







Together, we empower all to thrive.

Central Dauphin School District Strategic Plan 2025-2028

Our Values

- We value student-centricity.
- We value accessible opportunities for all.
- We value integrity.
- We value a culture of belonging.
- We value community.
- We value diversity.
- We value collaboration.
- We value excellence.

Mission Statement

Central Dauphin, a uniquely diverse school district, ensures all students a challenging and dynamic curriculum that prepares them to succeed in a changing global society by inspiring lifelong learning in a caring, collaborative community.

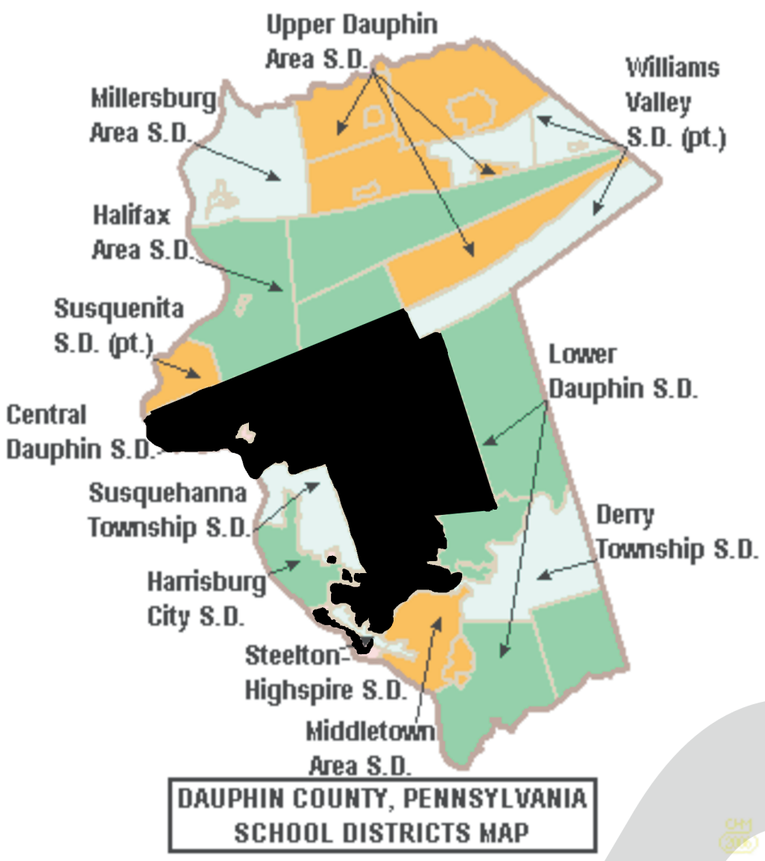
Our Archetype

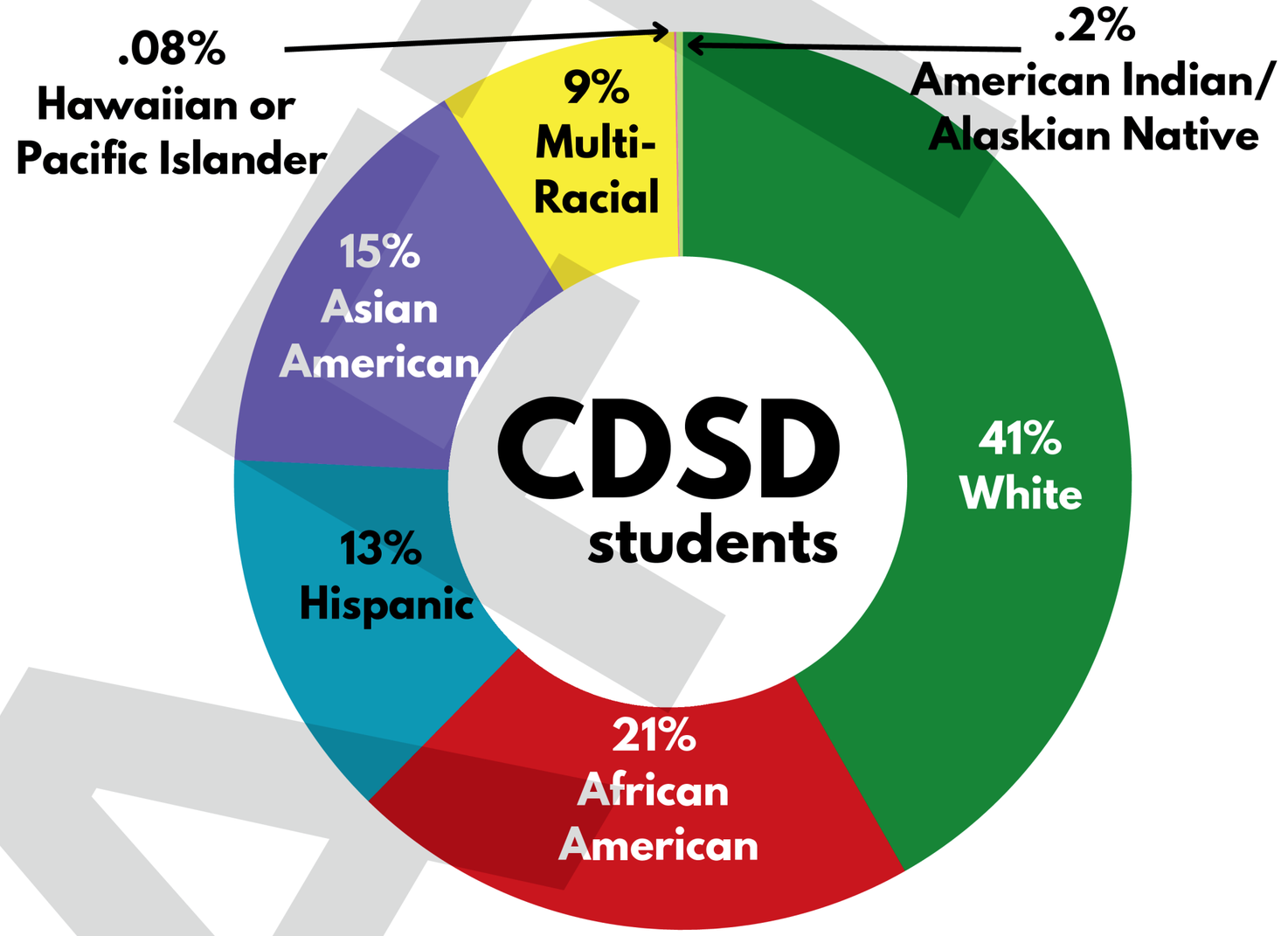
The **MENTOR** is a teacher in whom trust can be placed. With a great curiosity about what makes people tick, gratification is found by supporting others' empowerment. Becoming a partner toward the realization of higher-order goals, the Mentor is motivated by the desire to be a rising tide that lifts all boats and to share wisdom for the benefit of all.

CENTRAL DAUPHIN SCHOOL DISTRICT

WHO WE ARE

We are the 10th-largest school district in PA, and the largest district in Dauphin County, serving nearly 13,000 students





44 Languages spoken by students

Central Dauphin proudly serves a dynamic and diverse community, ranking as the 10th most diverse district in the state.
We value and celebrate this diversity.

AMAZING STAFF

who provide various forms of services and support to students and school communities.

- **39 School Administrators**
- **854 Teachers**
