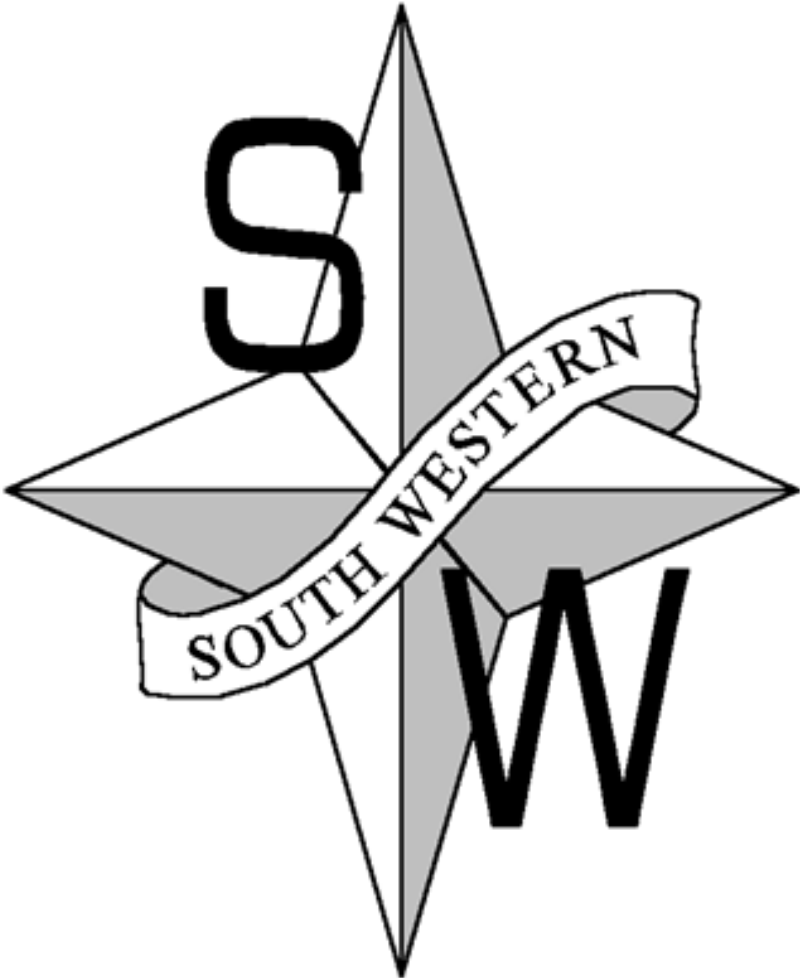


South Western School District

Administrators' Performance Objectives
2017-18





SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **Elementary**

Goal: Learner Achievement – Closing the Achievement Gap

PERFORMANCE OBJECTIVE # 1: Ensure all learners are reading on level by the end of third grade, proficient/advanced learners will make at least 1 academic year of growth, and all non-proficient learners will make more than a year's worth of academic growth.

- Reading Room Refinement (K-2 Literacy Plan)
 - Cohort analysis of students from year-to-year to ensure that literacy skills are anchored
- Kindergarten
 - Implement full-day kindergarten at all buildings
 - Evaluate the effectiveness of full-day kindergarten
- Utilize F and P data and the F and P continuum during guided reading team meetings to assist in informing instruction
- Utilize MAP data to ensure that learners are growing in their reading skills and strategies based on RIT scores
- Review 2016-2017 PSSA data and analyze strands for strengths and needs at the building level
- Provide an English/Language Arts focus time at each grade level meeting throughout the school year – determined by each ELA grade level team to review data and instructional practices

Goal: Mass Customized Learning

PERFORMANCE OBJECTIVE # 2: Implement Plan for Learner Personalization at the Elementary Level.

- Support facilitators in acquiring and using personalized learning strategies in the classrooms, focusing on learner profiles and learning backpacks
- Explore what learning paths are and how they could be used with current/future assessment options
- Understand how *itslearning* supports personalized learning paths
- Research and develop an elementary-based scheduling system within the *itslearning* platform
- Investigate and brainstorm
 - Scheduling options to include additional common planning time among teams who share learners
 - Time for advisor/learner meetings
 - Investigate and develop a plan for adjusting specialist schedule based on learner needs, interests, and choice
- Define the purpose and vision of an elementary advisory structure in a personalized environment
- Educate school community on personalized learning philosophy – staff, parents, and community as a whole



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **Elementary** (*continued*)

Goal: Mathematics

PERFORMANCE OBJECTIVE # 3: Ensure that all learners are on level in math. Proficient/advanced learners will make at least 1 academic year of growth, and all non-proficient learners will make more than a year's worth of academic growth.

