Chester Upland School District
Court of Common Pleas of
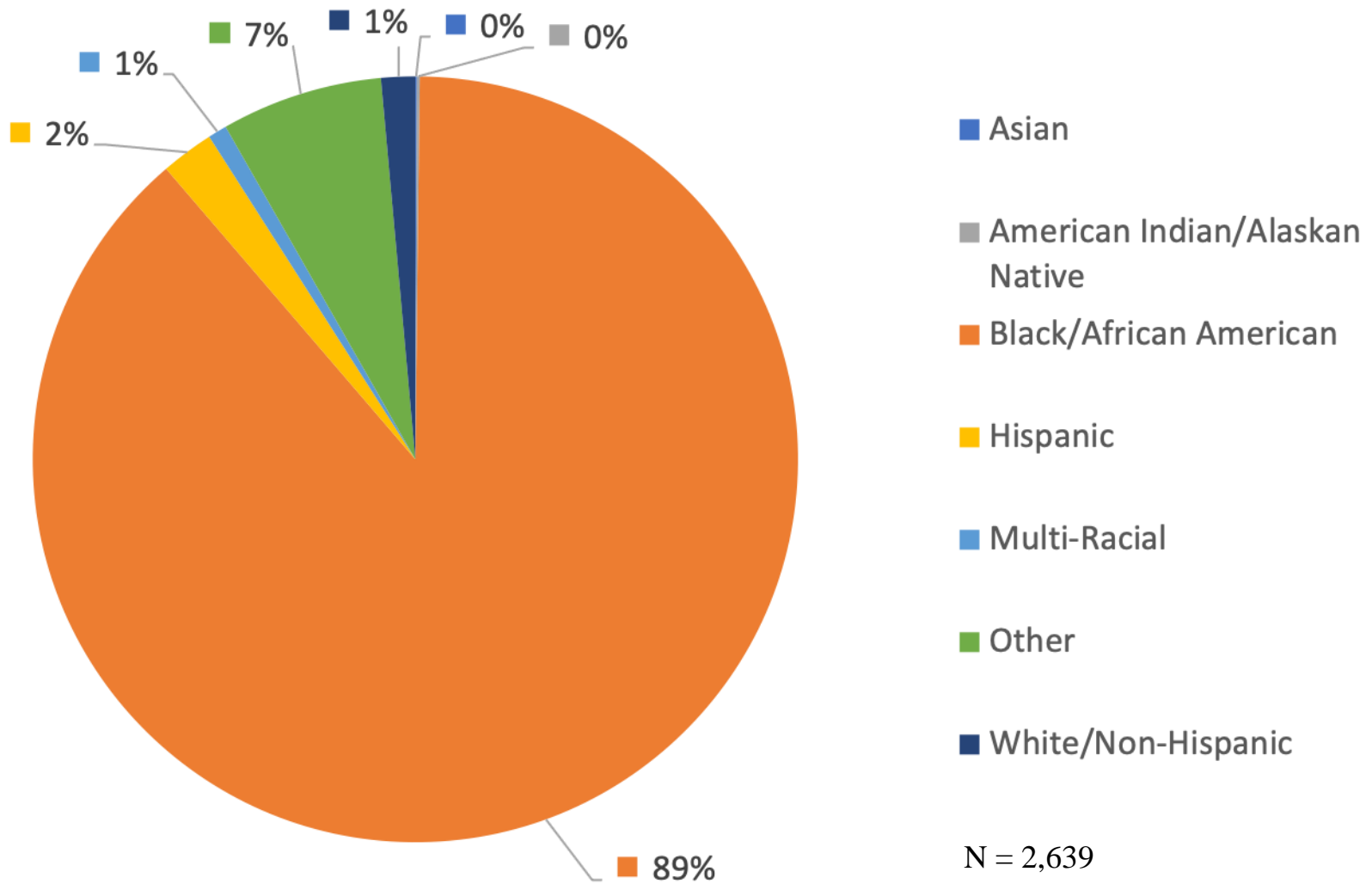*Delaware County Presentation*

