

Upper Perkiomen School District
Superintendent Goals for 2026 – 2027
Dr. Allyn J. Roche

Goal 1: Student Academic Experience - Continue to Increase Student Achievement & Growth for each Upper Perkiomen School District student.

- Improve student academic progress and engagement by evaluating and making appropriate changes to programs and supports
- Effectively use student progress data to drive classroom instruction and to strategically target interventions and supports to ensure all students make appropriate educational growth.

➤ Key Performance Indicators (KPI)

- Elementary (K–5): By June 2027, at least 60% of students in grades K–5 will meet or exceed their individual projected growth targets in mathematics and ELA from the fall 2026 baseline to the spring 2027 benchmark administration.
 - In addition, the percentage of students meeting or exceeding grade-level expectations will increase by at least 5 percentage points.
- Secondary (6–12): By June 2027, at least 60% of students in grades 6–12 will demonstrate growth in mathematics and ELA, as applicable, from the fall 2026 IXL baseline to the spring 2027 benchmark administration.
 - In addition, the percentage of students meeting or exceeding grade- or course-level expectations will increase by at least 5 percentage points.
- Action Steps for Principals and Supervisors
 - Administer and review benchmark assessments during fall, winter, and spring Data Days.
 - Fully implement the new K–5 mathematics curriculum and provide related professional learning and coaching.
 - Analyze results by grade level, subject, and student group to identify priority needs.
 - Use student data to adjust core instruction, flexible instructional groups, interventions, and enrichment.
 - Monitor implementation and student progress through PLC documentation, coaching cycles, and classroom walkthroughs.
- Action Steps for Superintendent
 - Review implementation, achievement data and growth of the identified actions in principals' meetings.
 - Monitor each school's implementation of PLC/data meetings (monthly)
 - Conduct midyear and end-of-year reviews to evaluate progress, identify needed adjustments, and establish next steps.

Goal 2: Establish a Multi-year Financial Plan for Long-Term Planning and Work to Reduce the Structural Deficit as part of the Annual Budgeting Process.

- Working in conjunction with the Business Administrator, develop a multi-year financial plan to predict and budget for expenditures while at the same time focus on being fiscally responsible and transparent with the budget
- Increase communication and education about the UPSD budget, cost drivers and budget decisions to increase awareness and understanding of the Budget process.

➤ Key Performance Indicators (KPI)

- By November 30, 2026, present a draft of a multi-year financial plan to the Board for initial review.
 - Request questions and feedback from Board members on the draft by January 8, 2027.
- By February 12, 2027, present the revised multi-year financial plan to the Board for review
- At the March 2027 Finance Committee, publicly present the multi-year financial plan
- Communication and Education:
 - Include the 2027-28 Budget process, cost driver details and timeline for approval to the public using multiple methods of communication:
 - January and April 2027 Press Release in the Town & Country
 - April 2027 - Presentation at Lifelong Learning, if accepted
 - Host at least two Town Hall / Community Discussion events in December 2026 and March 2027 focusing on the 2027-28 budget and to listen to ideas and concerns.
- Reduce the use of fund balance (structural deficit budget model) as part of the budget process over a multi-year process
 - Reduce the structural deficit by at least 5%
 - 2026-27 - \$2,208,245
 - 2027-28 - not to exceed \$2,097,833*
 - *Assuming Act 1% adjusted tax increase
 - *Does Not Include Planned Use of Fund Balance for Capital Expenditure
 - Examine all staff levels and positions including any resignations/retirements as well as delayed rehires as part of cost savings
 - By April 2027, provide a projected staffing matrix to the Board with changes including a review of class size numbers at all levels

Goal 3: Long-Term Facilities Improvement Planning and Districtwide Review of Assets and Capital Projects:

- Working with the Director of Facilities, develop a multi-year Facilities Improvement Plan in conjunction with the Facilities Committee to provide a roadmap to addressing the facility needs across the District along with possible recommendations for any renovations for long-term facility health of the district.
- Key Performance Indicators (KPI)
 - By the November Facilities Committee meeting, present a demo/overview of the FMX Capital Planning module and update the committee on the progress to date focused on renovations at UPHS and across UPSD.
 - By January 29, 2027, provide a detailed list of educational and operational prioritized facility needs including justification and estimated costs
 - By March 19, 2027, present a draft multi-year Facilities Improvement Plan to the Board for initial review
 - At the March Facilities Committee Meeting, publicly present a multi-year Facilities Improvement Plan
 - Provide a list to the board of all projects \$75K or higher planned to start during 2027.
 - If recommended by the Facilities Committee and Approved by the Board, work to hire a firm to further develop a detailed project plan and options for high school renovations and improvements at all UPSD schools for future considerations.

Goal 4: Improve the Employee Experience - Make Upper Perkiomen School District a Desired Place for Employees and Increase Employee Satisfaction and Retention:

- Working with the Director of Communications, improve on employee recognition efforts to highlight and celebrate our faculty and staff throughout the school year.
- Key Performance Indicators (KPI)
 - Starting in September 2026, initiate the UP & Beyond Employee Recognition Program to celebrate Upper Perk employees who make a positive difference for our students, colleagues, and community
 - Recognize three (3) UP & Beyond Award Winners each month in their work space or school/classroom, share on social media and invite to a Board Meeting for community recognition
 - Establish a Yearlong Calendar of Employee Positions for Recognition and Celebration during the school year and celebrate and recognize employees in the groups on social media and in the schools.

- Working with the Director of Human Resources, focus on employee satisfaction and retention strategies that provide feedback for actionable items for improvement.
- Key Performance Indicators (KPI)
 - Conduct bi-monthly staff climate surveys to collect and monitor employee feedback to increase the desire to work at UPSD, improve the employee experience and assist in recruitment.
 - Increase participation by 5% from the 2025-26 school year Employee Climate Survey average participation rate of 20% participation over seven (7) surveys.
 - Provide results from each of the five bi-monthly surveys back to the employees and shared with the Board the aggregate results
 - By the end of January 2027, provide a mid-year review of the Employee Climate Survey results with Action Steps for improvements based upon the 26-27 survey data to date.
 - Implement Changes in 2026-27 based upon feedback from the 2025-26 survey results including a revised schedule for the opening in-service days for more focus time in the classroom and adding requested choice/wellness activities to the 2026-27 professional development schedule.
 - Superintendent to schedule at least 15 full school days in the buildings during the 2026-27 school year to increase visibility and connections with employees
 - Conduct a minimum of 80 Classroom visits during the 2026-27 SY
 - Host three (3) Bring-Your Own Lunch & Discuss (BYOL&D) sessions at each school to provide the employees an opportunity to drop-in and talk with the principal, assistant superintendent and superintendent (as per the feedback from the 2025-26 Employee Climate Survey
 - By March 2027, develop an Onboarding Plan for all new employees that strategically details the steps to a successful start for all employees including employees that start employment mid-school year or in positions with a high turnover rate.
 - Beginning July 1, 2027, implement a new Onboarding Plan for all employees and monitor success the following school year with feedback from new employees