

NAZARETH AREA SCHOOL DISTRICT

Strategic Planning Action Plan

SY 2002/2008

1 RESEARCH AND STANDARDS-BASED EDUCATIONAL PROGRAM

1.0 Goal 1: To use "best practice" (research-based) in standards-based curriculum, instruction, assessment, and pupil support programs.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
1.1 Develop and implement comprehensive K-12 standards-based curriculum and assessment. 1.1.1 Year 1 Align existing curriculum (01-02) 1.1.2 Year 2 Map the taught curriculum (02-03) 1.1.3 Year 3 Develop the tested curriculum (03-04) 1.1.4 Year 3 Reconcile the curriculum maps & matrices (03-04) 1.1.5 Review Gifted Support program curriculum and review its integration into multiple subject areas (03-05)	Administration & All Staff	Standards-based Curriculum, Instruction, & Assessment Training		SY 01/08	Written Curriculum Curriculum Maps Assessments Used	In Process
1.1 Document and monitor classroom assessments of standards. 1.2 Curriculum content should focus on essential questions, enduring understandings, and real-life application. 1.2 Document and monitor classroom assessments of standards. 1.2.1 Introduction to Understanding by Design UbD (02-03) 1.2.2 Use UbD to design "new" instruction (03-04)	Administration & All Staff	Curriculum Mapping Understanding by Design		SY 02/08	Lesson Plans Curriculum Maps Student Performance Data	Initiated
1.3 Increase the emphasis on reading, writing, listening, and speaking as a tool for learning in all subject areas 1.3.1 Post writing rubric in all classrooms (01-02) 1.3.2 Develop standards-based lessons (02-03) 1.3.3 Institute K-5 Annual Writing Assessment 02-03	Administration & All Staff	R, W, L, S Inservice		SY 02/08	Lesson Plans Classroom Observation Student Performance Data	Planned
1.4 Increase the emphasis on technology as a tool for learning in all subject areas 1.4.1 Develop K-12 technology standards (01-02) 1.4.2 Develop K-12 content (02-03) 1.4.3 Provide training on curriculum and grade-level software 01-08 1.4.4 Develop standards-based lessons 02-03, 03-04) 1.4.5 Implement K-12 Technology Content (03-04)	Administration & All Staff	Technology Inservice				In process
1.5 Develop and teach interdisciplinary units with a focus on higher order skills, i.e. analysis, synthesis, problem solving, etc.	Administration & All Staff	Designing Instruction Interdisciplinary Units Authentic & Performance Assessment		SY 02/08	Units Developed Lesson Plans Observations Student Performance Data	Initiated
1.5. Continuously review and revise the NASD curriculum. 1.5.1 Institute annual K-12 curriculum articulation 01-02	Administration & All Staff	K-12 Articulation Opportunities		SY 02/08	Annual Production of Updated Documents Curriculum council Minutes	In Process
1.6 Continue to use the curriculum cycle to purchase appropriate and varied instructional materials 1.6.1 Delay cycle until curriculum is aligned with standards.01-02 1.6.2 Review science curriculum and order materials 02-03	Administration & All Staff			SY 02/08	Materials Purchased and used. Budget Allocations	On-going
17 Complete a Strategic Planning Interim Report and submit new Continuing Professional Education Plan						

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1.0 Reading apprenticeship District Team attend training Summer 04 District Team attend Trainer of Trainer training Summer 05f Provide training to admin & curriculum leaders SY 05-6 Provide training to Inclusion teachers SY 05-06 Provide training to regular education staff SY 06-7	Administration and Rdg Apprenticeship Cadre	Per action steps	\$500 \$5000	04-5 05-06	Lesson plans Classroom Observation In-service Scedules Training agendae	
1.0 Implement Writing Across the Curriculum in All Grades				SY 04-5		
1.0 Continue to Develop Integration Across the Disciplines						
1.0 Implement various grouping strategies within <u>math</u> classrooms using research-based instructional practices in evidence.						
1.0 Continue with district initiatives of curriculum projects throughout the year with elementary curriculum specialists and district teams.						
1.0 Implement the use of a full day technology support person.						

