

CHESTER COUNTY BOARD OF EDUCATION

FIVE-YEAR IMPROVEMENT PLAN

2018-2023

Revised May 23, 2019

**Chester County Board Of
Education Five-Year
Improvement Plan 2018-2023**

Mission Statement: To be the best school district in the state and nation by empowering all students to excel academically and socially.

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

Beliefs:

1. Every decision made every day should maximize student benefit by ensuring that all students learn at high levels.
2. All stakeholders hold high expectations of learning for all students.
3. Continuous improvement in planning, delivery, and evaluation of all services is expected.
4. Educators should be excited about their job and proactive in developing their professional capacities to provide the best possible education for all students.
5. Students should accept personal responsibility for their behavior and ownership of their academic progress.
6. Students should practice creative thinking and problem solving based on instructional planning and presentation by Chester County educators.
7. Students should be encouraged to participate in extracurricular activities.
8. Students should be in regular attendance.
9. Students should develop a vision of responsibility to contribute to the welfare of our community and country based on instructional planning and presentation by Chester County educators.
10. Students should graduate Chester County Schools prepared to complete a post-secondary certification, degree, or to immediately become a productive member of the workforce.
11. Our community stakeholders, families, students and staff 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 (2018-2023). The Board expects the school system to align district and school improvement plans toward the following goals and 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 support personnel will meet all state/licensure requirements and be highly effective as measurable by quantitative and qualitative measures.*

- **S-1** The Chester County School district will conduct joint interviews with the Superintendent, principals, and supervisors and verify the qualifications of prospective professional personnel.
- **S-2** Chester County School leaders will solicit assistance from colleges and universities in seeking qualified professional applicants.
- **S-3** Chester County School leaders will solicit input from cooperating teachers as to the skills/abilities of prospective teachers who have served as student teachers in the system.
- **S-4** Chester County School leaders will provide feedback to colleges and universities to improve the educator preparatory programs of study.
- **S-5** Chester County School leaders will attend university job fairs in order to attract educator job applicants.
- **S-6** The Chester County School district will post job openings and vacancies throughout the system, on the system website and other communication means available.
- **S-7** The Chester County School district will recruit high quality educators that better align to educator and community demographics.

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

- **S-1** The Chester County School district will conduct orientation sessions for all new educators annually.
- **S-2** All personnel will be provided an employee handbook.
- **S-3** The Chester County School district will provide in-service training and staff development for all educator personnel based on analysis of data and district/school

strategic improvement plan(s).

- **S-4** Chester County School leaders will evaluate all certified personnel annually and provide specific actionable feedback for their continual improvement.
- **S-5** Chester County School leaders will provide mentors to train and assist all new educators to the system and other certified personnel as needed.
- **S-6** Chester County School leaders will implement the TEAM model with fidelity including ongoing training for evaluators.
- **S-7** Chester County School leaders will build the capacity all teachers on the TEAM model with individualized plans as needed.

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

- **S-1** The Chester County School district will continue to upgrade salaries and benefits.
- **S-2** The Chester County School district will utilize a differentiated salary plan for professional educators that provide salary base increases and bonuses based on quantitative and qualitative measures based on student learning.
- **S-3** The Chester County School district will provide release time for personnel to participate in workshops, conferences, etc.
- **S-4** The Chester County School district will provide recognition for outstanding performance in the form of letters of commendation, certificates, and awards.
- **S-5** The Chester County School district will provide a forum for faculty input through the Faculty Advisory Committee in each school.

Goal II. Improve Student Academic Achievement and Progress.

Objective 1: *All students will master current curriculum standards and enter the next level ready for rigorous study or to enter the workforce.*

- **S-1** Educators will implement in planning and instruction current curriculum standards in reading, language arts, mathematics, science and social studies.
- **S-2** Educators will 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** Chester County School leaders will review, revise, and update district/school improvement plans annually using current student data.
- **S-4** Educators will provide research-based intervention for students who have difficulty meeting the learning targets of curriculum standards with an emphasis on

closing subgroup achievement gaps.

