



## District Goal Scorecard 2008-2010

Month: \_\_\_\_\_

**GOAL 1: Curriculum and Instruction – Improve student achievement through high school restructuring and strengthening middle school level and elementary programs.**

**Completion Status**    ■ Green – 80% or better                      ◆ Yellow – 50% or better                      ● Red – Less than 50%

OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<b>Premier Goal 1:</b> To establish a Mentoring Program for all basic and below basic students in our high schools.					
<b>To meet Project 720 goals</b> <span style="color: red; font-weight: bold;">Priority #1</span>	<p>Following attendance at summer conferences, build professional development plans and develop benchmarks in order to meet Project 720 goals and district targets.</p> <p>Use the Career/Pathways model to inform practices related to creating Small Learning Communities (SLCs).</p> <p>Build a comprehensive and proactive guidance and career component, which will include the Lehigh Valley Consortium's Career/Pathways model.</p> <p>Increase dual enrollment at local colleges and universities.</p> <p>Develop offerings for students both before and after school to enhance present course offerings.</p> <p>Design a definitive plan for structuring and supporting Small Learning Communities (SLCs) in the high schools to be implemented no later than fall 2009.</p> <p>Provide a structure through which mentoring can be provided for all students.</p> <p>Develop Small Learning Communities (SLCs) and Signature Schools at the middle school level.</p>	J. Lewis M. Katona		June 1, 2008 – Ongoing	

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<p>(Continued) To meet Project 720 goals <b>Priority #1</b></p>	<p>Continue the development of the signature school concept with the new Broughal Middle School in the area of science and technology.</p> <p>Continue the development of a small learning community at Northeast Middle School in the area of creative and performing arts.</p> <p>Continue the development at East Hills and Nitschmann Middle Schools in the areas, which expand their present thematic offerings (Monagacci, Nature Quest, Harmonium, Star of Bethlehem, and Sequoia), and explore possible signature school concepts.</p> <p>Expand integrated programming through a focused curriculum.</p>	<p>J. Lewis M. Katona</p>		<p>June 1, 2008 – Ongoing</p>	
<p><b>Premier Goal 2:</b> To reduce the achievement gap by 15 percent while expanding opportunities for higher achieving students by 15 percent.</p>					
<p>To reduce the achievement gap between disadvantaged students and high achieving students while improving student achievement at all levels <b>Priority #1</b></p>	<p>Continue to offer extended learning opportunities for students in the areas of reading, writing, and mathematics across all grade levels, especially for students in the basic and below basic categories of the PSSA.</p> <p>Examine data sets related to PSSA testing areas, 4Sight testing, and student placement into more rigorous courses.</p> <p>Range students within courses so as to allow for greater access and attainment for all students.</p> <p>Provide rich curriculum and instruction for all students, appealing to all abilities through revisiting curriculum for rigor and monitoring teachers' use of differentiated instruction.</p>	<p>J. Lewis M. Katona R. Agretto</p>		<p>Ongoing</p>	

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<p><b>(Continued)</b>  <b>To reduce the achievement gap between disadvantaged students and high achieving students while improving student achievement at all levels</b></p> <p style="color: red; text-align: center;"><b>Priority #1</b></p>	<p>Place all students into Algebra I in their freshman year, distinguishing courses by the amount of scaffolding, rather than by the curricular content.</p> <p>Provide additional support for students not reading at grade level; implement Scholastic's System 44 in conjunction with Read 180.</p> <p>Sustain reading level gains for Reading Recovery students through more effective use of reading specialists and appropriate reading training for classroom teachers.</p> <p>Continue standards alignment.</p> <p>Ensure eligible content is embedded in math instruction.</p> <p>Continue to develop mandatory remedial courses in mathematics at the high school level and additional instruction at the middle school level in literacy and math.</p> <p>Conduct curriculum mapping where appropriate.</p> <p>Add Honors Algebra I to the grade 9 curriculum.</p> <p>Provide opportunity for students who excel in Math, beginning with the incorporation of a grade 6 accelerated math program, which will develop cohorts, to continue on an accelerated path.</p> <p>Meet the needs of gifted and talented learners by providing a challenging and enriching curriculum for our most able students to achieve at the advanced level of standards performance.</p> <p>Open more rigorous courses to a greater number of students by more actively promoting self-selection.</p>	<p>J. Lewis  M. Katona  R. Agretto</p>		<p>Ongoing</p>	