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2 STUDENT ACHIEVEMENT & SCHOOL IMPROVEMENT

3.0 **Goal 2:** To ensure proficient or advanced levels of performance on standards for all students which meet or exceed benchmarks designated by NCLB for adequate yearly progress (AYP).

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
2.1 Use a variety of research-based instructional practices in the classroom to meet the needs of the diverse learners. 2.1.1 Framework Overview 01-02 2.1.2 Use Framework for Supervision 02-03	All Staff	Framework for Teaching, Classrooms that Work, Etc.		SY 02/08	Teacher Supervision Differentiated Supervision	Initiated
2.2 Use instruction and assessment practices that parallel those used on the Pennsylvania System of School assessment (PSSA). 2.2.1 Develop & implement K-5 Language Arts Assessment Plan. 2.2.2 Develop and use NASD K-5 Writing Assessments 02-03	All Staff	PSSA Assessment Workshops for Teachers		SY 02/08	Multi-year Data Display and Analysis	Initiated
2.3 Incorporate the recommendations and guidelines included in the NASD Assessment Plan, including a portfolio system to monitor progress. 2.3.1 Develop K-5 Language Assessment Plan 01-02 2.3.2 Expand the NASD Assessment System 03-04 2.3.3 Develop District Improvement Plans 04-5 2.3.4 Pilot Standards-based Pupil Progress Reports 04-05	All Staff	Teacher training on performance assessment and portfolios Performance Tracker 04-5		SY 02/08	Assessment System developed and being used. Portfolio Review	Planned
2.4 Analyze PSSA scores for Learning Support students in grades K-12 and begin exploring as staff strategies, techniques, programs, and/or methods for improving our students' abilities in attaining proficiency on state standards in reading, mathematics, and writing. 2.4 Expand the NASD Assessment System to determine students' achievement of the standards. 2.4 Monitor and analyze student performance on state, district and classroom assessments to make program decisions and to guide instruction. 2.4.1 Orientation week data display analysis & planning. 02-03 2.4.2 Begin analyzing PSSA scores for K-12 learning support students and explore strategies etc. 03-04	All Staff All Special Ed. Staff	Excel Training Data Analysis Training		SY 02/08	Data Displays Related actions Future PSSA Assessment results	Initiated Initiated
2.5 Sets goals for performance through curriculum documents and school improvement performance plans designed to produce improved learning at least adequate yearly progress (AYP) for ALL students.	All Staff	Excel Training Data Analysis Training		SY 02/08	Improved Performance on Multi-year Data Displays	Planned
2.6 Review testing data to identify students for instructional support and implement the school and district remediation plan designed to improve learning for students performing below proficiency. 2.6.1 Institute district-wide elementary reading and math summer programs 01-02 2.6.2 Institute academic tutors 02-03 2.6.3 Institute NAMS Math Plus 02-03 2.6.4 Develop & offer tutoring for Grade 11 02-03 2.6.5 Initiate HS remedial courses 03-04	Professional and Par/Professional Staff	Excel Training Data Analysis Training		SY 02/08	Reports from Remedial Programs.	Initiated
2.7 Develop and implement alternative education programs. 2.7.1 Develop a plan for middle school-age students. (02-03)	Director of Special			SY 02-08	Programs implemented	Initiated

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2.7.2 develop a plan for high school-age students (03-04)	Education					
2.0 Coordinate pilots on Standard-based Pupil Progress Reports.						
2.0 Coordinate the development and implementation of District Improvement Plans						
2.0 Review Reporting of Current Academic Achievement.						
2.0 Establish Thematic Programs Across Departments.						
2.0 Revise Career Pathway Education.						
2.0 Review and Revise Current Assessing and Grading Practices						
2.0 Implement Writing Across the Curriculum in All Grades						
2.0 Continue to Develop Integration Across the Disciplines						
2.0 Implement various grouping strategies within math classrooms using research-based instructional practices in evidence.						
2.0 Continue with district initiatives of curriculum projects throughout the year with elementary curriculum specialists and district teams.						
2.0 Utilize data to develop more effective support structure for students achieving standards.						
2.0Continuation of participation in the CIU#20 IST Training.						

