversity is our strength.
- Community partnerships are vital to our success.
- We will act ethically at all levels of the organization.

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A Message from Our Superintendent

Greetings Valued Stakeholder,

As Superintendent of Susquehanna Township School District, I am pleased to reaffirm our district's commitment to the success of every learner. We recognize the importance of academic growth and are dedicated to providing students with diverse opportunities to prepare for their futures. At the high school, we offer rigorous Advanced Placement (AP) courses, providing challenging academic experiences. Additionally, our middle school students can earn high school credits by engaging with advanced content and meeting the same rigorous standards.

In the primary grades, we are focused on building strong early literacy and numeracy foundations through research-based reading programs and hands-on math instruction. We're also fostering Learner Agency by giving students voice and choice in their learning while instilling persistence, grit, critical thinking, and creativity. These initiatives are designed to empower our youngest learners to become confident, resilient, and engaged in their educational journey.

We recognize the challenges our district has faced in academic performance and have responded by adjusting our calendar to provide additional time for educators to analyze student data, engage in high-quality professional development, and design lessons that address specific skill gaps. This focused approach ensures that we remain committed to continuous academic improvement while monitoring our progress toward achieving our strategic goals.

In addition to academic growth, we are dedicated to maintaining the financial stability of our district. This ensures a sustainable environment for our students and a supportive workplace for our staff. We value our employees' dedication and are committed to creating a positive, rewarding environment where they can thrive.

I invite you to review our goals for the next three years and to actively support our learners, staff, and families through mentorship, volunteerism, and attending our board meetings. Your involvement is key to our progress, and together, we will ensure the success of every learner in the Susquehanna Township School District.

In partnership,

Dr. Tamara Willis
Superintendent of Schools



Executive Summary

Introduction

The Susquehanna Township School District (STSD) is proud to be one of the most diverse school districts in the state of Pennsylvania. This strategic plan outlines our commitment to academic improvement, financial stability, team member recruitment and retention, and our Portrait of a Graduate initiative. Our goal is to provide a high-quality education that prepares all learners for success in a rapidly evolving world.

Strategic Planning Process

The district's performance improvement system is thoroughly embedded throughout the school district, fostering a culture of continuous enhancement. This system is anchored by four key components:

1. **Strategic Planning:** A structured process focused on achieving the district's mission and vision through the collaborative development of strategic objectives, initiatives, measures, and targets.
2. **Leadership Improvement Model:** This model drives ongoing improvement by centering on learner needs while providing a framework for overall district enhancement.
3. **Action Planning:** These plans detail the district's strategy for planning, implementing, and measuring both short and long-term initiatives aligned with strategic objectives.
4. **Process Mapping:** Defining key processes step-by-step ensures essential operations are systematically developed and communicated to staff, learners, and stakeholders.





The strategic plan revolves around seven Critical Success Factors (CSFs) deemed vital for the district's competitiveness and effectiveness. These factors include:

- **Leadership (LEAD)**
- **Teaching & Learning (T&L)**
- **Team Member Engagement & Recruitment (TME&R)**
- **Health, Safety & Security (HS&S)**
- **Facilities, Business Operations & Support Services (FBOS)**
- **Technology (TECH)**
- **Community Engagement (CE)**

All strategic objectives and supporting initiatives are focused on these key areas. The Leadership Team—comprising the Core Team (Superintendent, Assistant Superintendent, Business Manager, Director of Human Resources, Director of Special Education & Student Services), building administrators, and teacher leaders—regularly reviews progress toward the strategic objectives within each CSF.

Action Planning Teams operate year-round to develop approaches, processes and procedures, address challenges, and support district initiatives. These teams include members of the Core Team, building administrators, teacher leaders, and representatives from all segments of the district's workforce, ensuring a comprehensive approach to continuous improvement.

