

Reading School District
2015 – 2020 Strategic Plan Summary
April 2015

Safe Schools

GOAL	All students and staff report a welcoming, respectful, and safe learning environment where everybody feels honored and connected.
Targets	The reduction in school discipline referrals between 2015 and 2020 The reduction in school discipline incidents between 2015 and 2020 The reduction in serious school discipline incidents between 2015 and 2020 Reading School District teachers and students are at or above the national average for feeling safe at school (currently 88 percent nationwide)
2015 – 2016 Action Steps	Implement the OLWEUS bullying prevention pilot and determine how it will be used in the future. Conduct <i>Safe Schools</i> online training for all staff. Conduct a School Climate Survey on school safety. Update our Code of Conduct Handbook, to include staff roles and responsibilities, and communicate it to all District personnel. Redevelop and implement crisis intervention teams to respond to and support students who have serious behavior problems. Evaluate the School Police Officer (SPO) model within the District. Continue to build relationships with local law enforcement agencies to explore resources to maintain a safe school environment. Update our Memorandum of Understanding with local police. Implement professional development for cultural competency and develop strategies to improve school and classroom positive interactions to maximize instruction, student achievement, and stakeholders' engagement.

Academics

GOAL	To implement a common curriculum, based on high standards and evidence-based pedagogy, across the District that closes the achievement gap throughout our schools and student populations while adequately preparing students for college and career opportunities.
Targets	Percent attendance/participation (the target is 95 percent) Percent of graduation or promotion grade Percent of third grade students reading at grade level Percent of high school students taking AP or advanced courses Percent of students scoring three or higher on AP courses Percent of students scoring proficient or advanced on state assessments

Percent of closing of the student achievement gap (over six years)

Percent of closing the achievement gap for historically underperforming students (over six years)

**2015 – 2016
Action Steps**

Implement our new K through 8 curriculum.

Provide the professional support our faculty needs to fully deploy our written curriculum in grades K-7.

Educate our principals to understand how to integrate our ELL population into our academic culture and climate.

Develop a “firm” schedule for rolling out our new curriculum. (Start with Middle School.)

Implement the Multi-tiered Support System (MTSS).

Identify programs for nontraditional students.

Implement culturally responsible teaching.

Increase career awareness and planning.

Communication/Engagement

GOAL We deliver effective and timely communication and information to all District stakeholders and we effectively tell our story of success. Our community now knows how much the District contributes to it.

Targets Social media metrics
Website metrics
Percent of open rates on our emails
Communication Survey results
Net Promoter Score for:
▪ Parents
▪ Teachers
▪ Students

**2015 – 2016
Action Steps**

Produce a community/parent newsletter.

Hire/contract with a website support person.

Build out our website.

Develop a shared drive (that could become an Intranet) that becomes the singular communication vehicle for Reading School District.

Develop an alert system.

Produce an annual communication plan detailing our routine and change-focused communication activities.

Finance/Operational Effectiveness

GOALS We fund and support a quality education and fair employment practices, while ensuring the long-term sustainability of the District. We produce a balanced budget with accurate and timely reporting to our varied agencies. We provide leadership, in our areas of expertise, to other departments.

Targets Number of/percent of reports submitted to regulatory agencies on time
Number of/percent of the departments effectively managing their budgets
Number of findings/comments identified by our auditors
Number of deficiencies and material weaknesses reported by our auditors
District performance to budget

**2015 – 2016
Action Steps**

Implement improvements from our business process assessment.

Determine how Finance can optimize *eFinance 5.0* and implement those changes.

Educate our employees in the finances of the District. Provide our fellow district managers with the tools and training to effectively manage their budgets.

Explore creative opportunities to secure alternative funding.

Explore an educational foundation exclusively focused on the District.

Identify opportunities to ensure we are able to maintain our fund balance.

Explore debt restructuring and refinancing.

Monitor the state budget process and determine how it will impact our budget and how we will respond to it.

Develop and monitor a rolling five-year forecast.

Identify and address expanding health care costs and operational effectiveness in conjunction with our bargaining activities.

Review and update our School Board Policies and Regulations.

Define and implement our hiring practices (with a focus on cultural competency).
Fully implement our toolkit to recruit, develop, and retain culturally competent staff.

Develop a *Staff Handbook*.

Evaluate the efficiency of our transportation system.

Develop an assessment to ensure resources (human and financial) are distributed equitably.

Improve our “customer service” throughout the District.

Improve our technology training for our staff.

Partnerships

GOAL We collaborate with key stakeholder-partners to advance/promote academic excellence for all students enrolled in Reading School District's nineteen schools.

Targets Dollars of value contributed/delivered from partners (that we can calculate)

Dollars of local, non-tax revenue from partners

Outcomes delivered from partners

Parental Engagement Score from our School Climate Survey

Number of parents involved in school activities

Number of volunteers entering our system

Number of students engaged in school activities

Improvement toward established goals for academic achievement by 2020

**2015 – 2016
Action Steps** Implement Central Administration Support for each POA and their School Equity Team to fulfill the federal, state, and local requirements with regards to parent/family engagement and communications.

Build strong relationships with families by creating a welcoming environment, addressing families' cultural differences, involving families in major decisions, and making sure parent engagement activities are connected to what students are learning.

Continue to engage community partners to promote student college and career readiness, student participation in after-school programs, and family utilization of available social/human services.