

CHESTER COUNTY
BOARD OF EDUCATION
FIVE-YEAR IMPROVEMENT PLAN

2013-2018

Revised and approved June 23, 2016

Chester County Board Of Education
Five-year Improvement Plan
Proposed 2013-2018

Mission Statement:

To be among the best in the state and nation by continually striving for a high rate of academic improvement while meeting the needs of all students.

Vision:

To provide a positive school environment with challenging programs that will equip all students with the necessary skills to successfully compete in a challenging and complex world.

Beliefs:

- 1. Every decision made every day should maximize child benefit by ensuring that all students learn at high levels*
- 2. Continuous improvement in planning, delivery, and evaluation of all services is expected.*
- 3. Teachers should be excited about their job and proactive in developing a skill base which will allow them to provide the best possible education for students.*
- 4. Students should accept responsibility for their behavior and academic progress.*
- 5. Students should become creative thinkers and problem solvers.*
- 6. Students should participate in extracurricular activities.*
- 7. Students should develop a vision of responsibility to contribute to the welfare of our community and country.*
- 8. Students should leave Chester County Schools prepared to complete post-secondary education or to immediately become a productive member of the workforce.*
- 9. Students should be in regular attendance.*
- 10. It is important to graduate each student.*
- 11. Our community and students require a safe and healthy learning environment.*
- 12. Teaching and learning are enhanced in a clean, well-maintained building.*

The Chester County Board of Education has established goals for improvement during the next five years (2013-2018). The Board expects the entire school system to make notable annual progress toward the accomplishment of the following goals:

Goal I. Ensure that an effective human capital/development process is in place

Objective 1: Chester County professional and nonprofessional personnel will be highly qualified and meet all state/licensure requirements.

- **S-1** Conduct joint interviews with the Superintendent, principals, and supervisors and verify the qualifications of prospective professional personnel.
- **S-2** Solicit assistance from colleges and universities in seeking qualified applicants.
- **S-3** Solicit input from cooperating teachers as to the skills/abilities of prospective teachers who have served as student teachers in the system.
- **S-4** Attend university job fairs in order to attract job applicants.
- **S-5** Post job openings and vacancies throughout the system and on the system website.
- **S-6** Recruit high quality minority teachers.

Objective 2: The Board will provide ongoing training opportunities for all personnel including a comprehensive plan of talent development for instructional staff.

- **S-1** Conduct orientation sessions for all new employees annually.
- **S-2** All personnel will be provided an employee handbook.
- **S-3** Provide in-service training and staff development for all personnel based on analysis of data and district/school strategic plan.
- **S-4** Evaluate all personnel annually.
- **S-5** Establish a partnership with local postsecondary institutions to provide training in areas directly related to improvement of student performance.
- **S-6** Provide mentors to train and assist all new teachers to the system and other teachers as needed.
- **S-7** Implement the TEAM model with fidelity including ongoing training for evaluators with an emphasis on instructional rubric.
- **S-8** Educate all teachers on the TEAM model with individualized plans as needed.

Objective 3: The Board will provide incentives for retaining personnel.

- **S-1** Continue to upgrade salaries and benefits.
- **S-2** Implement and utilize a performance-pay salary plan for professional educators that provide salary base increases and bonuses based on improving student academic success.

- **S-3** Provide release time for personnel to participate in workshops, conferences, etc.
- **S-4** Provide recognition for outstanding performance in the form of letters of commendation, certificates, and awards.
- **S-5** Provide a forum for faculty input through the Faculty Advisory Committee in each school.

Goal II. Improve Student Academic Progress

Objective 1: All primary and middle grade students will master Tennessee Standards and enter the next level ready for rigorous study.

- **S-1** Implement Tennessee curriculum standards in reading, language arts, mathematics, science and social studies.
- **S-2** Engage all students in daily practice with authentic literacy: reading, writing and speaking aligned to curriculum standards across all grade levels and subject areas.
- **S-3** Review, revise, and update school improvement plans annually using current student data.
- **S-4** Provide research-based intervention for students who have difficulty meeting the standards with an emphasis on closing sub-group achievement gaps.
- **S-5** Provide intervention services to students to help them succeed in the general curriculum.
- **S-6** Provide Kindergarten readiness summer and school year programs for those students scoring in the bottom quartile on the Brigance assessment.
- **S-7** Require third graders performing at the Below Basic level to attend an extended school year program. (Excluding students successfully completing IEPs.)

Objective 2: All high school students will achieve world-class standards and leave school prepared for postsecondary education, work, and citizenship.