- **2,000 Employees**

WHERE WE ARE

The Central Dauphin School District, located in Harrisburg, PA, is the **largest district in Dauphin County** and the 10th largest in Pennsylvania. This sprawling district covers **urban, suburban, and rural** populations. Serving central and eastern Dauphin County, it covers about **118 square miles** and includes the boroughs of Dauphin, Paxtang, and Penbrook, along with Lower Paxton, Middle Paxton, Swatara, and West Hanover townships. The district was formed in 1954 through the merger of four smaller districts.

- **2 HIGH SCHOOLS**
- **4 MIDDLE SCHOOLS**
- **13 ELEMENTARY SCHOOLS**
- **1 CYBER ACADEMY**
- **4 KINDERGARTEN CENTERS**
  *** OPENING SOON**



Portrait of a Central Dauphin Graduate

CDSD

Ready for Career, College, and Life

- Takes responsibility for growth and development
- Possesses the interpersonal skills necessary for a 21st-century workplace
- Embodies a goal-oriented attitude

Responsible Community Member

- Acts ethically, empathetically, and responsibly
- Acknowledges that my individual actions can impact either positively or negatively
- Values integrity, diversity, and connectedness

Effective Communicator

- Engages actively and respectfully in interactions with others
- Listens actively to understand different points of view
- Resolves conflict with others

Critical Thinker and Problem Solver

- Uses time wisely to set goals, complete tasks, and manage projects
- Possesses self-management and self-regulation skills
- Advocates for oneself in education, employment, and community.