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3 STUDENT CHARACTER

Goal 3: To develop and enhance student character.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
3.0 Define priorities for character education, and develop and implement a K-12 Character Education Program. 3.1.1 Coordinate & formalize Character Educ. Program 02-04 3.1.2 Formalize and document K-12 Guidance Program 02-04 3.1.3 Develop Character Education Advisory Committee 03-04 3.1.4 Hire an elementary counselor 03-04 3.1.5 Do readiness, planning, and preparation for the Second Step program 02-04 3.1.6 Implement Second Step (04-05)	Administration, teachers, counselors, and psychologists	Positive Behavior Supports Training Character education Workshops		SY 02/08	Curriculum Review	Initiated
3.2 Develop, teach and reinforce positive behavior skills. 3.2.1 Procure building resource officers. 01-02, 02-03 3.2.2 Implement effective use of resource officers. 03-04 3.2.3 Implement SES School-wide Behavior Support Program 02-03	Para & Professional Staff			SY 02/08	Records Analysis Discipline Referrals SAP/guidance	Ongoing
3.3 Encourage appreciation for diversity 3.3.1 Develop Understanding Our World course 02-03 3.3.2 Begin offering Understanding Our World 03-04	Para & Professional Staff	Anti-bullying Workshops		SY 02/08	Attitude Survey	Ongoing
3.4 Offer parent workshops on developing and enhancing character in children in age appropriate activities. 3.4.1 NAMS Parent workshops 02-03	Para & Professional Staff	Partners for Young Children Kindergarten Orientation		SY 02/08	Parent Survey School-based Calendars	Ongoing
3.5 Continue and expand Co/curricular Programs that build character, i.e SAP, SADD, K-Kids, Key Club, Builders, DARE, Peer Outreach, etc.	Para & Professional Staff	SAP Training		SY 02/08	Student Participation, Projects, and Products	Ongoing
3.6 Encourage students to participate in extracurricular activities that enhance personal character development.	Para & Professional Staff	Training for coaches and other activity directors.		SY 02/08	Student Participation, Scholarships, Awards, & Recognition	Ongoing
3.7 Foster Student Leadership.						
3.8 Implement the Second Step, a violence prevention program, throughout the school and community K-8).						

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4 TECHNOLOGY (Per Technology Plan)