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<b>Premier Goal 3:</b> To move the district off the state Corrective Action status list.					
To move schools and subsequently the district off the state warning list and Corrective Action status list <span style="color: red;">Priority #1</span>	<p>Monitor classroom practices regarding the implementation of literacy across content areas in order to identify best practices.</p> <p>Support teachers in their efforts to incorporate literacy and math strategies within their subject areas.</p> <p>Continue to work on addressing eligible content in math and reading well in advance of PSSA administration.</p> <p>Identify and address the “root causes” of our status.</p>	J. Lewis M. Katona R. Agretto		Ongoing	
To focus on diversity and understanding differences among races, classes, ethnicities, and social choices <span style="color: red;">Priority #2</span>	Implement curriculum related to “No Place for Hate,” particularly regarding project-based learning across content areas.	Admin.		August 2008 - Ongoing	
To incorporate rigor, relevance, and relationship across all content areas <span style="color: red;">Priority #2</span>	<p>Increase by 20 percent the participation in the Advanced Placement (AP) and college level courses and test-takers from 2007-2008 levels.</p> <p>Provide necessary supports and information in order to have greater participation among 10th and 11th grade students in PSAT testing.</p>	J. Lewis M. Katona		June 2008 - Ongoing	
To use multiple data sources <span style="color: red;">Priority #2</span>	Continue to provide training for administrators and teachers on the appropriate use of Performance Tracker, and the 4Sight Members Center to monitor student progress in the acquisition of standards-based skills.	M. Katona R. Lutchter		June 2008-ongoing	

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<p><b>(Continued)</b>  <b>To use multiple data sources</b>  <span style="color: red;">Priority #2</span></p>	<p>Provide ongoing data analysis assistance for principals.</p> <p>Compile and use information from Learning Walks to inform professional development.</p> <p>Track the impact and cost effectiveness of the implementation of Reading Recovery, the reading redesign, READ 180, System 44, and other district-wide interventions currently in place.</p>	<p>M. Katona R. Lutchter</p>		<p>June 2008-ongoing</p>	
<p><b>To ensure alignment of all core curriculum, K-12, to the State Standards, and as appropriate, anchors and eligible content</b>  <span style="color: red;">Priority #2</span></p>	<p>Complete environmental curriculum for middle schools.</p> <p>Complete realignment for high school science.</p> <p>Revise existing science curriculum to prepare students for the PSSA science test.</p> <p>Revise social studies curriculum to match the scope and sequence.</p> <p>Develop grade-level district-wide assessments, which target the acquisition of social studies standards.</p> <p>Continue assessing mathematics, reading, and ELA curriculum to maintain alignment.</p> <p>Serve on NSF-funded LV STEM Project. Through Lehigh University, curricular enhancements in science technology and math will be developed and disseminated to regional schools.</p>	<p>M. Katona</p>		<p>Ongoing</p>	
<p><b>To explore International Baccalaureate (IB)</b>  <span style="color: red;">Priority #3</span></p>	<p>Investigate related literature.</p> <p>Contact and visit districts in which the curriculum has been implemented.</p> <p>Develop a task force as needed.</p>	<p>J. Lewis M. Katona</p>		<p>August 2008 – June 2009</p>	

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<p>To evaluate the Classrooms for the Future (CFF) initiative using the online tools from Metiri and the University of Virginia</p> <p style="color: red; text-align: right;"><b>Priority #3</b></p>	<p>Review utilization of laptop stations in both high schools.</p> <p>Increase professional development for teachers to use new technology in the classrooms.</p>	<p>R. Agretto R. Lucher</p>		<p>Ongoing</p>	

**GOAL 2: Teaching and Learning – Raise the level of effective teaching through a Professional Development Plan that focuses on identifying and using Best Practices.**