- Complete math curriculum audit to determine alignment of eligible content and district math curriculum
- Review 2016-2017 PSSA data and analyze strands for strengths and needs at the building level
- Analyze common assessments to determine strengths and needs of each learner
- Analyze common assessments to determine the need for adjustment to instruction
- Meet following each administration of MAP/CDT assessments to review data to ensure that learners are growing mathematically
- Provide a math focus time at each grade level meeting throughout the school year – determined by each math grade level team to review data and instructional practices
- Provide time for one facilitator from each grade level (1-5) in each building to observe a math lesson in the grade above for awareness of a specific math concept(s) identified as a weakness in the PSSA analysis
 - Provide time for vertical discussions to occur



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **Emory H. Markle Intermediate School**

Goal: Mass Customized Learning

PERFORMANCE OBJECTIVE #1: Implement a learning model (i.e. station rotation) that supports the principals of personalization.

- Begin implementing personalized learning units in the Math department for grades 6-8
 - At each grade level least two math facilitators will implement units in a personalized format
- Integrate a minimum of 1 unit of study from the Lucy Calkin's framework for writing. The department will redefine the structure of reading and writer's workshop experience to provide opportunities for voice and choice.
- Implement a system where a minimum of 75% of all 8th grade learners will select and receive exploratory courses of their choice for the 2018-19 school year
- Implement and refine the advisory program by employing lessons that include: goal setting, learner agency mindset, and self-monitoring of learning

Goal: Mass Customized Learning

PERFORMANCE OBJECTIVE #2: Provide professional development opportunities to equip our educators with the necessary knowledge, resources and provisions to implement a learning model that supports the principles of personalization.

- Develop and implement a learning module for learners that provides professional development for teachers on how to best utilize the LMS to enhance learning opportunities
- Redesign our building-wide MCL committee to include sub committees to research appropriate pedagogy, scheduling approaches, physical classroom components, professional development and building needs, and other aspects that lead to personalization becoming more systematic at EHMS
- School administrators and Team Captains will make a minimum of 2 site visits and/or attend conferences throughout the 2017-18 school year for additional professional development on personalized learning
- Refine and implement our current Personalized Professional Learning plan which allows for each staff member to have "voice and choice" in their professional development



SOUTH WESTERN SCHOOL DISTRICT
ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **Emory H. Markle Intermediate School** (*continued*)

Goal: Student Achievement – Closing the Achievement Gap

PERFORMANCE OBJECTIVE #3: Learners in grades 6-8 will demonstrate increased academic achievement as measured on benchmarks and standardized testing in ELA, mathematics and science. The following criteria will be used in measuring academic achievement.

- Increase the percentage of students who score proficient in Reading on the PSSA will increase by 10%
- Increase the percentage of students who score proficient in Math on the PSSA will increase by 10%
- Using the benchmark system and grades to measure progress, facilitators will meet monthly with administrators to review academic achievement of learners identified in their focus cohort which Language Arts and Mathematics teachers will be responsible for identifying small groups of learners assigned to their focus cohort



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **South Western High School**

Goal: Learner Achievement

PERFORMANCE OBJECTIVE # 1: Increase learner agency and growth mindset in SWHS students.

- Conduct a minimum of three site visits to schools that are currently implementing a personalized learning model. Identified sites will include schools that use like or similar strategies:
 - PL on Rotation
 - PL on PBL
 - Peer Visits-Pineapple Chart
 - Utilize facilitator action sheet and reflection log
 - Collect and read reflection logs
- Implement professional development activities for staff and students on Learner Agency and Growth Mindset by holding monthly department meetings, teaching monthly lessons during advisory periods and professional development activities held during monthly staff meetings.
- Promote learner agency and growth mindset in SWHS staff and students via Self-Assessment Tools. Self-assessment tools will be administered and reviewed by SWHS staff a minimum of 2 times during the 2017-18 school year.
- Research and implement strategies to facilitate learner led conferences during the 2017-18 school year.