Goal 4: To utilize technology as an administrative and instructional tool.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
4.1 Revise, publish and communicate the current Acceptable Use Policy 4.1.1 Revise, publish and communicate AUP (02-03) 4.1.2 Continue to emphasize the AUP (03-04) 4.1.3 Revise permission forms (03-04)	AUP Committee	Tech Support Teachers, Director		SY 02/03	AUP included in handbooks etc. Agendas	In Process
4.2. Develop technology mentoring and other staff development programs at each building. 4.2.1 Develop a pilot technology mentoring group (02-03) 4.2.2 Expand the technology mentoring program (03-04)	Administration	Mentoring Inservice Day Teacher Academies		SY 02/08	CPE Reports	In Process
4.3. Use technology as an instructional and learning tool when appropriate. 4.3.1 Assign technology support teachers (00-01) 4.3.2 Hire Instructional Technology Director (01-02) 4.3.3 Develop procedures to pre-view & evaluate curriculum software. (02-03) 4.3.4 Expand professional development offerings (03-04)	All staff	Mentoring Program Train staff, associates and parents to trouble shoot and use the internet with students. Software preview and training		SY 02/08	Classroom Observation Lab Logs	In Process
4.4 Use technology as a data management & record-keeping tool. 4.41 Expand the development & use of FileMakerPro Personnel Database. 02-04 4.4.2 Develop & use d-base for managing CPE flextime 02-03. 4.4.3 E-Goals training provided and staff implemented the e-Goals Student Management System (SMS) 03-04 4.4.4. Implement training and district wide use of E-Work order system for Facilities (03-04)4.4.5 Develop a resource for student data management (03-04)	Zavalydriga/ Lutcher Dautrich/ Lutcher All Special Ed. Staff	E-Goals Training (03-04)	\$1500.00 Initial Training		Special education audit 03-04	Initiated Initiated
4.5. Use technology as a communication tool. 4.5.1 Implement curriculum folder 02-03 4.5.2 Expand folder to district folder 4.5.3 Expand the district website for information sharing (03-04)	All staff	Email Website Construction		SY 02/08	Tally and examples of usage	In Process
4.6. Utilize technology to reduce the demand for paper and printing. 4.6.1 Redesign the NASD Website 02-03 4.6.2 Post Board agendas & reports on NASD website. 02-03 4.6.3 Move to electronic board reports 03-04. 4.6.4 Expand and move to electronic toolkit for HR hire and status change communication (03-04)	Administration & Staff	Email Website Construction		SY 02/08	Program Summary CDC Report	Initiated
4.7. Employ one full time certified instructional technologist at each site.	Administration			2004	Staff Hired	Planned
4.8 Assist administrators in the collection, display, analysis, and use of data.						
4.9 Work with technology coordinators to enable teachers to integrate technology.						
4.0 Automate the Microsoft security patch update process.						
4.0 Create Optical Imaging Resource for Administrators.						

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4.0 Network existing POS system with automated backup procedure.						
4.0 Spec District-wide IP based surveillance system.						
4.0 Complete Dell Server Certification Program.						
4.0 Implement the use of a full day technology support person.						
4.0 Utilize date to develop more effective support structure for students achieving standards.						

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5 STAKEHOLDER INVOLVEMENT

Goal 5: To. Involve and partner with parents, the community, and business on district initiatives, programs, and planning.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
5.1 Establish district-level committees with membership from stakeholder groups 5.1.1 Retain the Strategic Planning Steering Committee as an advisory committee to monitor the implementation of the Plan Schedule & hold quarterly SP Adv. Com. Meetings 02-03 5.1.2 Establish the Character Education Advisory Committee.(03-06)	Superintendent Administrators			SY 02/08	Meeting Schedule Meeting Agendas Examination of Evidence collected	Planned
5.2 Establish a Communications /Community Partnership and other committee for stakeholder Involvement 5.2.1 Communications Committee redefined 02-03.	Administrative Team			SY 02/08	Committee Established Meetings Held	Planned
5.3 Write and implement a District Public Relations Plan. 5.3.1 Involve more business and community organizations with students. 5.3.2 Encourage and support parent, business partnerships and service organization interaction with the schools and participation on district committees.	Administrative Team Professional Staff Stakeholder Representatives	Example Plans Consultation with PR Professionals		SY 02/08	Plan developed. Plan Implemented.	Planned
5.4 Continue to solicit stakeholder opinions. 5.4.1 Stakeholder SP survey 01-02	Administrative Team	Use of Technology		SY 02/08	Public Meetings Stakeholder Surveys Meeting with PTA Presidents	Ongoing
5.5 Continue and expand the variety of methods to communicate information to parents.	Administrators Classroom Teachers	Use of Technology		SY 02/08	Parent Opinionnaire	Ongoing
5.6 Continue and expand the variety of methods to communicate information to the broad educational community. 5.6.1 Use <i>Dreamweaver</i> to reformat district websites 02-04	Administration And Staff			SY 02/08	Portfolio of communications	Ongoing