Dr. Carol D. Birks
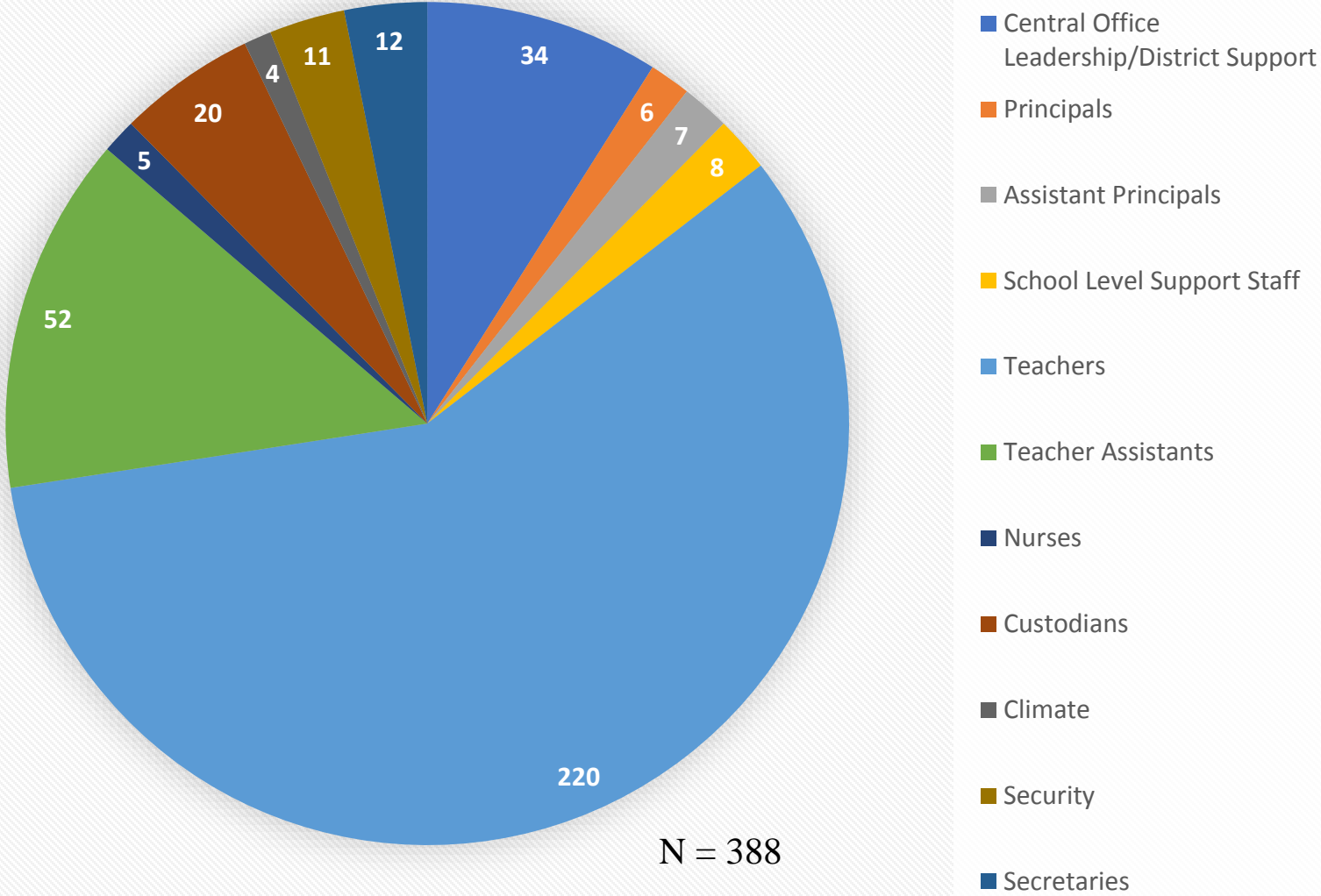Superintendent of Schools

January 11, 2021

- District Wide Enrollment by Race/Ethnicity
- Faculty/Staff
- Our Foundation
- Focusing on the C.O.R.E.
- Entry Planning
- Developing Coherence
- District Goals/Priorities
- Superintendent & School Leadership Goals
- Theory of Action
- School Reopening Communication's Plan

District Wide Enrollment by Race/Ethnicity

Legend:
- Asian
- American Indian/Alaskan Native
- Black/African American
- Hispanic
- Multi-Racial
- Other
- White/Non-Hispanic

N = 2,639

District Wide Staffing

Category	Count
Central Office Leadership/District Support	34
Principals	6
Assistant Principals	7
School Level Support Staff	8
Teachers	220
Teacher Assistants	52
Nurses	5
Custodians	20
Climate	4
Security	11
Secretaries	12

N = 388

Our Foundation

Mission Statement

The Chester Upland School District is committed to providing all students the opportunity to achieve excellence in the four A's: Academics, Athletics, the Arts, and Activities.