Implement strategies to attract and retain highly skilled and motivated employees.

Prioritize Growth and Development

Key Actions

- Focus on goal-setting to create specific, measurable, achievable, relevant, and time-bound (SMART) goals.
- Develop personalized growth plans to guide self-improvement and achieve yearly goals.
- Arrange leadership opportunities for professional staff through various approaches, including, but not limited to, mentoring programs, targeted training initiatives, and identifying everyday leadership opportunities within existing roles.

Metrics

- % of students in grades 4-11 showing one year's worth of growth
- % of staff members who respond favorably to statements on the staff survey
- % of teachers showing growth in performance goals

Leadership Development

Key Actions

- Develop leadership competencies around knowledge, skills, abilities, and behaviors that enable leaders to effectively guide and influence their teams towards organizational goals.
- Focus on supporting and improving the quality of teaching and learning within each school.
- Create a strategic process for developing and nurturing future leaders within the organization.

Metrics

- Evidence of administrative walkthroughs
- % of staff members who respond favorably to statements on the staff survey
- % of Staff Attaining Leadership Position



Implement strategies to attract and retain highly skilled and motivated employees.

Ongoing Scaffolded Supports for Teachers

Key Actions

- Provide structured support, mentoring, and professional development opportunities.
- Create a professional development approach where experienced educators work with teachers to improve their teaching practices and student outcomes.
- Create a structured staff onboarding process that integrates new employees into the organization.

Metrics

- % of staff members who respond favorably to statements on the staff survey
- % of coaching cycle completion each year
- % of new teachers retained after the first 6 years

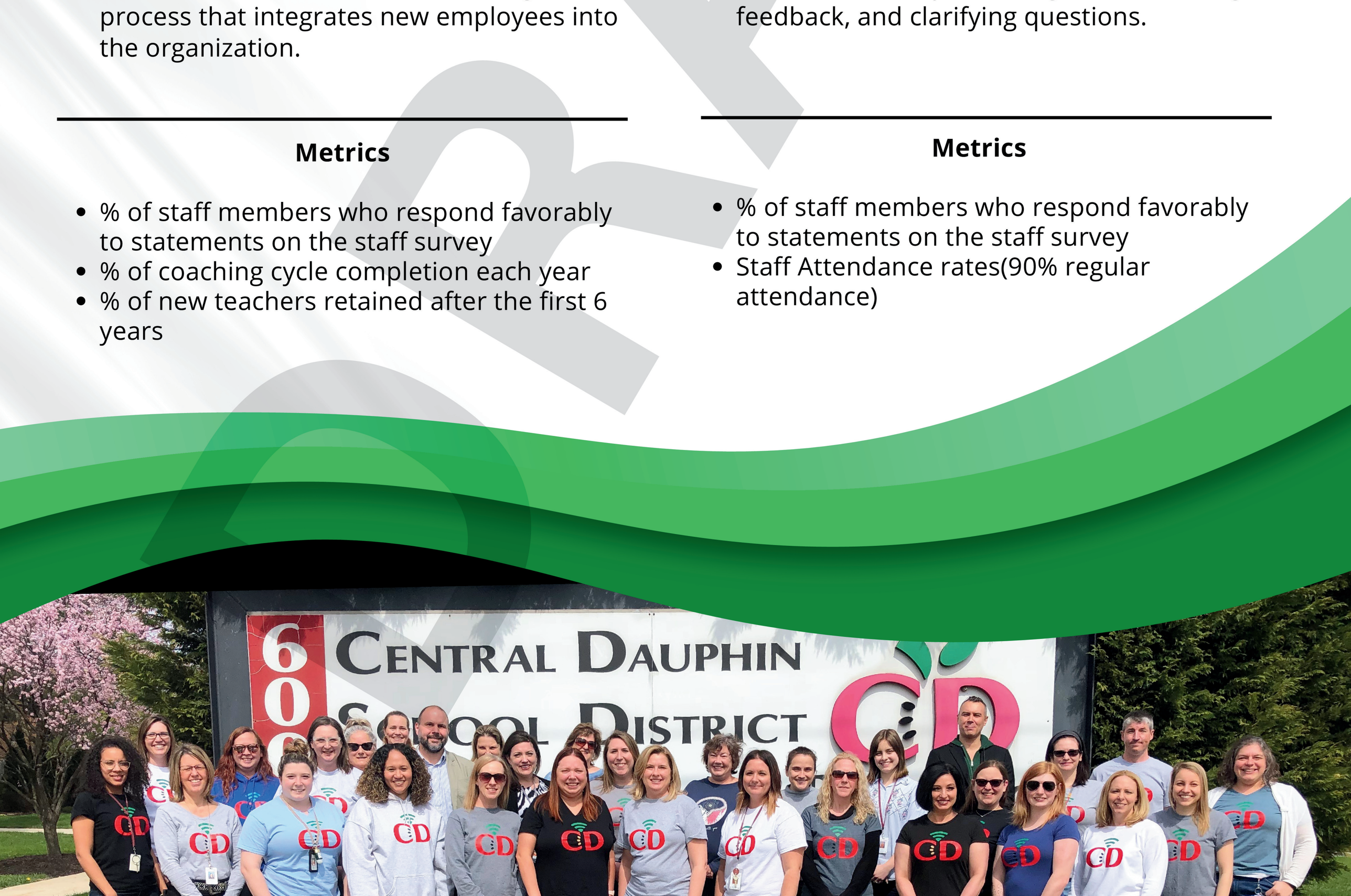
Foster a Positive and Supportive Workplace Culture