- **S-1** Implement Tennessee curriculum standards in all courses.
- **S-2** Engage all students in daily practice with authentic literacy: reading, writing and speaking aligned to curriculum standards across all grade levels and subject areas.
- **S-3** Increase opportunities for students to enroll in dual enrollment with higher education and tech prep programs, and advanced placement courses. By 2019-2020, a majority of graduates will earn a post-secondary certificate, diploma or degree.
- **S-4** Provide research based intervention to ensure that all students succeed in all applicable courses with an emphasis on closing sub-group achievement gaps.
- **S-5** Increase the level of college readiness rigor taught in all courses to realize a minimum average ACT composite score of 21 among graduates by 2019-2020.

Objective 3: All students will meet or exceed the achievement and growth measures recommended by the State Department of Education for each subgroup.

- **S-1** Review assessment data continuously to determine areas to strengthen.
- **S-2** Use partnerships with business, industry, postsecondary, and the community to help teachers and students connect knowledge with application.
- **S-3** Provide teacher training on the use of assessment data for instructional improvement.
- **S-4** Develop student keyboarding skills to ensure success with on-line testing.
- **S-5** Provide extended day services for students performing at Basic and Below Basic levels with an emphasis on those in subgroups with achievement gaps.
- **S-6** Provide transportation to students in the lower grades to extended day programs.

Goal III. Improve Student Conduct

Objective 1: All students will be made aware of and demonstrate appropriate behavior as evidenced by a reduction in discipline referrals.

- **S-1** Maintain updated student handbooks.
- **S-2** Provide orientation to each student at the beginning of each school year.
- **S-3** Provide incentives to reward appropriate behavior using the Positive Behavior Interventions & Supports (PBIS) as a model.
- **S-4** Develop a behavioral plan for those students who do not demonstrate appropriate behavior.
- **S-5** Provide training to teachers, staff, and other appropriate stakeholders on the implementation of research-based strategies and best practices for addressing challenging student behaviors and mental health disorders.
- **S-6** Provide additional counseling/mentoring for students as needed.
- **S-7** Encourage educators to cultivate positive and appropriate relationships with all students.
- **S-8** Administer student perception surveys that offer a reliable measure for teacher effectiveness.

Objective 2: Students will become active participants in setting realistic and suitable goals for lifelong learning.

- **S-1** Provide activities and coursework for students regarding career awareness and exploration.
- **S-2** Share achievement data with students and assist them in setting realistic short and long-term academic goals.

- **S-3** Assist eighth grade students in developing and implementing Programs of Study, reviewing plans annually in grades 9-12.
- **S-4** Provide an opportunity for student participation in a diverse array of extracurricular activities that include academics, sports, clubs, and school and community service.

Goal IV. Develop and Deliver Programs, which Focus on the Needs of all Students.

Objective 1: The administration, teachers and staff will establish and evaluate programs for students based on current data.

- **S-1** Administer surveys to determine student interests.
- **S-2** Provide opportunities for parent/community input through surveys and meetings.
- **S-3** Consider student data for adding/deleting programs.
- **S-4** Implement programs that address student needs.
- **S-5** Evaluate and upgrade programs as needed.

Goal V. Exceed State Requirements for Attendance, Promotion, and Graduation

Objective 1: The attendance rate will be at least 95% in grades K-6 and 93% in grades 7- 12 each year.

- **S-1** Provide student recognition periodically including certificates for perfect attendance each year.

Objective 2: The promotion rate will be at least 97%.

- **S-1** Consistently implement a plan to communicate student progress to parents at a minimum of every four and one half weeks.
- **S-2** Provide extended day programs and summer school.
- **S-3** Provide parent-involvement programs which encourage direct parental support of high student achievement.
- **S-4** Communicate with parents by telephone, email, or additional parent-teacher conferences when students are determined to be at-risk.

Objective 3 The graduation rate will meet or exceed 90%.

- **S-1** Provide counseling through the counseling department and other available resources.
- **S-2** Provide extended day programs, summer school remediation, and remediation time during the school day including but not limited to the following programs:
 - ICU
 - Credit Recovery

- Interventionists
- Readwell/Ticket To Read
- After-School Tutoring
- Work-based learning
- **S-3** Expand dual enrollment and on-line opportunities for students to earn post-secondary credit.

Goal VI. Implement a comprehensive technology plan to address current and anticipatory technology needs, including classroom instruction, formative and summative assessments, safety/security issues, and school district efficiency.

Objective 1 The teachers and staff will utilize technology in classroom instruction.