Goal: Learner Achievement

PERFORMANCE OBJECTIVE # 2: Revise graduation requirements to include career pathways for students

- Develop career pathways for students to choose from during their studies at SWHS
- Communicate the career pathways to parents and students during the 2017-18 school year through community informational meetings and parent advisory board meetings.
- Submit proposed career pathways to the Pennsylvania Department of Education prior to the end of the 2017-18 SY for implementation in SY 2018-19
- Submit Financial Literacy course proposal for approval to School Board prior to May 1, 2018.
- Attend PL on utilizing the Career Pathways, Educational Career Plan, and the Graduate Profile



SOUTH WESTERN SCHOOL DISTRICT
ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

School: **South Western High School** (*continued*)

Goal: Learner Achievement

PERFORMANCE OBJECTIVE # 3: Increase student achievement through data analysis and increased academic rigor.

- Utilize Data Teaming structure to train HS Department Chairs on the use of eMetrics and CDT assessments.
- Increase the number of students who participate and score a minimum of three on the Advanced Placement Exams by 10% over the previous school year.
- Support students to demonstrate a minimum of one year of academic growth as measured by PVAAS in the following Keystone Exams during the 2017-18 school year: Algebra I, Biology and Literature.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Director of Data & Instructional Technology

Goal: District Vision and Customized Learning

PERFORMANCE OBJECTIVE #1: Support the instructional technology coaching team with year two implementation planning and execution (2017-18 & 2018-19) of district customized learning tools.

- Implement Customized learning technology tools to support customized learning:
 - itslearning – *Learning Management System*
 - Nearpod – *Create interactive slides to increase engagement and improve feedback*
 - PlayPosit – *Actively engage and measure learner understanding with video content*
 - Atomic Learning – *Digital on-demand library of learning modules for all SWSD stakeholders*
- Conduct bi-weekly meetings with instructional technology coaches to plan and debrief building-level workshops, virtual sessions, support staff options, and monthly parent meetings, and to support our own professional learning
 - Google Team Drive used to store and collaborate planning session notes, monthly agendas, and other related resources
 - Content and resources built within itslearning courses – itslearning, Google, etc.
 - Parent meetings held monthly and posted on the district calendar
 - Coaches home base and professional learning headquarters held in room 138, EHMIS – Location for Technology Leaders, Instructional Tech, and Small Tech Group meetings
- Build ELA and Math Digital courses
 - Collaboration meetings with Assistant Superintendent, Director of Curriculum and Instruction, and coaches to support building digital courses in itslearning
 - Director of Data and Instructional Technology will participate in, and at times lead, professional development during planned in-service and curriculum writing days
- Monitor and support requests and announcements related to instructional technology professional learning
 - LearningCoach@swsd.k12.pa.us for submitting training requests and questions



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Director of Data & Instructional Technology (*continued*)

Goal: Data Governance

PERFORMANCE OBJECTIVE #2: Create a Data Governance Framework designed to:

- **achieve clarity and purpose**
- **ensure value from our efforts**
- **maintain scope and focus**
- **establish accountabilities**
- **define measurable successes**

- Establish and document standardized processes and procedures to ensure complete, accurate, and timely data submissions:
 - Documentation of data sources in a **Directory of Data Sources** – *Google Sheet with the following field names*
 - Name – *ex. Sapphire, CSIU, Bus Boss, DRC, PVAAS, etc.*
 - Data Category – Data Source, Reporting Tool and Educational Tool
 - Web based or SWSD hosted
 - Brief description – purpose and use
 - Training Standards – **format, consistency, naming conventions, etc.**
 - Accountability – ***Who, what, when, where, how***
 - Google Sheet identifying and defining the above for federal and state reported data
 - Establish an annual data submission calendar
 - Review Accuracy Certification Statements (ACS) for high-profile data elements
 - Create a **communication plan** for escalation (*identified concerns, new or modified state & federal reporting requirements*), resolution, approval, etc.
 - Address gaps and overlaps



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Director of Data & Instructional Technology (*continued*)

Goal: Student Achievement

PERFORMANCE OBJECTIVE #3: Use district assessment data sources to inform and support building and district level discussions, decisions, and actions that will lead to improved student performance on state assessments.