Key Actions

- Support the mental health and well-being of employees by creating a space where individuals feel safe, valued, and supported in managing their emotions and thoughts.
- Show appreciation and recognition.
- Maintain effective two-way communication, prioritizing active listening, feedback, and clarifying questions.

Metrics

- % of staff members who respond favorably to statements on the staff survey
- Staff Attendance rates(90% regular attendance)



Empower all individuals to thrive with meaningful access to resources and opportunities.

Appropriate Curriculum for all Students

Key Actions

- Create collaborative systems that allow staff across all grades and subjects to work together to ensure that learning goals, teaching methods, and assessments are connected and build on each other.
- Enhance instruction, support standards-based learning, and increase student engagement and achievement through effective use of digital tools.
- Ensure instructional planning and delivery are aligned to state standards to increase student achievement on grade-level learning expectations.

Metrics

- % of students in grades 3-12 meeting core academic standards
- Attendance rates(90% regular attendance)

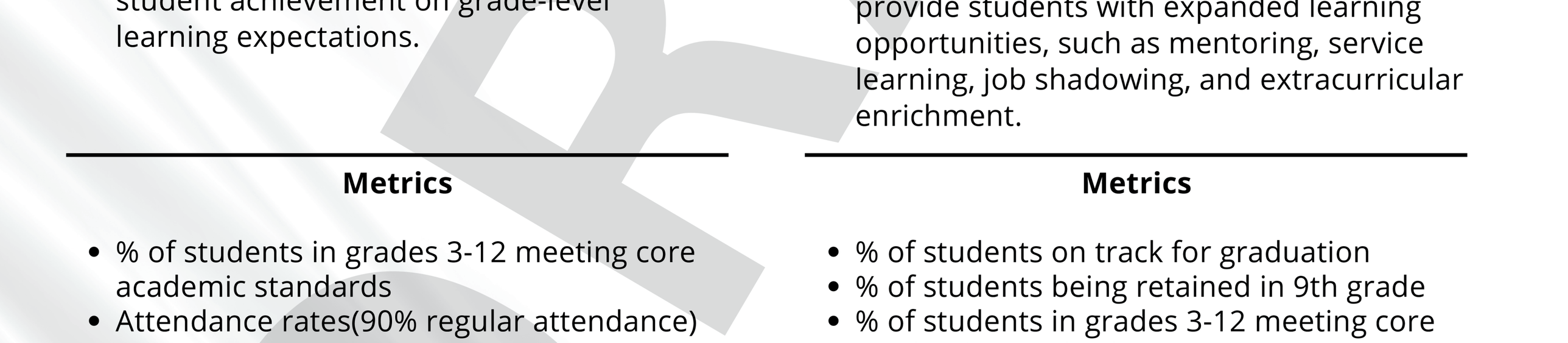
Engagement at the Secondary Level

Key Actions

- Review local and regional job market data to identify high-demand industries and career paths.
- Design pathways that connect academic coursework with career exploration and post-secondary education goals, guiding students through high school with purposeful course selection, skill development, and exposure to real-world opportunities.
- Collaborate with the local community to provide students with expanded learning opportunities, such as mentoring, service learning, job shadowing, and extracurricular enrichment.