Vision Statement

The vision of the Chester Upland School District is for every student to graduate from high school ready for college and/or a career in spite of any and all challenges. Shared values every student and adult feels cared for, valued, and supported every minute of every day... Every student completes middle school ready for high school...
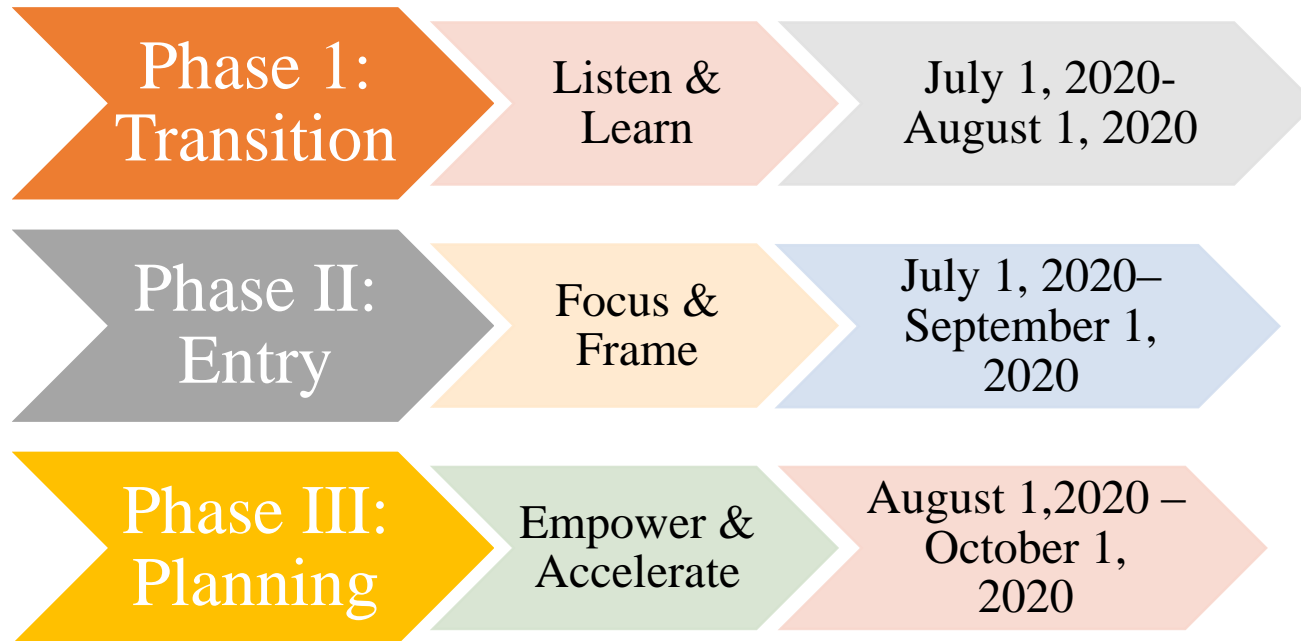
C *Children First:* The well being and continuous learning of every child will drive decisions.

O *One Chester Upland:* With dedicated community of partners, parents, students and staff, we will excel, united as One Chester Upland.

R *Reimagining:* Through a mode of continuous improvement, we will apply four important levers for change, *collaboration, capacity building, deepening knowledge of pedagogy,* and *focusing direction* to improve outcomes for all.

E *Equity, Excellence, and Emotional Intelligence:* We will ensure equitable access to a quality education that includes emotional intelligence and leads to excellence across all opportunities and services.

