

## Roadmap 3.0 to Educational Excellence



September 2015

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## **Strategic Initiatives**

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### **Context**

The Bethlehem Area School District's *Roadmap 3.0 to Educational Excellence--One Child at a Time* provides a framework for excellence that guides our mission to educate the whole child. The current 3.0 version of the *Roadmap* recognizes that educational excellence is achieved *through* equitable access to learning opportunities for all students. We define access as providing each student what he or she needs to be successful, understanding that each child has different strengths and needs. *Roadmap 3.0* also informs strategic initiatives and five-year goals in the District's various departments. *Roadmap 3.0* guides the improvement efforts of the District and each of its schools by providing the overall academic design (core learning, stretch learning, student engagement, personal skill development), common language, and program focus. *Roadmap 3.0* also provides the framework for our newly launched *Excellence through Equity* strategic planning process.

### **Mission Statement**

The Bethlehem Area School District in partnership with the home and community is committed to providing a safe and supportive environment in which each student will attain the knowledge, skills, and attitudes necessary to become a productive citizen and lifelong learner in our technologically demanding and culturally diverse society.

### **Purpose**

Eliminate race and family income as predictors of school success by guaranteeing equitable access to opportunities for learning and growth.

### **Strategic Initiatives**

A strategic initiative is a “multiplier” that significantly increases the capacity of the District and enhances the probability of accomplishing our mission and goals. A single strategic initiative improves organizational performance across several *Roadmap 3.0* goals. Each of BASD's core departments' (Educational Programs, Information Technology Operations, Facilities/Transportation, Human Resources, and Finance) strategic initiatives are described below.

## **Educational Programs - Strategic Initiatives**

Establish community partnerships, implement and monitor Full-Day Kindergarten, and provide more effective literacy instruction and intervention so that all BASD students have secure reading skills at the end of Grade 3.

Expand the whole child focus by offering more relevant and effective core learning, stretch learning, engagement, and personal skill development experiences for each BASD student.

Increase the amount and quality of real world, problem-based learning at all levels, with an emphasis on community-based experiences, blended learning, content creation, and authentic use of Web-based tools.

Transition BASD academics from its traditional focus upon standardized curriculum and assessment to a more personalized learning approach that is more rigorous and relevant for students.

*Roadmap 3.0* includes ten contributing frameworks that support increased personalization of the academic program and enhanced connections among students, schools, and the community. The ten frameworks that support core learning, stretch learning, student engagement, and personal skill development are:

- Pennsylvania Common Core Standards
- Response to Instruction & Intervention (RtII)
- Comprehensive Literacy/Reading Apprenticeship
- Personalization: Career Pathways/Problem-Based Learning
- Advanced Placement Equity & Excellence
- United Way Community Schools
- Restorative Practices
- Leader in Me
- No Place for Hate

## **Information Technology Operations - Strategic Initiatives**

Continue to develop and mature IT Governance practices to ensure consistency and efficient delivery of information systems and technology services throughout the District.

Develop a digital “hub” to enable the centralized access of all e-learning and administrative computing resources throughout the District.

Develop a consistent brand for delivery of public-facing web content and services, including integration with social media platforms and other third-party services.

Develop a district electronic asset sustainability program to ensure the regular and timely refresh of computing equipment across all grade levels and schools.

Identify both primary and secondary data sources across all systems and implement appropriate business intelligence tools to provide a consistent resource for District and school-level decision making.

## **Human Resources - Strategic Initiatives**

Maximize the contribution and satisfaction of District human resources through continued refinement of the organizational design in support of the *Roadmap 3.0*. Along with clear organizational roles, an effective job placement process and work environment encourages and rewards discretionary effort, resulting in a win-win culture.

Build and sustain a positive work climate and positive employee relations through decreased bureaucracy and manufactured complexity. Employees who understand and support organizational vision, mission and departmental goals how they contribute to them are more productive.

Develop leadership capacity throughout the District with knowledgeable, well-trained and confident employees at all levels who understand the scope and limits of their roles are able to get more done in less time and with minimal supervision.

## **Facilities and Transportation - Strategic Initiatives**

Foster a culture of conservation District wide leading to multiplier effects that benefit both educational and financial goals of the District. Conservation efforts over the last 5 years have led to impressive energy and budget savings across the District to the tune of over \$5 million that has gone directly back to the District's bottom line.

Drive out inefficiency within transportation operations, making sure students are delivered safely, on-time and ready to learn every day.

Improve cleanliness of the learning environment to have a direct impact on the success of *Roadmap 3.0*. Studies show strong correlation between cleanliness and student achievement so continued improvement in this area is critical to achieving the educational goals of the District.

Foster a culture of safety for all District staff and students by ensuring both the physical environment and educational environments are safe for staff and students.

Build a 21<sup>st</sup> century learning environment for Nitschmann Middle School to meet the educational needs of West Bethlehem students for the next 50 years as well as to attract students to the quality educational programs and facilities of the Bethlehem Area School District.

## **Finance - Strategic Initiatives**

Provide adequate financial resources to support the *Roadmap 3.0* initiatives. While we continue to advocate for adequate public school funding at the state and federal level, we continue to identify efficiencies that improve productivity and cost savings that can be redirected to support student programs.

Provide training for all support staff in computer software applications to build capacity with the goal of improved efficiency in daily tasks thereby allowing greater analytical competency and output with increased accuracy in all areas.

Maintain a data repository for commonly used District wide data to provide timely and accurate reporting of information for both internal and external audiences. This repository will allow for factual information to be easily available at all times when speaking with community leaders, state officials, parents, students and community partners.

## **District Goals 2015-2016:**

1. **Excellence through Equity** - The Excellence through Equity Task Force will develop and present to the board actions designed to increase equity for all students. Equity is defined as a commitment to ensure that every student receives what he or she needs to succeed.
2. **Core Learning** - BASD will implement Year One in its comprehensive plan to have all students secure in their reading skills by the end of Grade 3. Specific focus will be given to the principals' literacy leadership and the literacy goals for full-day kindergarten.
3. **Stretch Learning** - Demonstrate growth in the *Advanced Placement Equity and Excellence Index*. More BASD students will successfully complete Project Lead The Way courses, community-supported educational programs, and dual enrollment courses.
4. **Student Engagement** - Demonstrate improvement in perceptions of school climate as measured by the BASD annual School Improvement survey.
5. **Personal Skill Development** - Demonstrate continued expansion of the implementation of *The Leader in Me* and *Restorative Practices* as district schools.
6. **Facilities** - Continue work on the Nitschmann Middle School Project on time and within budget.
7. **Finance** - Maintain the District's financial integrity by maintaining a fund balance in the range of 5% - 8% of the total District budget.