Metrics

- % of students on track for graduation
- % of students being retained in 9th grade
- % of students in grades 3-12 meeting core academic standards
- % of students graduating in the four- and five-year cohort



Empower all individuals to thrive with meaningful access to resources and opportunities.

Equitable Opportunities for Growth

Key Actions

- Provide all students with dynamic enrichment experiences that inspire creativity, critical thinking, and a lifelong love of learning.
- Provide culturally responsive support for English Language Learners, fostering social confidence and growth in language and academics.
- Implement timely, targeted, and systematic in-school support to address academic challenges.

Metrics

- % of students enrolled in Honors, AP, and College in the High School courses
- % of students making adequate progress on the WIDA ACCESS Assessment

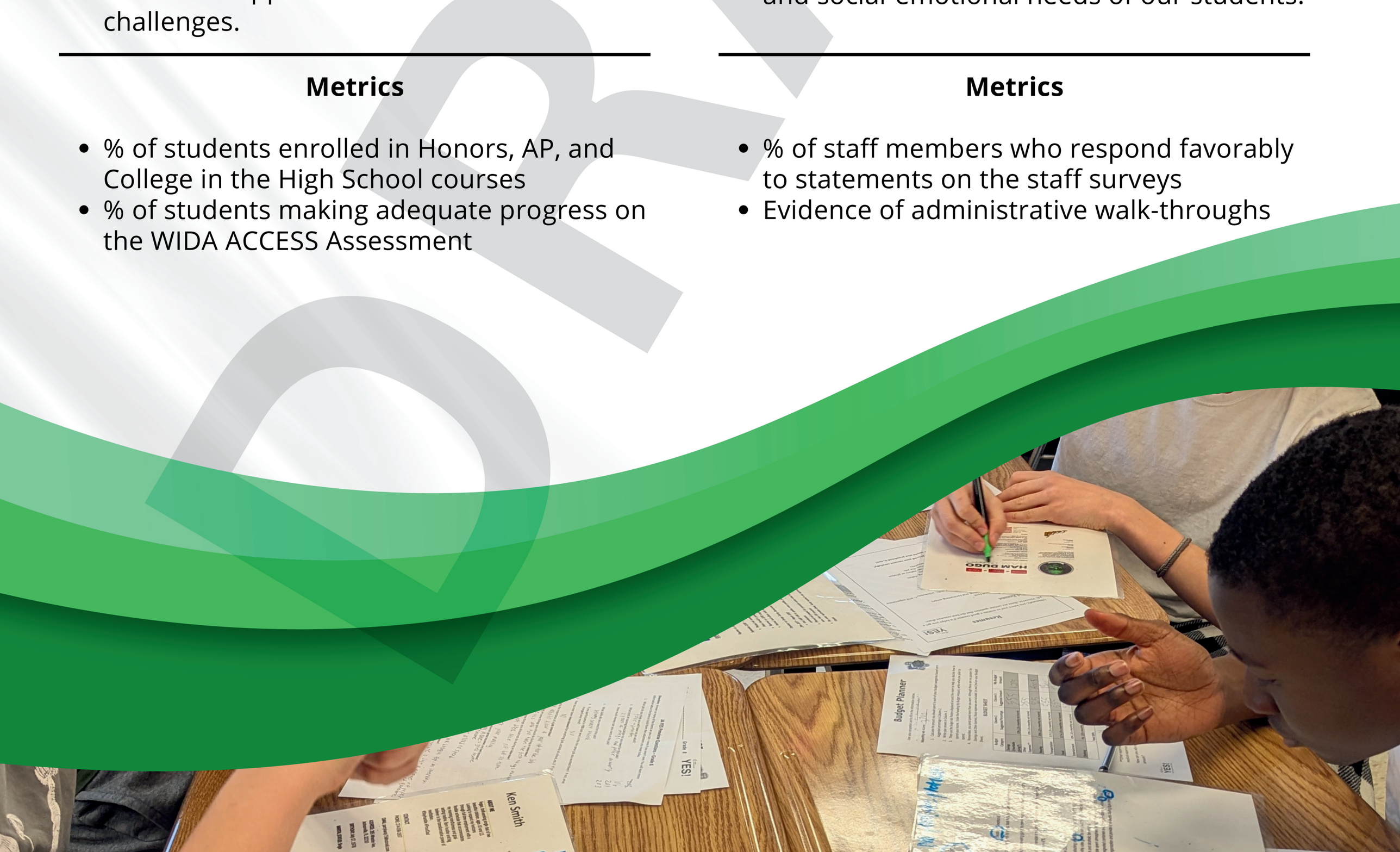
Data Informed Continuous Improvement

Key Actions

- Utilize research-based instructional strategies to ensure consistency across the district.