Phase 1: Transition	Listen & Learn	July 1, 2020- August 1, 2020
Phase II: Entry	Focus & Frame	July 1, 2020– September 1, 2020
Phase III: Planning	Empower & Accelerate	August 1,2020 – October 1, 2020

Entry Planning

Learning & Teaching

Talent Management & Development

Equity & Access

Organizational Efficiencies & Effectiveness

Family & Community Engagement

Learning & Teaching

Curriculum policies, monitoring processes, and revision cycles
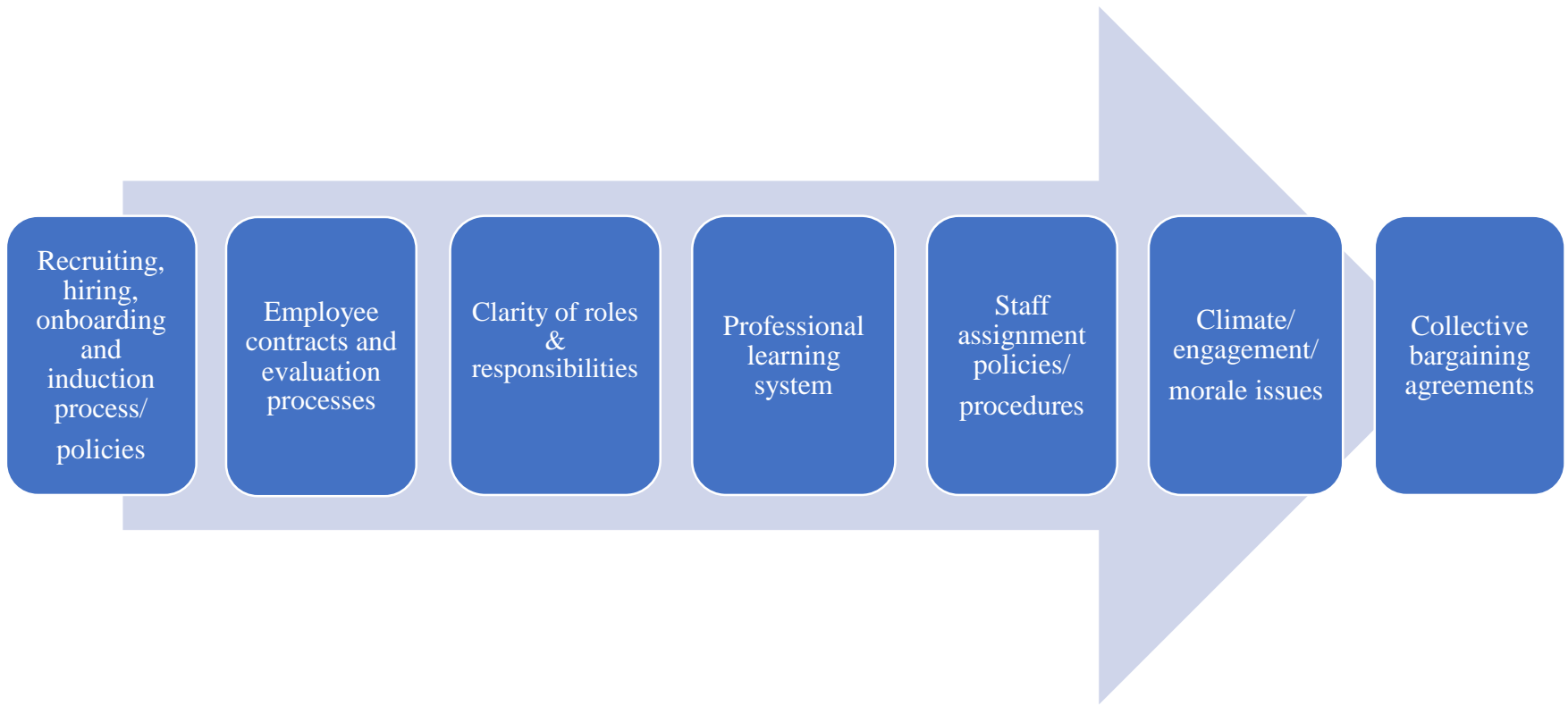
Alignment to standards