- Attend workshops related to Classroom Diagnostic Tools (Keystone and PSSA) and MAP (Measures of Academic Performance) Assessments to update and further develop my knowledge and expertise
- Support the elementary and middle-level staff involved in the CDT pilot
 - Participate in discussions and the collection of feedback about the CDT assessment experience for teachers and students
 - Participate in discussions and the collection of data about how CDT data is used to inform instruction
 - Participate in data meetings and discussions about the MAP assessment experience and compare and contrast its use for informing instruction with that of the CDT
- Participate in data discussions with district office and building-level staff for the purpose of identifying areas for growth and improving overall performance
 - Support school administrators with accessing building-level and district-wide assessment reports
 - Routinely pull district and building-level reports for distribution to administrators
 - Collaborate with district and building level administrators and teachers about data from periodic CDT and MAP assessment reports to evaluate progress towards state assessment goals. The meetings will be held in the fall semester 2017 and spring semester 2018.
- Participate in a minimum of three webinars and workshops related to the use of PVAAS (growth) and eMetric (achievement and subgroup data) during the 2017-18 school year to expand and further develop my knowledge and expertise with these tools
- Develop data protocol recommendations for consistent and effective use of district assessment data to be shared with staff by the end of May 2018.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Pupil Services

Goal: Student Achievement

PERFORMANCE OBJECTIVE # 1: Evaluate growth, as measured by data, and provide support and direction to support student growth and achievement at all levels.

- Provide targeted assistance to learning support teachers, counselors, student achievement coaches, occupational therapist, and speech therapists to complete data analysis on individual students and create scaffolded support for students
 - Create a district flowchart that will streamline the data review process
 - Create a procedure that will define the length of meetings; focus on data requiring support and implement a “Next Steps” action plan for learners requiring intervention or remediation
- Provide support to building principals through attendance, as evidenced by a log maintained by the Assistant to the Superintendent, at Learning Support Data Meetings, STEEDS, Emotional Support, Supplemental Support and Gifted Support Meetings, support and consultation for academic and behavioral issues, and continually monitoring the effective implementation of pre-referral process
 - Create a list of research based interventions and profile of the learner who benefits best from each intervention – core, core & more (itinerant), alternate intervention (supplemental), criteria for PASA without Intellectual Disability label
 - Scrutinize supplemental learner data to identify and provide individualized support through intervention and further customization for individual learners
- Participate with principals in observation schedules for new special education teachers, supplemental learning support, emotional support, and alternative education classrooms to provide support for academic and behavioral success. Observations will be conducted a minimum of one time per year
 - Share in responsibilities for reviewing/creating marginal teacher plan when requested to participate

Goal: Student Achievement

PERFORMANCE OBJECTIVE # 2: Review and refine all district processes with the new Pupil Services team members.

- Review 504 and Threat Assessment procedures and refine prior to the end of the 2017-18 SY.
- Review and refine Gifted Support identification for levels K-12 prior to the end of the 2017-18 SY.
- Review and refine the Pre-referral Process for Special Education prior to the end of the 2017-18 SY.
- Integrate the Social Worker into the Pupil Services department by creating an effective job description, delineation of district and building level responsibilities, and elimination of overlap with current personnel working to support families and individual students



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Pupil Services (*continued*)

Goal: Student Achievement

PERFORMANCE OBJECTIVE # 3: Prepare the Special Education Plan due May 2018.

- Continue to refine and implement the Transition process at the intermediate and high school
- Set Informational Nights for parents of student with disabilities; school to work, school to college, subject-specific presentations prior to April 1, 2018.
- Create a culture of increased mental health awareness by:
 - Referrals to the True North mental health counselor
 - Providing guest speakers to at-risk populations (learning support, emotional support, identified students with existing mental health concerns, SAP referrals)
 - Promoting the Avedum Club at the high school in conjunction with Mr. Zimmerman
 - Continue advocating for increased mentors to work directly with learners
- Personal Goals:
 - *School Psychologist of West Manheim, Baresville, EHMIS*
 - Promoting and conducting quarterly emotional support teacher meetings
 - Investigating the necessity of a District K-2 Emotional Support classroom
 - Creating and sharing profiles of the differences in learners requiring emotional support services (itinerant, supplemental and therapeutic levels of support)
 - *School Psychologist of Park Hills, Manheim & High School*
 - Investigating and reviewing intervention for learners experiencing academic, social-emotional and behavioral needs at the high school level
 - Working cooperatively with high school Transition Team members to create opportunities for school to work activities
 - Creating and sharing profiles of differences in learners requiring supplemental levels of learning support versus LIU program needs such as Life Skills support and Autistic support
 - *Assistant to the Superintendent for Instructional Support*
 - Providing program oversight for a smooth transition of new staff to the Pupil Services team
 - Monitoring and supporting learners in LIU programs and out of district placements to ensure accurate educational supports are in place
 - Providing interventions to match learner needs and ensure that itinerant and supplemental learners have access to Tier II and Tier III interventions that are targeted and designed to close the achievement gap