- **S-1** Provide each student and teacher access to current instructional technology.
- **S-2** Provide students and teachers with Internet access that will allow for learning opportunities inside and outside the classroom.
- **S-3** Provide student access to the computer labs before and after school.

Objective 2 The administration will provide instructional technology training for teachers and administrators.

- **S-1** Use the system-wide technology team to provide training.
- **S-2** Send teachers to technology conferences and workshops.

Objective 3 Utilize technology to improve communication and efficiency.

- **S-1** Use communication tools such as *Community Safe* automated phone service and *SchoolWay* mobile application as methods of communicating with system-wide parents and personnel.
- **S-2** Maintain an up-to-date district website at chestercountyschools.org.
- **S-3** Use electronic transfer to send reports, documents, and surveys.

Objective 4 Maintain vigilance to protect students from inappropriate use and content related to technology.

- **S-1** Establish on-line usage agreements to be signed by all students and employees who have access to the internet through the schools.
- **S-2** Train all users (students and employees) on school policies and appropriate use of school internet access.
- **S-3** Aggressively investigate when inappropriate school related internet activities are suspected and follow-up with appropriate actions.

- **S-4** Contract with professional sources to provide internet security.

Goal VII. Provide a Safe and Healthy Environment.

Objective 1 The administration will coordinate efforts to ensure that all students are educated in an environment that is safe, healthy, and conducive to learning.

- **S-1** Continue the Coordinated School Health Program to positively impact the health and wellness of all school stakeholders.
- **S-2** Review and update the School Health Index annually.
- **S-3** Train teachers and students to use conflict resolution and anger management strategies.
- **S-4** Train and regularly retrain key individuals on appropriate student restraint and isolation methods.
- **S-5** Review, revise and practice the school safety plan on a regular basis.
- **S-6** Coordinate with government and community agencies to ensure safety of all students in times of natural disaster and other public emergencies.
- **S-7** Utilize mass communication systems like *Community Safe* and *SchoolWay* to communicate with parents, staff and students in emergency situations.
- **S-8** Provide alternative education programs for students with chronic behavioral problems and violent offenses.
- **S-9** Implement educational and awareness programs for the prevention of bullying, harassment, self harm, and youth suicide

Objective 2 The administration will improve access for all students and staff to school health services.

- **S-1** Implement procedures for health care and medications in all schools supervised by the school nurse.
- **S-2** Implement infectious disease plan.
- **S-3** Offer hepatitis B and influenza vaccines to staff.
- **S-4** Provide training and updates to staff on health related issues.
- **S-5** Implement and follow guidelines of the Chester County Wellness Policy established and reviewed by the Coordinated School Health Council.

Goal VIII. Facilities will be Upgraded and Maintained.

Objective 1 The administration will develop a comprehensive maintenance program.

- **S-1** Provide adequate maintenance personnel and funds.
- **S-2** Attend to maintenance requests promptly.

- **S-3** Establish a preventive maintenance program.

Objective 2 The administration will develop a plan that will provide for a clean and safe school environment.

- **S-1** Provide adequate janitorial staff and cleaning supplies for each school.
- **S-2** All school stakeholders will assist the janitors in keeping the buildings and grounds free of litter.
- **S-3** Train janitorial and maintenance on new products and procedures.
- **S-4** Update and practice school safety plans annually.
- **S-5** Maintain a plan to monitor janitorial services.

Objective 3 The administration will provide facilities that meet the needs of students.

- **S-1** Collect input on needs and upgrades from various sources.
- **S-2** Evaluate facilities on an ongoing basis.
- **S-3** Provide funds for upgrades as needed.

Goal IX. Promote Parent and Community Involvement in Education Programs.

Objective The administration will establish an information network.

- **S-1** Send information to parents by the students.
- **S-2** Publish school news in the local paper and on district website: <http://chestercountyschools.org/>
- **S-3** Use mass communication systems such as *Community Safe* and *SchoolWay* to provide information that warrants immediate dissemination.
- **S-4** Disseminate information through parent involvement programs, PTO, and parent-teacher conferences.
- **S-5** Conduct open forums for collecting parent and community input on various issues.
- **S-6** Establish partnerships between schools and business/industry.
- **S-7** Conduct parent/community surveys to assist with the planning and implementation of educational programs.
- **S-8** Inform the public that the system wide website is a source for communication and information. <http://chestercountyschools.org/>
- **S-9** Encourage stakeholders to participate on advisory boards, committees, and various other areas of school improvement planning.