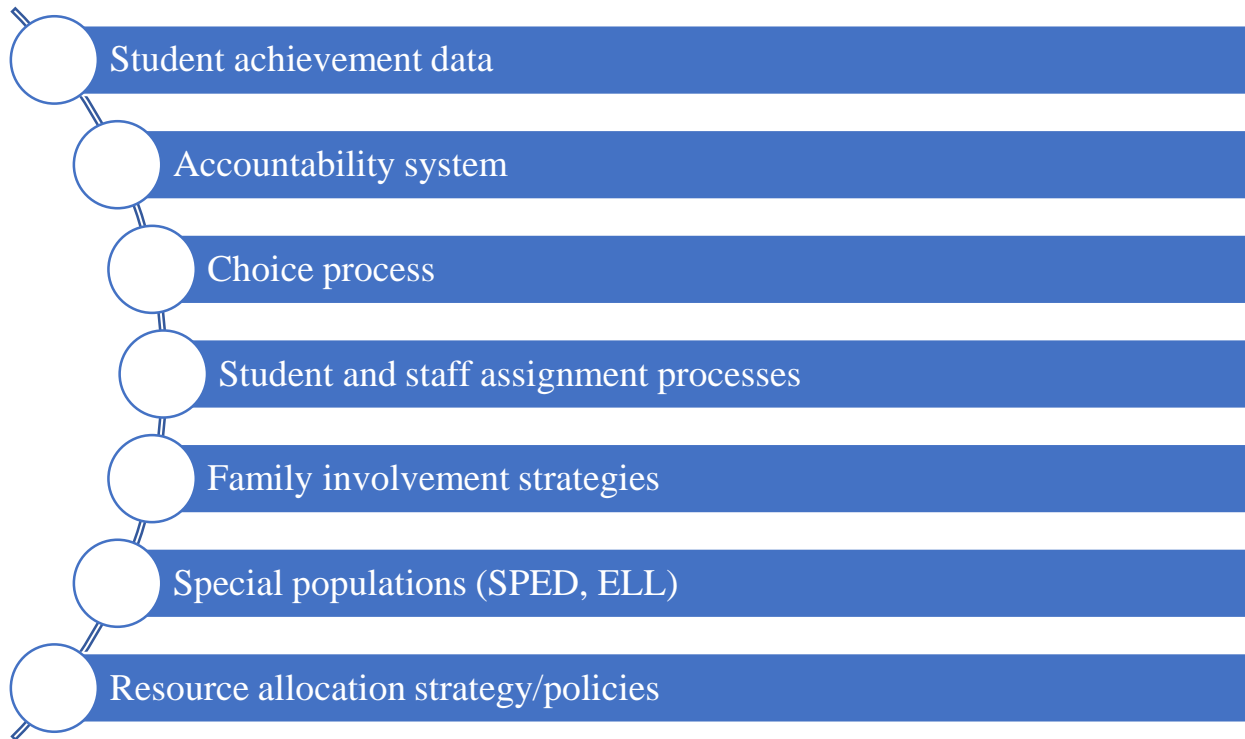Equitable access to high level instruction
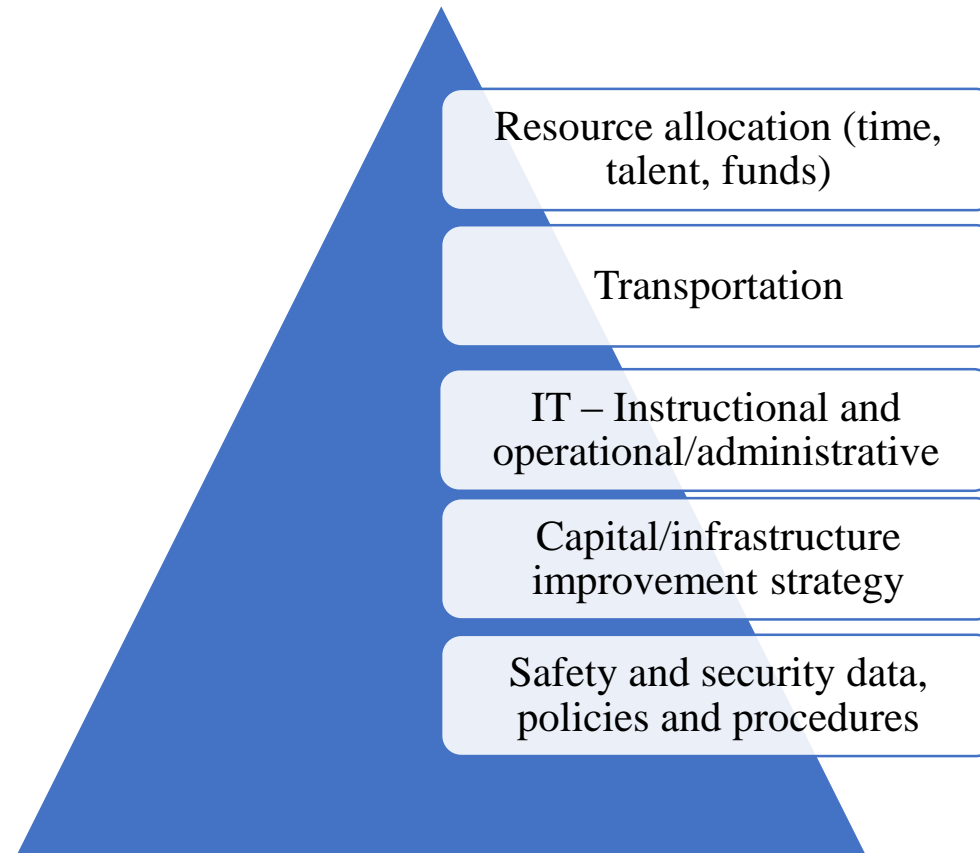
Professional learning system