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Assistant Superintendent

Goal: Supervision/Closing the Achievement Gap

PERFORMANCE OBJECTIVE # 1: Revise and implement a new Principal supervision and evaluation process that better aligns with PAs Educator Effectiveness model and is compliant with all PDE requirements.

- Form a team of building level principals to investigate the requirements of the principal evaluation, including principal SLOs, and to plan for updates to the supervision process and evaluation tool for district principals
- Have all building level principals and assistant principals complete relevant PVAAS webinars for school leaders to assist with developing principal SLOs
- Provide professional development on developing principal SLOs and conduct SPP data meetings with each level to determine focus areas for improvement
- Review and approve all principal SLOs
- Review changes to the principal supervision/evaluation process with all administrators and elicit feedback/suggestions
- Finalize updates to the principal supervision process/evaluation tool
- Complete all principal evaluations utilizing updated process and tools



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Assistant Superintendent (*continued*)

Goal: Curriculum

PERFORMANCE OBJECTIVE # 2: Oversee the successful implementation of the revised district curriculum cycle and begin the revision process for K-5 mathematics, 6-8 ELA and mathematics, and high school Keystone courses (Biology, Algebra, and Literature).

- Complete the development of and access to the *SWSD Curriculum Development and Revision Series* learning module within *Atomic Learning*
- Provide professional development and support to curricular teams as needed throughout implementation of the updated curriculum cycle and revision process
- Assist in the development of and oversee the implementation of an entry plan for the Director of Curriculum, Instruction, and Assessment position
- Coordinate the development of a plan to develop a K-12 Life Long Learning/Habits of Mind Competency Continuum through the District Grading and Assessment Committee
- Monitor the curriculum revision progress for K-5 mathematics, 6-8 ELA and Mathematics, and high school Keystone courses
- Complete a status-update from each grade level leaders and department chair on the current status of grade level curriculums for each subject area and course to help guide allocation of curriculum writing days and resources for the 2017-2018 school year
- Successfully complete the revision of K-5 mathematics, 6-8 ELA/Mathematics, and high school Keystone courses, including the migration of curriculum units into *itslearning*
- Monitor and evaluate the revised curriculum development and revision cycle by eliciting feedback from curriculum leaders and administrators and work with the director of curriculum to make necessary adjustments to the process for the 2018-19 school year



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Assistant Superintendent (*continued*)

Goal: Professional Development/Supervision

PERFORMANCE OBJECTIVE # 3: Coordinate and facilitate the redesign of the districts professional growth and supervision plan to align to the district developed professional learning competencies and to be in compliance with PDE guidelines for differentiated supervision.

- Coordinate the development of an action plan and timeline for the Professional Learning Committee that includes a plan for revision the following:
 - Alignment to Professional Learning Competencies
 - Differentiated Supervision Options
 - Teacher Observation Tool/Process
 - Integration of 'Pathways to Distinction' for each Professional Learning Competency
- Facilitate the revision of the Professional Growth and Supervision Plan by the Professional Learning Committee as determined by the established action plan/timeline
- Complete a draft of the revised plan for administrative review
- Make necessary updates and ensure compliance with PDE Differentiated Supervision requirements and complete final draft of plan
- Develop plan for professional development on the new plan, including developing a learning module within Atomic Learning that provides an overview of Differentiated Supervision options



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Assistant Superintendent (*continued*)

Goal: District Vision/Professional Development

PERFORMANCE OBJECTIVE # 4: Facilitate the revision of the district's Comprehensive Plan/Professional Development plan as required as a Phase III district.