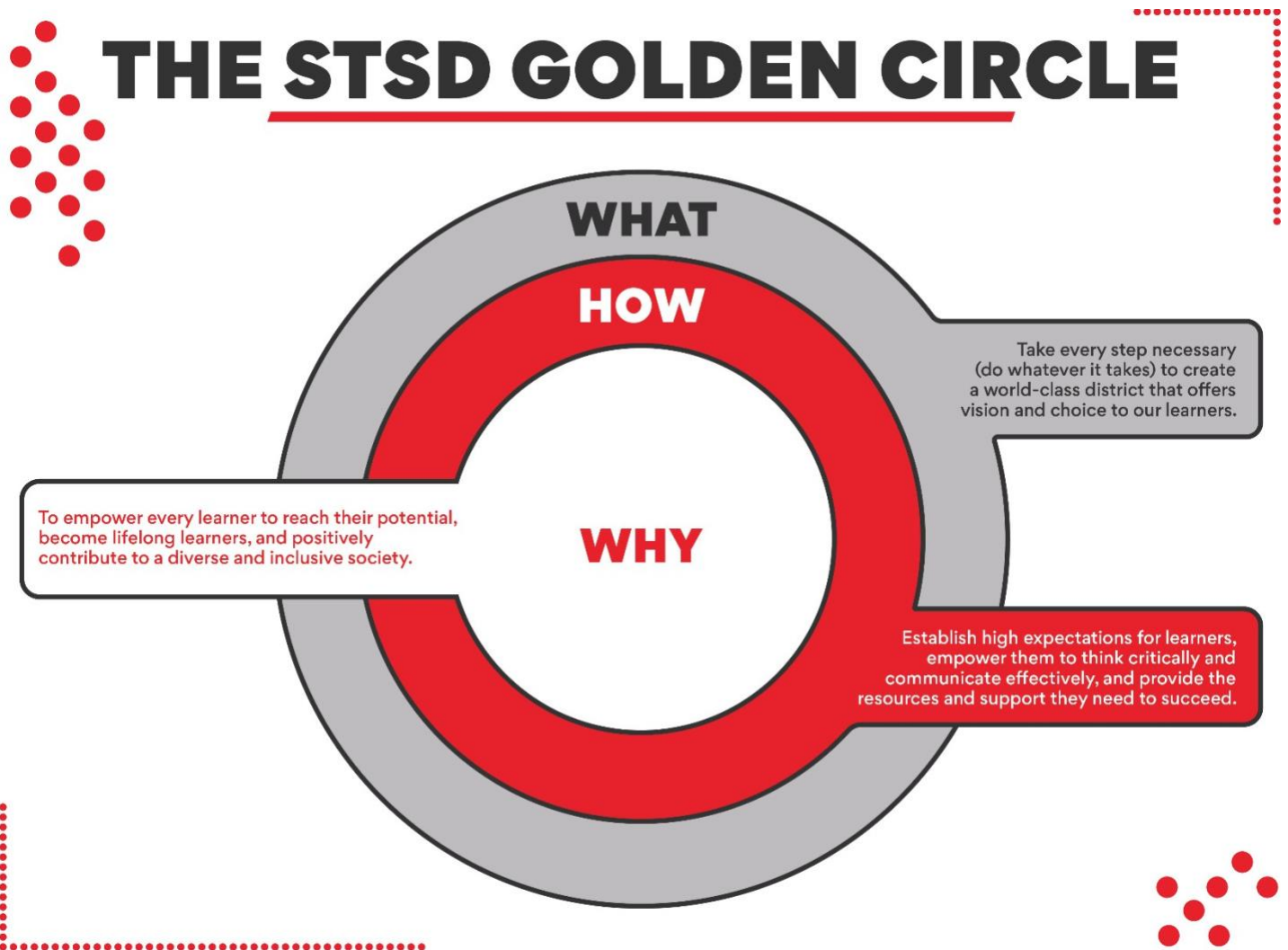


Our Why

Simon Sinek's Golden Circle is a framework that helps us understand why some organizations inspire more effectively. It consists of three layers:

1. **Why:** Our core purpose—why we exist as a school district.
2. **How:** The methods and approaches we use to achieve our purpose.
3. **What:** The services and programs we offer to our students.

During our strategic planning process, our team defined its core purpose. By focusing on our *Why* first, the district can more effectively guide our actions and decisions in a meaningful way.