Cultural relevance

School improvement planning process

Talent Management & Development

Recruiting, hiring, onboarding and induction process/ policies

Employee contracts and evaluation processes

Clarity of roles & responsibilities

Professional learning system

Staff assignment policies/ procedures

Climate/ engagement/ morale issues

Collective bargaining agreements

Equity & Access

- Student achievement data
- Accountability system
- Choice process
- Student and staff assignment processes
- Family involvement strategies
- Special populations (SPED, ELL)
- Resource allocation strategy/policies

Organizational Efficiencies & Effectiveness

Resource allocation (time, talent, funds)

Transportation

IT – Instructional and operational/administrative

Capital/infrastructure improvement strategy

Safety and security data, policies and procedures

Climate data

Perceptual data

Standards, strategy, and structure for engaging families and community

Partnership strategy

Communication infrastructure

Crisis management infrastructure

District Goals

- Student Achievement – Promote academic achievement as measured by improved academic outcomes.

- Career Technical Education- To develop greater post graduation opportunities for students.

- Improve and expand the use of technology.

- Expand and improve four As, Academics, Activities, Arts, and Athletics (Quad As).

Elementary
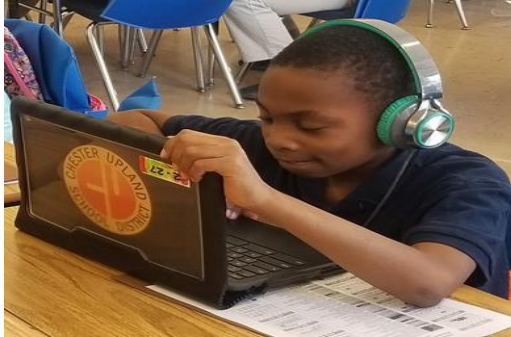
- All students, preschool through third grade, develop the social/emotional skills needed to engage in appropriate Early Childhood learning
- Build and strengthen district's pre-kindergarten program
- All students read at or above grade level by the end of third grade
- All students meet/exceed growth targets in English Language Arts and Mathematics
- Decrease chronic absenteeism

Middle

- All students meet/exceed growth targets in English Language Arts and Mathematics
- All students have Student Success Plans
- Decrease Chronic Absenteeism
- Develop Social/Emotional Learning
- Wraparound Services
- Increase Algebra readiness by grade six
- Fifty percent increase in students taking Algebra by grade eight

High School

- All students meet/exceed growth targets in English Language Arts and Mathematics
- All tenth graders are "on track" relative to the academic standards
- Student Success Plans
- Decrease Chronic Absenteeism
- Create Multiple Pathways to graduation
- Capstone Project
- Increase Graduation Rates
- Advanced Placement
- Dual Enrollment Programs
- Wraparound Services
- College and Career Readiness

Literacy

Numeracy

Climate & Culture

Family & Community Empowerment

Through Effective District and School Continuous Improvement

Data Analysis

Continuously utilizing appropriate formal and informal data to inform instruction, increase student learning, and inform the school improvement process. Plan, Do, Study, Act.

Collaborative Inquiry Process.

Critical Thinking

Ensuring that all higher order thinking skills infused into the curriculum are understood by teachers and used in instruction and when not evident in the curriculum, exploring ways to incorporate.