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<p><b>To provide appropriate professional development for teachers and administrators</b></p> <p style="color: red;">Priority #1</p>	<p>Provide ongoing professional development for use in the Secondary Literacy Toolkit and begin implementation for the Elementary Literacy Toolkit.</p> <p>Foster and promote literacy strategies through the implementation of the district's literacy framework throughout the district.</p> <p>Continue implementing Learning Walks and provide professional development aligned with needs resulting from the Learning Walks.</p> <p>Provide NISL training in the areas of Leadership in ELL and in Special Education.</p> <p>Provide all primary classroom teachers and reading specialists training in targeted reading interventions as we work toward instituting Response-to-Intervention (RtI) model.</p> <p>Continue to provide staff development in the area of integrating technology in all subject areas and grade levels in order to improve student performance.</p> <p>Increase BFLEX participation by five percent.</p> <p>Analyze classroom observation data from Teacher Performance Appraisal Plan domains for consideration in designing staff development opportunities.</p> <p>Align staff development sessions to Pennsylvania Department of Education (PDE) Act 48 Professional Education Plan Standards.</p> <p>Promote BFLEX opportunities closely aligned to specific needs and focus areas identified by the Act 48 professional education committee.</p>	<p>M. Katona R. Agretto T. Washington</p>		<p>June 2008-June 2010</p>	<p>Baseline from 2007-2008. Benchmark comparisons throughout the year.</p>

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.		STATUS	TIMELINE	MEASUREMENT
<p><b>To enhance Advanced Placement (AP) and develop Pre-Advance Placement offerings</b></p> <p style="text-align: right; color: red;"><b>Priority #2</b></p>	<p><b>Offer Language and Composition as an 11th grade English AP course beginning in the 2008-2009 school year.</b></p> <p><b>Offer Comparative Government AP course for 11th grade Global Studies in the 2009-2010 school year.</b></p> <p><b>Ensure all AP teachers are trained in the appropriate AP courses.</b></p> <p><b>Examine the AP vertical alignment process.</b></p> <p><b>Offer AP courses in the areas of biology, chemistry, environmental science, and physics. (start of 2010)</b></p>	<p>J. Lewis M. Katona R. Agretto</p>			<p>June 2008-August 2009</p>	
<p><b>To develop Professional Learning Communities (PLCs) and enhance Teacher Leadership</b></p> <p style="text-align: right; color: red;"><b>Priority #2</b></p>	<p><b>Foster and promote the development of Professional Learning Communities (PLCs) among teachers at all schools in the district.</b></p> <p><b>Encourage and support ongoing PLCs in all schools according to their focused areas of needs.</b></p> <p><b>Set up in-service opportunities that allow sharing of best practices among teachers.</b></p> <p><b>Use those trained in Reading Apprenticeship to work with teachers throughout their building.</b></p> <p><b>Have Reading Recovery trained teachers and reading specialists provide professional development opportunities for elementary classroom teachers to learn specific strategies to incorporate within their daily lessons in order to sustain gains made through Reading Recovery and other appropriate interventions.</b></p> <p><b>Incorporate additional READ 180 licenses where appropriate.</b></p> <p><b>Build on CFF Training in order to bring about a greater integration of technology into classrooms with classroom instruction.</b></p>	<p>J. Lewis M. Katona R. Lutchter</p>			<p>August 2008-Ongoing</p>	

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<p><b>To teach and exhibit tolerance and understanding of diversity</b>  <span style="color: red;">Priority #2</span></p>	<p><b>Provide staff development in the areas of dealing with differences and issues relating to poverty and its effects on education.</b></p>	<p>Admin.</p>		<p>August 2008-Ongoing</p>	

**GOAL 3: Building Capable Leaders – Create a cohort of instructional leaders where the principal and assistant principal are regarded as the academic leaders within their building.**

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<p><b>To develop leadership for inclusion that will create a culture of learning</b>  <b>Priority #1</b></p>	<p>Provide NISL training in Leadership for Special Education to secondary administrators.</p> <p>Conduct the Inclusion/Literacy Academy, including sessions for administrators.</p> <p>Promote an increase in inclusionary practices across the district by 10 percent.</p> <p>Develop leadership for inclusion</p> <p>Continue to work with special education staff to enhance the literacy and mathematics curriculum at all grade levels, which parallels the regular education curriculum.</p> <p>Expand the opportunities for regular teachers to co-teach with special education teachers throughout the district.</p>	<p>M. Katona R. Agretto</p>		<p>July 2008 – Ongoing</p>	
<p><b>To use data driven decision making</b>  <b>Priority #1</b></p>	<p>Provide training on the Response-to-Intervention (Rtl) model for elementary administrators.</p> <p>Pilot a Response-to-Intervention (Rtl) model in selected elementary schools.</p> <p>Provide teachers and principals data to meet the instructional needs of all subpopulations through Performance Tracker and the Member Center.</p> <p>Design school improvement plans based on essential data.</p>	<p>R. Agretto R. Lutchter</p>		<p>June 2008 - Ongoing</p>	
<p><b>To support leadership for Differentiated Instruction</b>  <b>Priority #2</b></p>	<p>Foster and promote the use of differentiated instructional strategies in all classrooms.</p> <p>Provide ongoing support for teachers and administrators in using differentiated instruction.</p>	<p>M. Katona</p>		<p>August 2008 – Ongoing</p>	