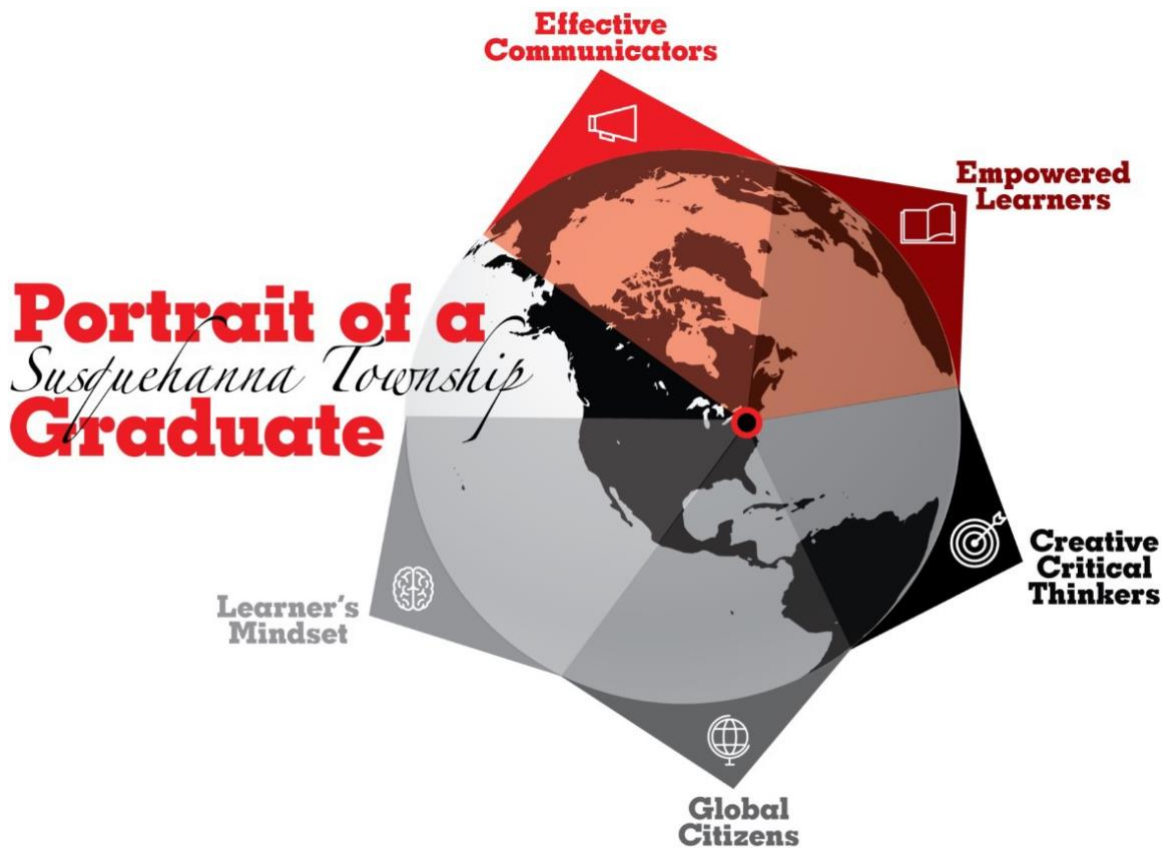
Source: Simon Sinek's Optimism Company (<https://simonsinek.com/golden-circle/>)



Portrait of a Graduate

Aligned to the district's *Why*, our [Portrait of a Graduate](#) was designed to ensure that every graduate from STSD possesses the skills and attributes necessary to thrive in the 21st century. We aim for our graduates to be:

1. **Empowered Learners:** Equipped with the ability to take charge of their own learning and adapt to new challenges and opportunities.
2. **Effective Communicators:** Skilled in conveying ideas clearly and persuasively across various mediums and to diverse audiences.
3. **Global Citizens:** Aware of and engaged in the broader world, understanding diverse perspectives, and committed to making a positive impact.
4. **Lifelong Learners:** Maintaining a learner's mindset, continually seeking knowledge and personal growth throughout their lives.
5. **Creative and Critical Thinkers:** Capable of innovative problem-solving and critical analysis, ready to tackle complex issues with creativity and logic.