Rigorous Culturally Relevant Instruction and Student Engagement

Improve Tier I instruction for all students and matching needs for interventions for both struggling and advanced students to their specific needs.
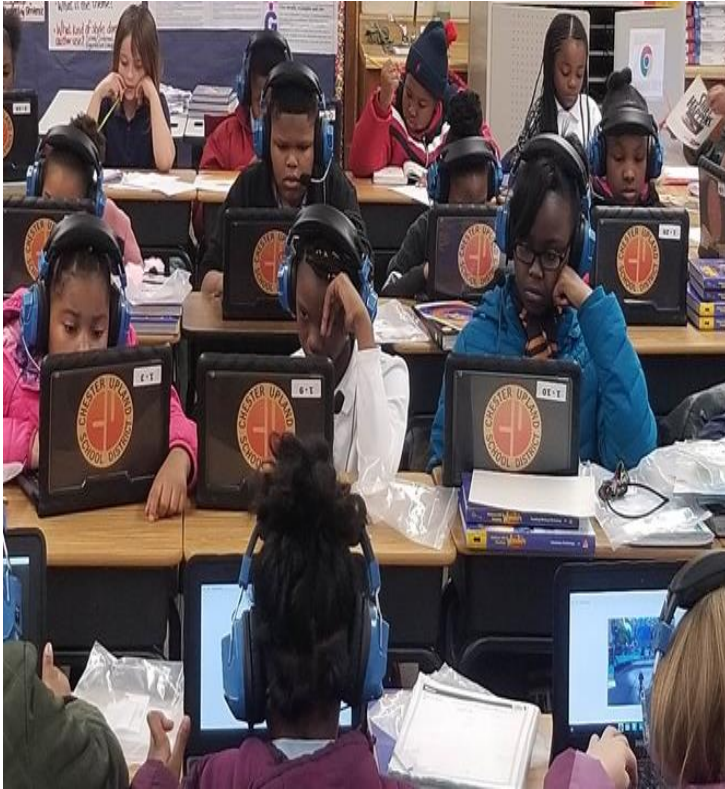
Evaluate curriculum and instruction to determine cultural relevance, student choice, and social justice awareness.

Curriculum Implementation

Revisit curriculum writing and revision plan.

By engaging in Networked Improvement Communities, we will focus on …

- Be Clear About Accountability Measures.

- Enlist Community input in planning process.

- Re-align budget around targeted goals that promote academic and social emotional learning.

- Align *School Continuous Improvement Plans* to District targeted goals, *District Level Plan, and Financial Recovery Plan*.

Superintendent's Goals 2020-2021

Learning and Teaching

- By the end of the 2020-2021 academic year, there will be a five percent increase in the graduation rates.

- By the end of the 2020-2021 academic year, there will be an increase in literacy rates, as evidenced by increased student performance on criterion-referenced test, including mid-year and final exams.

- By the end of the 2020-21 academic year, there will be an expansion of the digital academy to include grades 6-12.

Family and Community Engagement and Empowerment

- By the end of the 2020-2021 academic year, we will establish family and community engagement initiatives.

Operational Efficiencies and Effectiveness

- Develop a School Reopening Plan for the 2020-2021 academic year.

Talent Management and Development

- By the end of the 2020-2021 academic year, there will be a plan to develop a Talent Management Strategy to recruit, hire, and retain members of our Learning Community.

School Leadership Performance Goals 2020-2021

Reading	Math	Attendance	Family & Community Engagement	Graduation Rate

Reading

Elementary School
- By the end of the 2020-2021 academic year, there will be a n average 10% increase in students meeting their reading growth targets.

Indicators of Academic Growth & Development
- Dibels Performance
- Imagine Learning Reading
- Classroom Diagnostic Tools (CDT)
- Journeys

Middle School
- By the end of the 2020-2021 academic year, there will be a n average 10% increase in students meeting their reading growth targets.

Indicators of Academic Growth & Development
- Dibels Performance
- Classroom Diagnostic Tools (CDT)

High School
- By the end of the 2020-2021 academic year, there will be a n average 10% increase in students meeting their reading growth targets.

Indicators of Academic Growth & Development
- Mid-year and final exams
- Classroom Diagnostic Tools (CDT)

Math

Elementary School
- By the end of the 2020-2021 academic year, there will be a n average 10% increase in students meeting their math growth targets.

Indicators of Academic Growth & Development
- PVAAS
- Imagine Learning Math

Middle School
- By the end of the 2020-2021 academic year, there will be an increase in math performance.

