



Roadmap to Educational Excellence – Strategic Initiatives 2017 -2018



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.



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.



Strategic Initiatives - Superintendent

- **Communications & Marketing**
 - Metric: Implement the BASD Marketing Plan
 - Metric: Increase BASD student enrollment/Reduce losses to charters
- **Advocacy**
 - Metric: Number of parents completing Parent Advocacy Training
 - Metric: Increased involvement in state & national policy opportunities
- **Excellence Through Equity**
 - Metric: Completing ETE Action Plans
- **Collective Impact & Community Partnerships**
 - Metric: Number and quality of strategic plans w/ partners (arts, reading, community schools, health services, parent job training, etc.)



Strategic Initiatives - BASD Education Programs

- **ELEMENTARY (in addition to ESSA measures)**

Each student will read at grade level by the end of Grade 3.

- DIBELS Annual End-of-Year Composite Score (success at grade level)
- Grade 3 Reading Proficiency on the 2020 PSSA
- Grade 3 & 4 Reading Proficiency on the 2021 PSSA
- Grade 3, 4, and 5 Reading Proficiency on the 2022 PSSA



- **SECONDARY (in addition to ESSA measures)**

Each student will learn and grow in a personalized manner. He/She will navigate a *BASD Career Pathway* as to be ready for a college or a career upon graduation (achieve at least one of the following).

- Pass All 3 Keystone Exams
- Complete a 4-year signature program in a BASD Pathway
- Score a 3+ on an AP Exam
- Earn a B- or better on a Dual Enrollment Course at a local university
- Pass a NOCTI Exam
- Complete a 30-hour, pathway-specific job shadow or internship



Strategic Initiatives - Information Services Department

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

Metric measure:

- Reports of service desk ticket turnaround time



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



Metric measure:

- Usage report by Application

Strategic Initiatives - Information Services Department (cont.)

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

- Metric measure:
 - Sources of Incoming Traffic



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

- Metric measure:
 - Device Age Reports



Strategic Initiatives - Information Services Department (cont.)

- 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.

- Metric measure:
 - Data Source Usage Report



Strategic Initiatives - Human Resources

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

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.



Human Resources Metrics

Labor/Employee Relations

- Grievances
- EEO Charges
- Employee Turnover
- Status of CBA's



Staffing & Employment

- Applicant Pools – Numbers and Quality
- Vacancies/New Hires by Labor Group
- Number of Educators Fully Certified
- Substitute Fill Rates
- Number of Student Teaching Assignments



Employee Benefits

- Trends
- Workers Compensation Claims

Employee Benefits – Why Work for Us?



Human Resources Metrics (cont.)

Student Enrollment

- BASD Population By School/Trends
- Charter School Enrollment
- Fraudulent Residency Investigations



Strategic Initiatives - Facilities & Transportation

- Foster a Culture of **Conservation**
 - Metric: Energy intensity – KBtu/SF
- Improve Transportation **Efficiency**
 - Metric: Cost Per Mile
- Improve **Cleanliness**
 - Metric: SPP – Sanitary Performance Profile
 - Metric: Percentage of Work Completed in 7 Days
- Foster a Culture of **Safety**
 - Metric: Worker Comp Claims By Cost/Type
- Complete Nitschmann Middle School Project
 - Metric: “On Time, Within Budget”



Strategic Initiatives-Business & Finance

Initiative #1:
Personnel
Development &
Process
Improvement

Upgrade Financial,
Payroll & Personnel
Accounting Systems



Initiative #2:

Expand the availability of financial
information in public documents for
improved public transparency

Prepare a
Comprehensive
Annual Financial
Report



Prepare Meritorious
Budget Submission