- Foster a culture of shared responsibility, reflective dialogue, and collective problem-solving.
- Implement high-quality instruction, targeted supports, and enrichment opportunities to address the diverse academic, behavioral, and social-emotional needs of our students.

Metrics

- % of staff members who respond favorably to statements on the staff surveys
- Evidence of administrative walk-throughs



Every student will be supported to reach their full potential and graduate ready for success.

Early Childhood

Key Actions

- Ensure all students have equal access to a supportive and nurturing learning environment.
- Ensure Instruction is intentional and evidence-based, emphasizing phonological awareness, phonics, vocabulary, fluency, and comprehension.
- Proactively strengthen alignment and collaboration with Pre-K providers.

Metrics

- % of kindergartners who attended a licensed pre-school or daycare
- % of students who are benchmark at the beginning of 1st grade
- % of third-grade students meeting or exceeding in 3rd gradel

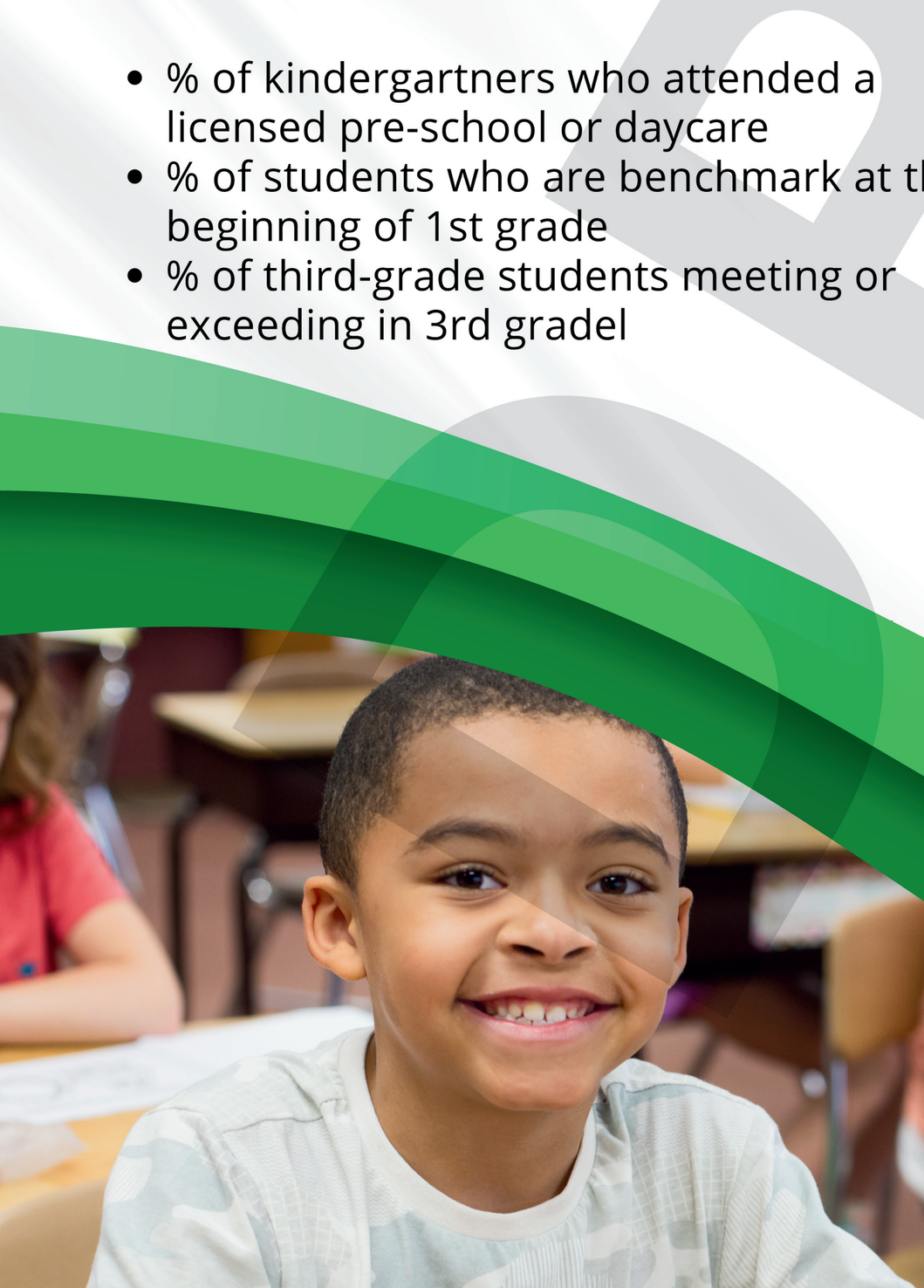
Foster a Positive and Supportive School Environment