Indicators of Academic Growth & Development
- Increase in the number of students passing Pre-Algebra with a "C" or better
- Common formative assessments
- Classroom Diagnostic Tools (CDT)

High School
- By the end of the 2020-2021 academic year, there will be an increase in numeracy.

Indicators of Academic Growth of Development
- Increase in the number of students passing Algebra with a "C" or better
- Mid-year and final exams

Attendance

Elementary School
- By the end of 2020-2021 academic year, there will be a 5% increase in the daily average attendance of students currently enrolled in the Chester Upland School District.

Indicators of Academic Growth & Development
- Monthly attendance rates
- Quarterly attendance rates
- End of year attendance rates

Middle School
- By the end of 2020-2021 academic year, there will be a 5% increase in the daily average attendance of students currently enrolled in the Chester Upland School District.

Indicators of Academic Growth & Development
- Monthly attendance rates
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Indicators of Academic Growth & Development
- Monthly attendance rates
- Quarterly attendance rates
- End of year attendance rates

Family & Community Engagement

Elementary School
- By the end of 2020-2021 academic year, there will be a 5% increase in family engagement.

Indicators of Growth
- Parent participation at events and school activities
- Parent Teacher Organization
- Pandemic School Reopening Committee
- Parent Survey Results
- Community Partnerships

Middle School
- By the end of 2020-2021 academic year, there will be a 5% increase in family engagement

Indicators of Growth
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Indicators of Growth
- Parent participation at events and school activities
- Parent Teacher Organization
- Pandemic School Reopening Committee
- Parent Survey Results
- Community Partnerships

Graduation Rate

High School
- By the end of 2020-2021 academic year, there will be a 5-point increase in the graduation rates.

Indicators of Academic Growth & Development
- 4 year cohort graduation rate
- 5 year cohort graduation rate

IF we focus on improving academic achievement for all students; by recruiting, retaining and building the capacity of staff; ensuring strategic allocation of resources; developing a welcoming, safe and secure organizational culture; communicating effectively and empower families and community partners,

THEN we will reimagine the district by including all stakeholders to ensure all students have a world-class education.

School Reopening Communication's Plan

Action	Person Responsible	Date
Share School Reopening Plan with Receiver	Superintendent	Wednesday, December 23, 2020
Share School Reopening Plan with Principals	Superintendent	Monday, January 04, 2021
Send Surveys to Parents	Pandemic Coordinator Superintendent	Tuesday, January 05, 2021
Send Faculty/Staff Return to Work Survey	Director of Human Resources Superintendent Pandemic Coordinator	Tuesday, January 05, 2021
Prepare schools and all physical spaces for school reopening	Chief Operating Officer Project Director School Leaders	Week of Monday, January 04, 2021 – Friday, January 15, 2021
Meet with Returning Staff (Special Education Teachers)	Principals	Friday, January 08, 2021
Send caseload spreadsheet and parent letter to case managers	Special Education Supervisors	Friday, January 08, 2021
Distribute Student Surveys	Principals, Teachers	Monday, January 11, 2021
Complete in person/virtual spreadsheet	Case Managers	Thursday, January 14, 2021
Provide in person list to Food Services	Student Services	Friday, January 15, 2021
Provide in person list to transportation	Student Services	Friday, January 15, 2021

Provide in person list to principals for classroom set up	Student Services	Friday, January 15, 2021
Return all Special Education Teachers (Low Incidence excluding Emotional Support) to brick and mortar	District Administration School Leaders	Week of Monday, January 18, 2021 - Friday, January 22, 2021
Return all General Education Teachers to brick and mortar	District Administration School Leaders	Monday, January 25, 2021
Host Town Hall Meeting with Teachers	District Administration School Leaders	Monday, January 25, 2021
Return students for in person learning (Low Incidence)	District Administration School Leaders	Tuesday, January 26, 2021
Host Community Forum	District Administration School Leaders	Tuesday, January 26, 2021
Facilitate Professional Learning	District Administration School Leaders	Wednesday, January 27, 2021
Facilitate Professional Learning	District Administration School Leaders	Friday, January 29, 2021
Resume in person learning grades PK-2	District Administration School Leaders	Monday, February 08, 2021
Resume instruction grades 3-6 in person learning	District Administration School Leaders	Tuesday, February 16, 2021
Return for in person learning grades 7-12	District Administration School Leaders	Tuesday, February 16, 2021