The STSD Strategic Plan is a roadmap for achieving excellence in education while ensuring fiscal responsibility and cultivating a talented and dedicated team. By focusing on academic improvement, financial stability, team member recruitment and retention, and our Portrait of a Graduate initiative, we are committed to creating a thriving educational environment where every learner can succeed. Together, with the support of our community, we will achieve our vision of educational excellence for all.



STRATEGIC OBJECTIVES BY CSF

T&L

Teaching & Learning

- By June of 2027, 75% of learners K-8 will exceed the average growth on the MAP assessment from beginning of year to end of year.
- By September of 2027, STSD will exceed the average statewide growth in grades 4-8 in math, ELA, and science on the PSSA
- By September of 2027, STSD will exceed the average statewide growth in grades 9-11 in Algebra, Biology and Literature Keystone Exams

T&L

Teaching & Learning

- All buildings, (K-12) will achieve Tier II or Tier III PBIS recognition by the PA Positive Behavior Support Network (PaBS)

FBOS

The STSD will manage its resources effectively and responsibly

- STSD will balance the annual budget with no use of fund balance.

TMER

STSD will enhance staff engagement, increase retention, reduce absenteeism, and improve employee satisfaction.

- By June 2027, STSD will improve the average team member daily attendance, employee satisfaction, and retention by 5%.

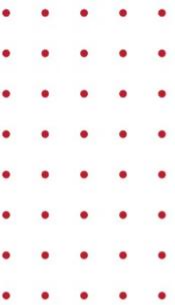
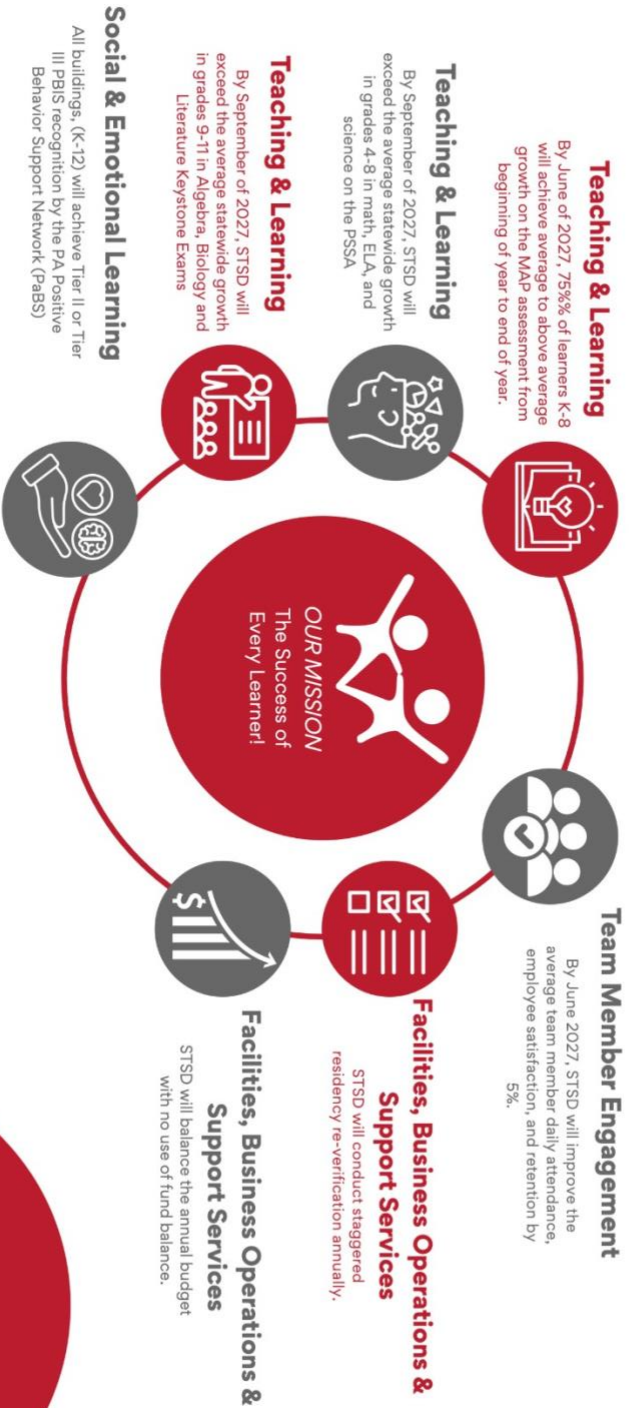
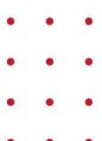
FBOS