Key Actions

- Build a respectful, supportive learning community where relationships are prioritized and conflicts are resolved collaboratively.
- Establish clear, consistent internal communication.
- Foster opportunities for collaboration across schools and departments.

Metrics

- Attendance rates(90% regular attendance)
- Reduce disciplinary referrals, suspensions, and expulsions
- % of 3-12 grade students who respond favorably to statements on student surveys
- % of staff attendance across the district
- % of staff members who respond favorably to statements on staff surveys



Every student will be supported to reach their full potential and graduate ready for success.

Framework for Learning

Key Actions

- Establish a cohesive framework that promotes consistent expectations and supports the success of all CDSD students.
- Create purposeful professional development opportunities for all staff.
- Use a variety of data sources to guide instructional decisions.

Metrics

- % of students in grades 3-12 meeting core academic standards
- % of students in grades 4-11 showing one year's worth of growth

Build a Home/School Relationship

Key Actions

- Provide varied opportunities for families to engage and collaborate with the school and district.
- Establish clear, consistent, and accessible communication among students, families, staff, and the broader community.
- Promote connection and involvement in school and district events.

Metrics

- % of families reached monthly by the district website, Blackboard, Remind, and Class Dojo analytics
- % of parents and community attending district-sponsored events
- PR materials promoting events and activities



Establish clear financial goals, allocate resources effectively, and ensure accountability to achieve sustainability and long-term financial stability.

Align Vision Goals and Focus Areas with Budget Development

Key Actions

- Develop a strategic budget that involves aligning financial resources with organizational goals.
- Identify the core objectives that will serve as a roadmap to guide decision-making, improve efficiency, and enhance the organization's ability to adapt to changing conditions.
- Distribute financial, human, and operational resources based on priorities and performance metrics.