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<p>To develop administrative teams who will create and lead Professional Learning Communities (PLCs)  <span style="color: red;">Priority #2</span></p>	<p>Redesign monthly Curriculum Committee meetings to be reflective of the PLC philosophy.</p>	<p>M. Katona</p>		<p>September 2008-Ongoing</p>	

**GOAL 4: Artful Use of Infrastructure – Improve the district’s financial situation while implementing a complete and comprehensive Strategic Plan.**

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.	STATUS	TIMELINE	MEASUREMENT
<p><b>Premier Goal 4:</b> To monitor the district budget and under spend the budget by one percent in an effort to rebuild the district's financial health.</p>					
<p>To monitor the district budget <span style="color: red;">Priority #1</span></p>	<p>Oversee the current budget and keep the board apprised of the status of the budget through fiscal updates at monthly Board Finance Committee Meetings.</p> <p>Prepare the 2009-2010 Budget.</p> <p><u>Staffing</u> Maintain consistent staffing of all programs by providing appropriate and efficient staffing alignment for all district programs and grade levels.</p> <p>Review staffing assignments and work demands for the purpose of determining appropriate levels of staffing at every department. Successful implementation of this objective may require adding staff, reducing staff, shifting staff to other departments, outsourcing activities when determined to be cost effective, and discovering technologies that may improve efficiencies and implement those technologies.</p> <p>Collaborate with the administrative team on identifying an organizational structure that promotes rapid and appropriate responses, provides necessary managerial oversight, and encourages continuous personal and organizational improvement.</p> <p><u>Enrollment</u> Continue to monitor survivorship ratios and forecasting figures for projected enrollment numbers in district programs.</p>	<p>J. Lewis S. Majewski T. Washington</p>		<p>Ongoing</p>	

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<p>(Continued)  <b>To monitor the district budget</b>  <span style="color: red;">Priority #1</span></p>	<p><u><b>Negotiations</b></u>                      Effectively negotiate contracts and agreements for labor divisions seamlessly with no disruption of service by identifying bargaining unit contractual language that discourages or prevents optimal operational productivity and strive to remove or modify that language during contract negotiations.</p>	<p>J. Lewis                      S. Majewski                      T. Washington</p>		<p>Ongoing</p>	
<p><b>To build the district’s Strategic Plan</b>  <span style="color: red;">Priority #1</span></p>	<p><b>Finalize the Strategic Planning process</b> through subcommittees for a new plan for 2008 forward.</p>	<p>Cabinet</p>		<p>September 30, 2008</p>	
<p><b>To evaluate the Capital Improvement Plan</b>  <span style="color: red;">Priority #3</span></p>	<p>Continue discussions on facility needs with specific emphasis on Nitschmann Middle School, and the elementary buildings status and need.</p> <p><u><b>Nitschmann Middle School</b></u>                      Site location determination – renovate old Nitschmann Middle School, or build on current site.</p> <p>Financing requirements assessed and debt timing explored for the Nitschmann Middle School Project, as well as calculating financial impact to the district.</p> <p><u><b>Liberty High School</b></u>                      Monitor the completion of the Liberty High School Construction Project.</p> <p>Coordinate PlanCon activities with district engineer.</p> <p>Coordinate furniture acquisition for Liberty project.</p> <p>Coordinate building moves with construction phases.</p>	<p>J. Lewis                      S. Majewski                      S. Gilliland</p>		<p>Ongoing</p>	

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<p>(Continued)  <b>To evaluate the Capital Improvement Plan</b>  <span style="color: red;">Priority #3</span></p>	<p>Work with Liberty administration and construction manager to coordinate construction activities on the Liberty Commons first floor with scheduled building activities and operations.</p> <p><u>Broughal Middle School</u>                      Monitor the Broughal Middle School Construction Project.</p> <p>Coordinate PlanCon activities with district engineer.</p> <p>Coordinate furniture acquisition for Broughal projects.</p> <p>Coordinate building moves with construction phases.</p> <p>Coordinate Broughal construction activities with anticipated dental room grant in cooperation with St. Luke’s Hospital.</p> <p>Facilitate purchase of Broughal Planetarium equipment.</p> <p>Assess and address additional building square footage and make recommendations for custodial staff allocations.</p>	<p>J. Lewis                      S. Majewski                      S. Gilliland</p>		<p>Ongoing</p>	

**GOAL 5: School Safety** – Create a safe environment in all schools to address not only facility security and student decorum, but also an environment of tolerance and understanding amongst all stakeholders.