The STSD will structure its facilities and processes to effectively address enrollment trends

- STSD will conduct staggered residency re-verification annually.



STRATEGIC MEASURES & TARGETS



Our Roadmap: How We Will Achieve Our Goals

While we will continue to address the seven critical success factors in our continuous improvement process, our strategic plan for the next three years will concentrate on Teaching and Learning, Financial Stability, and Team Member Engagement.

Teaching and Learning

STSD is dedicated to enhancing academic performance for all learners through a comprehensive and inclusive approach. Key initiatives include:

1. **Competency-Based Learning:** We will implement competency-based learning to close skills and concept deficits, ensuring all learners achieve academic success.
2. **Data-Driven Instruction:** We will regularly utilize student performance data to inform instruction, personalize learning, and address individual learner needs.
3. **Curriculum Alignment:** We will continue to align our district curriculum with PA Core standards to ensure consistency and rigor across all grade levels.
4. **Specialized Programs:** We have expanded our special education, ESL, and gifted programs to support diverse learner needs with customized interventions and enrichment opportunities.
5. **Professional Development:** We will offer focused, teacher-led professional development to improve instructional practices and foster learner-centered classrooms throughout the district.

Financial Stability

Maintaining fiscal health is essential to sustaining and improving our educational programs. Our financial strategy focuses on:

1. **Budget Optimization:** We have streamlined budget processes to maximize resource allocation and eliminate inefficiencies.
2. **Revenue Generation:** We will identify new revenue sources, including grants and partnerships, to supplement district funding.
3. **Cost Management:** We will continue to implement cost-saving measures without compromising the quality of education and services provided.
4. **Fiscal Transparency:** We will ensure transparency in financial decisions and engaging stakeholders in the budgeting process.



Team Member Recruitment and Retention

Our educators and staff are the backbone of our success. To attract and retain top talent, we will:

1. **Competitive Compensation:** We will strive to offer competitive salaries and benefits to attract high-quality educators and staff.
2. **Positive Work Environment:** We will actively foster a supportive and inclusive work environment that values collaboration, innovation, and professional growth.
3. **Professional Growth:** We are dedicated to providing robust professional development opportunities to support career advancement and job satisfaction.
4. **Recognition Programs:** We will implement recognition programs to celebrate the achievements and contributions of team members.
5. **Community Engagement:** We will continue to strengthen community partnerships to create a sense of belonging and support for staff.

Monitoring Our Progress

Our Superintendent will deliver annual updates at regularly scheduled school board meetings. These updates will keep team members and community members informed about our progress toward achieving our goals and ensure transparency in our continuous improvement process. This approach is designed to foster open communication and accountability, allowing all stakeholders to stay engaged and informed about our strategic initiatives and achievements.

Glossary of Acronyms

ELA: English language Arts

MAP: Measures of Academic Progress, a nationally normed assessment in the areas of reading, math, and science.

PaBS: Pennsylvania Behavior Supports, a state level organization. PaBS provides resources, training, and guidance to help schools implement PBIS effectively

PBIS: Positive Behavior Interventions and Supports. It is a framework used in schools to promote positive behavior and create a supportive learning environment.

PVAAS: Pennsylvania Value-Added Assessment System. PVAAS is a tool used in Pennsylvania to measure student academic growth. Rather than just measuring student proficiency at a single point in time, PVAAS focuses on the progress students make year-to-year.

