



Roadmap 4.0 to Educational Excellence



September 2016

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Strategic Initiatives

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Context

The Bethlehem Area School District's *Roadmap 4.0 to Educational Excellence--One Child at a Time* provides a framework for excellence that guides our mission to educate the whole child. The current 4.0 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 4.0* also informs strategic initiatives and five-year goals in the District's various departments. *Roadmap 4.0* 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 4.0* also provides the framework for our *Excellence through Equity* strategic implementation.

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 self-directed, 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 personalized 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 4.0* 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

Roadmap 4.0 includes eight contributing frameworks that support increased personalization of the academic program and enhanced connections among students, schools, and the community. The eight frameworks that support core learning, stretch learning, student engagement, and personal skill development are:

- Comprehensive Literacy Plan
- Career Pathways
- Personalized Learning
- Advanced Placement Equity & Excellence
- United Way Community Schools
- Restorative Practices
- Leader in Me
- No Place for Hate

The Educational Programs Office, under the direction of the Assistant Superintendent & Chief Academic Officer will lead the following strategic initiatives:

Provide more effective and consistent literacy instruction and intervention so that all BASD students have proficient reading skills at the end of Grade 3.

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

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

Expand the BASD career pathways program to include: personal goal setting, expanded career exploration, a wider range of academic offerings, more school-community partnerships, expanded mentorships and job shadows, and enhanced dual enrollment opportunities.

Improve the *Advanced Placement Equity and Excellence Index* at both Liberty High School and Freedom High School.

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 both the contribution and satisfaction of the District’s human resources through continuing organizational development in support of *Roadmap 4.0*.

Specifically, this includes:

- On-going refinement of organizational design with department and individual role clarity;
- Alignment of departmental goals and individual roles with organizational mission;
- Job selection and placement processes which result in hiring, promoting and developing the best staff available;
- Continuous development of a fair and positive work environment that encourages and rewards discretionary effort.
- Internal systems that support productivity and decrease bureaucracy and manufactured complexity.

Build and sustain a positive work climate through proactive labor and employee relations and communications. Employees who understand and support organizational vision, mission and departmental goals and 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, possibilities and limits of their roles and are able to get more done in less time and with minimal supervision.

Update district policies to reflect current legal requirements and district mission and standards.

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 several years have generated impressive energy and budget savings that have been returned directly to the District's bottom line.

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

Improve cleanliness of the learning environment to directly support Roadmap 4.0. Studies show a 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 and educational environments are safe for staff and students.

Build a 21st 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 4.0 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 professional development and technical training for all support staff 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.

Expand the availability of financial information in public documents for improved public transparency that is endorsed by professional credentialing certifying our alignment to best practices.

District Goals 2016-2017:

1. **Excellence through Equity** – Execute action plans that:
 - Establish an Equity Data Dashboard
 - Conduct a Guidance Services Program Evaluation
 - Create a new Framework for Citizenship/Code of Conduct
 - Implement transportation recommendations
 - Establish a K-12 Transition Protocol
 - Create and execute a Talent Development Plan
 - Create a new Professional Learning Plan
 - Establish Customer Service Plans/Welcome Card Technology

2. **Core Learning** – Continue implementation of the comprehensive plan to have all students secure in their reading skills by the end of Grade 3. Specific focus will be given to training Kindergarten teachers and implementing a new core reading program.

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** - Complete construction of the new Nitschmann Middle School on time and within budget.

7. **Finance** – Continue the District’s financial integrity by maintaining a strong financial rating, a fund balance in the range of 5% - 8% of the total District budget and transparency in financial matters.