Metrics

- District budget by department and school
- Strategic plan goals and objectives

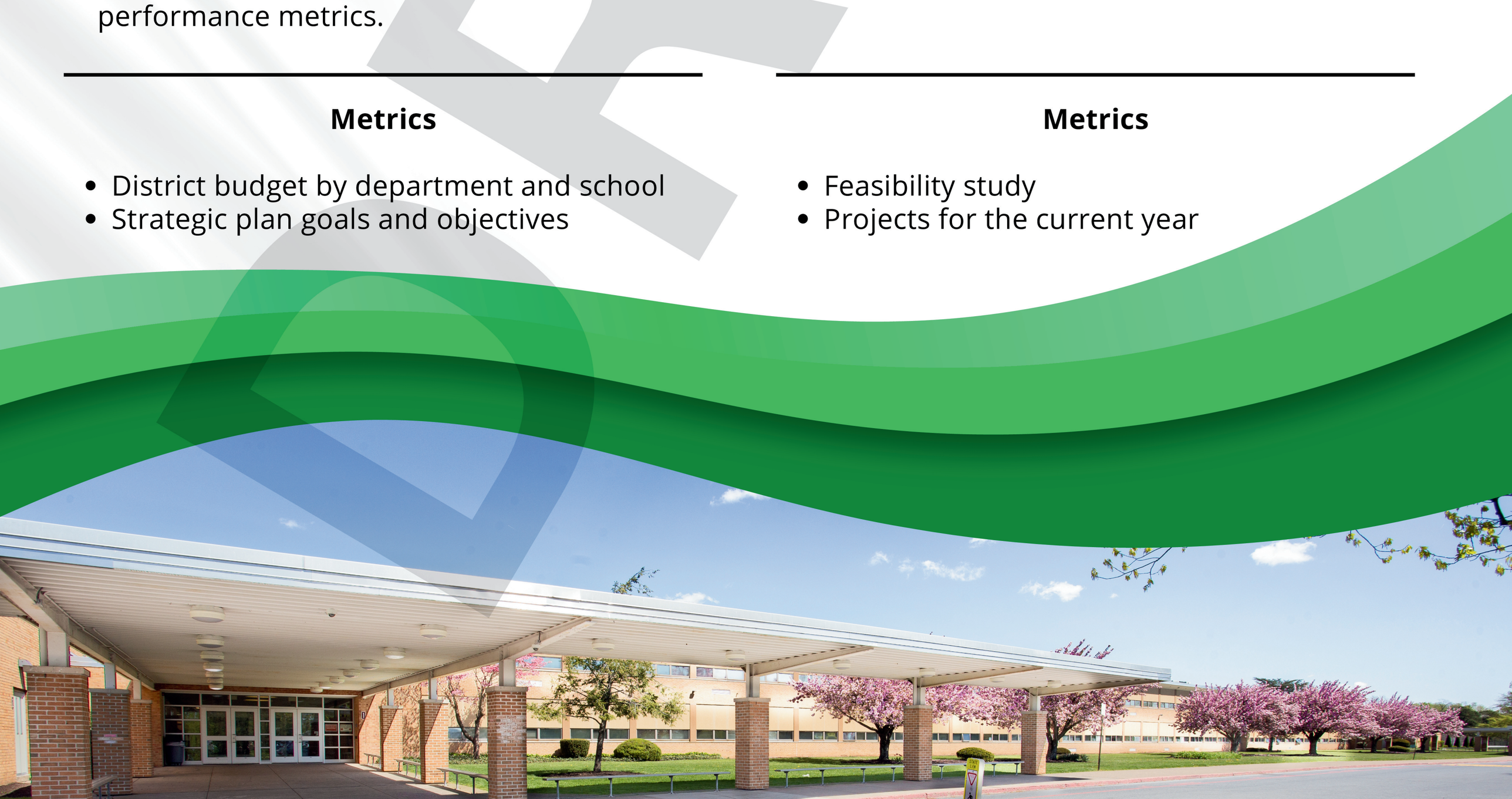
Prioritize District Capital Needs for Facility Building Across the District

Key Actions

- Create a capital plan for proposed projects and initiatives that are practical, viable, and likely to succeed.
- Categorize the needs of the district by areas of academic achievement, student well-being, infrastructure, or financial sustainability.
- Create a capital projects timeline that spans multiple years to address district needs.

Metrics

- Feasibility study
- Projects for the current year



Establish clear financial goals, allocate resources effectively, and ensure accountability to achieve sustainability and long-term financial stability.

Plan for Enrollment Growth and Associated Costs

Key Actions

- Analyze enrollments to support data-driven decision-making for staffing, budgeting, facility planning, and program development.
- Create a system to monitor student-to-teacher ratios.
- Analyze trends in student demographics, community preferences, and shifts in demand for charter school enrollment.

Metrics

- District and school enrollment data
- Teacher/Student ratios
- % of charter school enrollment by district and by school.

Analyze all Aspects of the Organization

Key Actions

- Identify and evaluate activities such as workflow, operations, and employee roles.
- Effectively analyze each department by collecting data, assessing strengths and weaknesses, and identifying areas for improvement.
- Establish a clear focus on acknowledging and celebrating successes, fostering a positive and supportive environment, and implementing strategies to promote teamwork and communication.

Metrics

- Budget for each department