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6 COMMUNICATION

Goal 6: To employ a variety of communication tools and procedures to increase and expand communication within the district and broad educational community.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
6.1 Continue and expand the variety of methods to communicate information to parents, i.e. report cards, parent conferences, newsletters, email, teacher websites and emerging technologies.	Administration Classroom Teachers			SY 02-08	Communication Portfolio	Ongoing
6.2 Continue and expand the variety of methods to communicate information to the broad educational community, i.e. Eagle's View, district website, educational summits, town meetings, etc. 6.2.1 Develop procedural manuals etc. for Pupil Services Programs (02-04)	Administration And Staff	Communications Technology		SY 02-08	Agendas, minutes, samples	Ongoing
6.3 Update and expand the NASD Websites		Web Design		SY 02-08	Website Review	Ongoing
6.4 To continue the district committee structure with representation from each building providing input and feedback on district decisions.	Administration And Staff			SY 02-08	Informal Assessment Survey	Ongoing
6.5 To schedule time for educators from across the district to articulate regarding district, school, and individual goals.	Administration And Staff	Inservice Day Academy Articulation		SY 02-08	Summary of opportunities Schedules and Topics Addressed	Ongoing
6.6 Revise & update the NASD Policy Manual & Procedural guidelines. 02-04						
6.7 Develop procedures & practices for Human Resource Department communications. 6.7.1 Develop guided Orientation plan/packet for mid-year hires (03-04) 6.7.2 Develop written guidelines to HE/ Benefits/ Transportation practices (03-05)	Zavalidriga					
6.8 Implement an evaluation plan for administrators based on national standards established for educational leaders.						
6.0 Create a Special Education manual.						
6.0 Increase Parent/Community Communications.						

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7 FISCAL RESPONSIBILITY (Business Office)

Goal 7: To provide a quality educational program while maintaining fiscal responsibility.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
7.1 Establish an Educational Foundation 02-03	Board and Administration			SY 01-02	Board of Trustees Established Administrator hired	Ongoing
7.2 Investigate and pursue government and private sector grant programs 7.2.1 Apply for and receive Trumbauer foundation Grant 02-08 7.2.2 Apply for and receive math Science Partnership Grant (MSP) 03-08.	Administration & All Staff	Consult with Grant Writing Experts		SY 02-08	Analysis of Grant Proceeds & Reports	Ongoing
7.3 Continue and expand upon the zero-based budgeting process that requires all administrators and staff to justify each item requested.	Business Administrator & All staff	PASBO Workshops Administrative Team Meetings		SY 02-08	Analysis of the Budget	Ongoing
7.4 Implement SAM, GASBE # 34 and other accounting requirements (01-02).	Business Administrator & All staff	PDE/PASBO Workshops Admin Team Meetings		SY 00-08	Budget & Financial Statements PDE Online Report	Ongoing
7.5 Seek the financial help of local service organizations, Kiwanis, Lions, Rotary, and GFWC Women's Club of Nazareth 7.5.1 Annual presentations at Roatary and Chamber of cCommerce.	Administration All Staff			SY 02-08	Report of Revenue Received	Ongoing
7.6 Continue and expand purchasing procedures that are efficient, effective, and fiscally advantageous to the district, i.e. bidding process, quotes, etc.	Business Administrator			SY 02-08	Multi-year display and comparisons of bids	Ongoing
7.7 Encourage all staff to be mindful of the wise use and limits of resources, i.e. photocopies, directories, etc.	Administration All Staff			SY 02-08	CDC Records No. of documents Phone/fax Records	Ongoing
7.8 Implement new procedures and policies that are recommended by the local auditing firm.	Business Administrator & All Staff	Auditing Firm Reports and Briefings		SY 02-08	Analysis of the Audit Reports & Financial Statements	Ongoing
7.9 Develop program components of the Human Resource function. 02-04						
7.10 Coordinate a plan in conjunction with the School Board, Administration, Parents, and the Community to accommodate the predicted growth and its impact on facilities, staffing and education programming with the Nazareth Area School District.						
7.11 Complete a Strategic Planning Interim Report and submit new Continuing Professional Education Plan						
7.12 Prepare a plan to implement legislation 7.12.1 Implementation of the GASB Statement #34 7.12.2 Property Tax Reform - Investigate and decide about Pennsylvania legislature entitled Act 72 of 2004i – 04-05 declined	Dr. Lesky & Admin					
7.13 Absorb the existing Intermediate Unit Emotional Support Classrooms.						