- **S-5** Educators will provide intervention services to identified students to help them succeed with their peers in the general curriculum.
- **S-6** Chester County School leaders will provide Kindergarten readiness programs for those students scoring in the bottom quartile on an approved, competency assessment.
- **S-7** Require third graders performing at the Below level to attend an extended school year program. (Excluding students successfully completing IEPs.)
- **S-8** Chester County School leaders will increase opportunities for students to enroll in dual enrollment/credit with higher education, technical preparation programs, and/or advanced placement courses. By 2019-2020, a majority of graduates will earn a post-secondary certificate, diploma or degree.
- **S-9** Chester County High School educators will 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 2: *All students will meet or exceed the achievement and growth measures recommended by the State Department of Education for each subgroup.*

- **S-1** Chester County School leaders will review assessment data continuously to determine areas to strengthen.
- **S-2** Chester County School leaders will use partnerships with business, industry, postsecondary, and the community to help teachers and students connect knowledge with application.
- **S-3** Chester County School leaders will provide teacher training on the use of assessment data for instructional improvement.
- **S-4** Chester County School leaders will provide extended day services, as resources are available, for at-risk students with an emphasis on those in subgroups with achievement gaps.
- **S-5** Provide transportation, as resources are available, 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 and student chronic absenteeism.*

- **S-1** Chester County School leaders will maintain updated student handbooks and

provide access to all stakeholders of the student handbooks.

- **S-2** Chester County School leaders will provide orientation to each student at the beginning of each school year.
- **S-3** Chester County School leaders will provide incentives to reward appropriate behavior using research-based interventions as models.
- **S-4** Chester County School leaders will develop and implement behavioral plans for those students who do not demonstrate appropriate behavior.
- **S-5** Chester County School leaders will provide training to teachers, staff, and other appropriate stakeholders on the implementation of research-based strategies and best practices for addressing student truancy, challenging student behaviors, and mental health disorders.
- **S-6** Chester County School leaders will provide additional counseling/mentoring or referrals for students as needed.
- **S-7** Chester County School leaders will encourage educators to cultivate positive and appropriate relationships with all students.
- **S-8** Chester County School leaders will 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** Chester County School leaders will provide activities and coursework for students regarding career awareness and exploration.
- **S-2** Chester County School leaders will share achievement data with students and assist them in setting realistic short and long-term academic goals.
- **S-3** Chester County School leaders will assist eighth grade students in developing and implementing programs of study, reviewing plans annually in grades 9-12.
- **S-4** Chester County School leaders will provide opportunities for student participation in a diverse array of extra-curricular 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** Chester County School leaders will administer surveys to determine student interests.

- **S-2** Chester County School leaders will provide opportunities for parent/community input through surveys and meetings.
- **S-3** Chester County School leaders will consider student data for adding/deleting programs.
- **S-4** Chester County School leaders will implement programs that address student needs.
- **S-5** Chester County School leaders will evaluate and upgrade programs as needed.

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

***Objective 1:** The attendance rate of students will be at least 95% in all grades each year.*

- **S-1** Chester County School leaders will provide student recognition periodically including certificates for perfect attendance each year.

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

- **S-1** Chester County School leaders will consistently implement a plan to communicate student progress to parents at a minimum of every four and one half weeks.
- **S-2** Chester County School leaders will, as resources are available, provide extended day programs and summer school.
- **S-3** Chester County School leaders will provide parent-engagement programs which encourage direct parental support of high student achievement and growth of learning.
- **S-4** Chester County School leaders will communicate with parents by telephone, email, or additional parent-teacher conferences when students are determined to be at-risk.

***Objective 3:** The graduation rate for fourth year high school students will meet or exceed 95%.*

- **S-1** Chester County School leaders will provide counseling to at-risk students through the counseling department and other available resources.
- **S-2** Chester County School leaders will, as resources are available, provide extended day programs, summer school remediation, and remediation time during the school day for those at-risk students.
- **S-3** Chester County School leaders will expand dual enrollment/credit and online course opportunities for students to earn early, post-secondary credits.

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** The Chester County School district will provide each student and teacher access to current instructional technology.
- **S-2** The Chester County School district will provide students and teachers with adequate Internet access that will allow for learning opportunities inside and outside the classroom.

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

- **S-1** The Chester County School district will use the system-wide technology team to provide training.
- **S-2** The Chester County School district will send specific technology leaders to technology conferences and workshops.

Objective 3: The Chester County School district will utilize technology to improve communication and efficiency.