- Complete all Phase III tasks as recommended by the Phase III workflow released by PDE
- Re-establish the professional development stakeholder group of the comprehensive planning team as required in Phase III
- Revisit and revise as needed the district needs assessment which was updated during the 2016-17 school-year prior to the moratorium on the comprehensive planning process
- Provide the school board with an update on the planning process and necessary steps in the planning process
- Ensure the Special Education plan is being updated as needed through coordination with the assistant to the superintendent for pupil services
- Complete necessary updates to the comprehensive plan/professional development plan along with assurances within the online comprehensive planning tool
- Submit final plan for school board review
- Successfully obtain final school board approval of revised plan
- Investigate the *Redefining Readiness* framework and in collaboration with other district administrators make the determination whether it is a viable program to integrate into our comprehensive plan in order help move our district forward in college/career readiness



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Business Administrator

Goal: Finance

PERFORMANCE OBJECTIVE #1: Review and evaluate the support staff wages and salary scale structure.

- Select a group of volunteers from all areas of support staff and a few administrators to serve on committee to study this issue
- Lay out for the committee the issue to be studied and the parameters to be considered as part of this process. Get input from the committee as to what information they believe will be helpful in this process
- Gather the information sought by the committee as part of this process from various sources
- Present information to the committee to assist in the discussion/decision process
- Help lead the committee to a conclusion including any recommendation(s) to present to the School Board
- Present recommendation(s) to School Board prior to June 30, 2018

Goal: Human Resources

PERFORMANCE OBJECTIVE #2: Review/revise all job descriptions to more accurately reflect the work being performed.

- Have all supervisors review with their employees their job description and recommend changes to be made
- Review recommended changes to ensure standardization of job descriptions where applicable
- Revise any job description as needed and where appropriate
- Send revised job descriptions out to supervisors for them to review with appropriate staff and make changes as needed
- Present revised job descriptions to superintendent/School Board for review/approval prior to June 30, 2018

Goal: Supervision/Evaluation

PERFORMANCE OBJECTIVE #3: Review/revise all support staff position and administrative position evaluations to make sure they are reflective of the current job descriptions.

- Review current evaluation forms compared to newly revised job descriptions
- Revise evaluation forms to reflect revised job descriptions
- Load evaluation forms on computer for use by supervisors
- Grant access to supervisors to evaluation forms on the computer system



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Director of Accounting Services

Goal: Board Policies and Procedures

PERFORMANCE OBJECTIVE #1: Review and update all business office related policies

- Review the current Business Office policies
- Obtain all Business Office related policies from the Pennsylvania Association of School Boards (PSBA) and conduct a thorough review of collected policies
- Determine if current SWSD Business Office policies need updated based upon review of current PSBA policies
- Determine if new SWSD Business Office policies need implemented based upon review of current PSBA policies
- Update the current SWSD Business Office policies as needed
- Create new SWSD Business Office policies as needed
- Send the updated and new policies to the district's Solicitor for their review
- Present updated and/or new policies to the School Board for their review and approval prior to June 20, 2018.

Goal: Data Governance

PERFORMANCE OBJECTIVE #2: Investigate the need for a data storage and retrieval system for the Business Office.

- Research data storage and retrieval systems
- Contact vendors who have data storage and retrieval systems
- Set up meetings/conference calls with the vendors contacted to discuss their systems
- Determine how SWSD would need to structure these systems for our needs
- After review of all system needs, the Director of Accounting Services will determine the cost of the data storage and retrieval systems
- Report the findings of this research to the business administrator and superintendent. A recommendation regarding the need/implementation of a data storage and retrieval system will be made to the Board prior to June 30, 2018.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