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OBJECTIVES	TARGETS/ACTIVITIES	ADMIN.		STATUS	TIMELINE	MEASUREMENT
<p><b>Premier Goal 5:</b> To create a safe school culture through consistent application of the Student Code of Conduct as measured through an analysis of Level III and Level IV infractions, and through pre and post qualitative data such as teacher, parent, and student surveys.</p>						
<p><b>To improve consistency of the Student Code of Conduct</b> <span style="color: red;">Priority #1</span></p>	<p>Continue to meet with the local district justices to strengthen the process of enforcing the compulsory school attendance laws. Secure an agreement to block in time for attendance hearings to speed up the process.</p> <p>Continue services from Valley Youth House to offer as truancy interventions.</p> <p>Conduct annual evaluation review of the Student Code of Conduct with recommendations, revisions, and updates.</p> <p>Continue staff training on the thorough and consistent implementation of the Student Code of Conduct.</p> <p>Review policies and update them as necessary with discussions with the board and board approval.</p> <p><b>PBIS</b> Continue implementation of Positive Behavioral Intervention Strategies (PBIS) in our high schools in an effort to reduce violent and aggressive exchanges.</p>	D. Donaher			Ongoing	
<p><b>To provide diversity training in “No Place for Hate”</b> <span style="color: red;">Priority #1</span></p>	<p>Continue to work with the Superintendent’s Advisory Committee on Diversity to expand the current members by including key members in the community.</p>	J. Lewis T. Washington D. Donaher			June 2008-June 2009	

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<p>(Continued)  <b>To provide diversity training in “No Place for Hate”</b>  <span style="color: red; font-weight: bold;">Priority #1</span></p>	<p>Continue to work with the Colonial Intermediate Unit 20 School Diversity Committee in the planning of workshops.</p> <p>Conduct sessions with the Administrative/Supervisory group on diversity in the schools, and implement “No Place for Hate” Program throughout the district for the 2008-2009 school year.</p>	<p>J. Lewis                      T. Washington                      D. Donaher</p>		<p>June 2008-June 2009</p>	

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<p><b>To hold an annual review of facility security</b></p> <p style="color: red; margin-left: 100px;"><b>Priority #2</b></p>	<p><b>District Facilities</b> Initiate, revise, and revitalize the district's current recycling program to enhance district-wide participation in compliance with the December 11, 2006, Climate Protection Agreement initiated between the Bethlehem Area School District, and the Alliance for Sustainable Communities.</p> <p>Conduct building level visitations with all principals to verify required emergency preparedness planning and complete a building risk analysis survey.</p> <p>Continue emergency management planning with the district Emergency Management Committee.</p> <p>Participate in the monthly emergency management meetings sponsored by IU 20 Emergency Management Consortium.</p> <p>Promote staff awareness and preparedness through training exercises with district administration, local emergency responders, and related state and federal agencies.</p> <p>Promote parent awareness of security and emergency preparedness with building level presentations.</p> <p>Implement web-based facility management software to manage lease requests, building event schedules, invoicing, and enable data exchange for enhanced energy management capabilities.</p> <p>Maintain existing physical technology infrastructure by revising the Acceptable Use Policy (AUP) Driver's License, developing a procedure for the storage and retrieval of electronic information, and implement a system for the storage and efficient retrieval of electronic information.</p>	<p>S. Gilliland R. Lutcher</p>		<p>August 2008-Ongoing</p>	

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<p><b>To create a safe school culture</b>  <b>Priority #2</b></p>	<p><b>Implement an electronic system for notification to parents/guardians of school emergency situations.</b></p> <p><b>Expand access of the Parent Portal to include all schools within the district.</b></p> <p><b>Utilize an emergency calling system to improve communication with parents and staff.</b></p> <p><b>Implement ParentLink and provide training to administrators.</b></p>	<p>J. Lewis R. Lutcher</p>			<p>Ongoing</p>	