- **S-1** The Chester County School district will use electronic communication tools as methods of communicating with system-wide students, parents, stakeholders and personnel.
- **S-2** The Chester County School district will maintain an up-to-date district website @ <http://www.chestercountyschools.org/>
- **S-3** As permissible with FERPA law, The Chester County School district will use electronic transfer to send reports, documents, and surveys.

Objective 4: The Chester County School district will maintain vigilance to protect students from inappropriate use and content related to technology.

- **S-1** The Chester County School district will establish and maintain online usage agreements to be signed by all students and employees who have access to the

internet through the schools.

- **S-2** The Chester County School district will inform all users (students and employees) of school policies and appropriate use of school internet access.
- **S-3** Chester County School leaders will aggressively investigate when inappropriate school related internet activities are suspected and follow-up with appropriate actions.
- **S-4** The Chester County School district will contract with professional sources to provide internet security.

Goal VII. Provide a Safe and Healthy Environmen

***Objective 1:** Chester County School leaders will coordinate efforts to ensure that all students are educated in an environment that is safe, healthy, and conducive to learning.*

- **S-1** The Chester County School district will continue the Coordinated School Health Program to positively impact the health and wellness of all school stakeholders.
- **S-2** The Chester County School district will review and update the School Health Index annually.
- **S-3** The Chester County School district will train and regularly re-certify key individuals on appropriate student restraint and isolation methods.
- **S-5** Chester County School leaders will review, revise and practice the school safety plan on a regular basis.
- **S-6** Chester County School leaders will coordinate with government and community agencies to ensure safety of all students in times of natural disaster and other public emergencies.
- **S-7** Chester County School leaders will utilize mass communication systems to communicate with parents, staff and students in emergency situations.
- **S-8** The Chester County School district will provide alternative education programs for students with chronic behavioral problems and violent offenses.
- **S-9** Chester County School leaders will implement educational and awareness programs for the prevention of bullying, harassment, self harm, and youth suicide.

***Objective 2:** Chester County School leaders will improve access for all students and staff to school health services.*

- **S-1** The Chester County School district will implement procedures for health care and medications in all schools supervised and evaluated by the school nurse.

- **S-2** The Chester County School district will implement infectious disease plan.
- **S-3** The Chester County School district will offer hepatitis B and influenza vaccines to staff.
- **S-4** The Chester County School district will provide training and updates to staff on health related issues.
- **S-5** The Chester County School district will 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 Chester County School district will develop a comprehensive maintenance program.*

- **S-1** The Chester County School district will provide adequate maintenance personnel and funds.
- **S-2** Chester County School leaders will attend to maintenance requests promptly.
- **S-3** The Chester County School district will establish a preventive maintenance program.

***Objective 2:** The Chester County School district will develop a plan that will provide for a clean and safe school environment.*

- **S-1** The Chester County School district will 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** The Chester County School district will train janitorial and maintenance on new products and procedures.
- **S-4** Chester County School leaders will update and practice school safety plans annually.
- **S-5** Chester County School leaders will maintain a plan to monitor janitorial services.

***Objective 3:** Chester County School leaders will provide facilities that meet the needs of students.*

- **S-1** Chester County School leaders will collect input on needs and upgrades from various sources.

- **S-2** Chester County School leaders will evaluate facilities on an ongoing basis.
- **S-3** The Chester County School district will provide funds for upgrades as needed.

Goal IX. Promote Parent and Community Engagement in Education Programs

Objective 1: Chester County School leaders will establish an information network.

- **S-1** Chester County School leaders will send information to parents by the students.
- **S-2** Chester County School leaders will publish school news in the local paper and on district website: <http://www.chestercountyschools.org/>
- **S-3** Chester County School leaders will use mass communication systems to provide information that warrants immediate dissemination.
- **S-4** Chester County School leaders will disseminate information through parent involvement programs, PTO, and parent-teacher conferences.
- **S-5** Chester County School leaders will conduct open forums for collecting parent and community input on various issues.
- **S-6** Chester County School leaders will establish partnerships between schools and business/industry.
- **S-7** Chester County School leaders will conduct parent/community/student surveys to assist with the planning and implementation of educational programs.
- **S-8** Chester County School leaders will inform the public that the system wide website is a source for communication and information @ <http://www.chestercountyschools.org/>
- **S-9** Chester County School leaders will encourage stakeholders to participate on advisory boards, committees, and various other areas of school improvement planning.