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7.14 Review the Budge Process and Reporting with the Audit and Finance Committee						
7.16 Implementation of a Centralized Inventory System.						
7.17Review the Student Activity Funds						
7.18 Central Duplicating and Copying (CDC)						
7.17 Investigate the integration of payroll & personnel data management systems.						
7.18 Investigate ways to increase revenues and decrease outside contracts	All staff					
7.18.1 Bring E rate in-house (01-02)						
7.18.2Pursue ACCESS Reimbursements (02-03)						
7.19 Coordinate a plan to accommodate the predicted growth and its impact (04-05)	Dr. Lesky & Admin					
719.1Coordinate a Financial Plan for the New Capital Projects						

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7. FISCAL RESPONSIBILITY (Human Resources & Support Services)

Goal 7: To provide a quality educational program while maintaining fiscal responsibility.

Action & Steps	Person Responsible	Staff Development	Est. Cost	Date	Evaluation	Status
7.1 Develop the infrastructure for the district HR function 7.1.1 Develop written guidelines to HR/ /Benefits/ andTransportation practices 03-5 7.1.1 Develop guided orientation plan for mid-year hires 03-04 7.0 Formalize the hiring process for all staff 7.0 Create and implement web page access for transportation information 7.0 Evaluate and formalize NASD substitute program.	Board and Administration			SY 02-08	Budget & Financial Statements	Ongoing
7.2 Evaluate and make improvements to the district Buildings and Grounds function. 7.2.1 Revamp the existing InventorySystem.03-04 7.2.2.Evaluate and oversee the state-mandated Integrated Pest management policy 03-04 7.2.3 Distribute the new Work Order software to building administrators 03-04 7.2.4 Distribute the APOGEE front-end software to building administrators. 03-04 7.0 Implement year three of the Energy Management Upgrades (04-07) 7.0 Design and Implement a video camera monitoring system (04-07) 7.0 Formalize the centralized card access/hard key distribution system (04-06) 7.0 Oversee and coordinate the Lower Nazareth Elementary modular installation (04-05)	Administration & All Staff	Workshops Team Meetings		SY 02-08	Budget & Financial Statements Work Order Records	Ongoing
7.3 Evaluate and make improvements to the district Custodial Services function 7.3.1 Assist in the start-up of the "Tools for Schools" program at NAMS 03-04 7.3.2 Provide a smooth transition for each phase of the NAHS renovation project. 03-04 7.3.3 Coordinate training for the custodial, maintenance, and food service employees.03-04 7.0 Evaluate Custodial Products 7.0 Expand Summer Help Program 7.0 Draft Physical Plant Brochure	Custodial Services Supervisor & staff	Workshops Team Meetings		SY 02-08	Budget & Financial Statements Tools Report	Ongoing
7.4 Evaluate and make improvements to the district Food Services function. 7.4.1 Implement Point of Sale at NAHS 03-04 • Develop estimated increase in meals and ala carte purchases. 7.4.2 Develop a Catering Guide for distribution to PTA, Booster clubs, & administration.03-04 7.4.3 Develop 5 year equipment replacement/ addition list with	Food Services Director & staff			SY 02-08	Budget & Financial Statements	Ongoing

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estimated costs. 03-04.. 7.0 Implement Point of Sale System at Shafer Elementary School 7.0 Create a Food Service Web Page 7.0 Develop and implement a plan to utilize the former Snack Room in the High School to better serve the students.						
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