<p>Director of School Facilities</p>
<p>Goal: Facilities Management PERFORMANCE OBJECTIVE #1: Plan for and implement Phase II of the District Athletic Facility Improvement program.</p>
<ul style="list-style-type: none"> • Coordinate design of auxiliary field complex • Establish comprehensive Phase II scope of work • Apply for required permits • Prepare bid documents and advertise for bidding • Review and award bid prior to June 30, 2018 • Develop specifications for proposed stadium score board to be installed as part of Phase II • Develop specifications for proposed stadium seating to be installed as part of Phase II
<p>Goal: Facilities Management PERFORMANCE OBJECTIVE #2: Begin the planning phase of the renovation project for EHMIS.</p>
<ul style="list-style-type: none"> • Interview and negotiate architect fees • Facilitate review of district needs in respect to EHMIS with architects/engineers <ul style="list-style-type: none"> ○ Mechanical engineering assessment (electric, plumbing, HVAC) ○ Architectural assessment (envelope, egress, form, function) • Coordinate and review construction documents
<p>Goal: Board Policies and Procedures PERFORMANCE OBJECTIVE #3: Update staff policy and procedure for maintenance and operations department.</p>
<ul style="list-style-type: none"> • Review existing board policies and procedures for support staff • Conduct meetings with support staff leaders and employees to identify concerns before the end of January 2018. • Following the completion of all meeting with support staff leaders and employees, the Director of School Facilities will reconcile issues/recommendations that are fair and equitable to the entire support staff • Present proposed policy revisions to board for their consideration before June 30, 2018.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Director of Transportation

Goal: Community Relations

PERFORMANCE OBJECTIVE #1: Utilize social media outlets to communicate important district information as it relates to the Transportation Department.

- Coordinate a training to better understand Atomic Learning and Twitter, and develop recommendations on how to increase communication with the South Western Community.
- Set up a Twitter account for the South Western transportation department
- Develop a training program on the use of Twitter to promote the district's Transportation Department.
- Use Twitter at least five times per month to communicate important information from the Transportation Department

Goal: Staffing

PERFORMANCE OBJECTIVE #2: Investigate using other support staff as substitutes bus drivers

- Review staffing levels in the food service and maintenance department with supervisors to determine if adequate staffing exists for substitute driver assistance.
- Explore recommendation to use both food service and maintenance department employees as possible substitute bus drivers.
- Submit a report of findings and recommendations to the Board of School Directors specific to substitute bus driver staffing issues. Report will be presented to the Board by the end of the 2017-18 school year.

Goal: Community Relations

PERFORMANCE OBJECTIVE #3: Create a video for elementary parents demonstrating safe riding practices

- Create a bus safety committee made up of drivers, teachers, administrators and parents.
- Check with local School District Transportation Directors to determine if any bus safety videos exist or if there are ideas to use in a bus safety video.
- Research any existing bus safety videos.
- Create an outline for the bus safety video and review with bus safety committee.
- Create bus safety video to share with public prior to June 30, 2018
- Communicate with public, via twitter and website, the bus safety video is ready for public viewing.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Director of Food and Nutrition Services

Goal: Food Service Operations

PERFORMANCE OBJECTIVE #1: Become proficient in all operations of SWSD Food Service Department.

- Document meetings and build relationships with all head cook's and staff in each building to promote positive work environment in the food service department
- Meet with district administration for training on the budget and cafeteria including required daily and monthly reports of SWSD. All reports will be completed with at least 90% accuracy at the end of the school year.
- Achieve Proficiency in the use of Primero Edge - software program to evaluate nutrition of our meals served daily to our students that meet and comply with the requirements of HHKFA. Proficiency will be measured through the district achieving 100% compliance with the HHKFA.
- Observe all building procedures and the daily process of both breakfast and lunch operations concluding with a list of recommendations to improve operations by the end of the 2017-18 school year.
- Insure 100% of all food service staff have completed the required Professional Training for Food Service. Report will be submitted to PDE by the end of the 2017-18 school year.

Goal: Board Policies and Procedures

PERFORMANCE OBJECTIVE #2: Organize and direct the District Wellness Committee with a goal to implement the District's Wellness Policy throughout the district.

- Create list of committee members and contact them to serve on the committee
- Schedule initial meetings sharing mandated updates & sample policy for SWSD. Committee recommendations will be shared with School Board Directors prior to the end of February 2018.
- Secure final policy approval from School Board by April 30, 2018.

Goal: State and Federal Compliance

PERFORMANCE OBJECTIVE #3: Prepare & Complete the Food Service Tri-annual CRE Audit by PDE.

- Upload all required materials in 13 different areas of review as requested for past 3 years once dates are provided to us from PDE – this will be completed by June 1, 2018.
- Work with Representative on-site & off-site at building selected for compliance to ensure breakfast and lunch serving regulations and nutrition requirements are being met both daily and weekly. A final report documenting compliance and any recommendations will be shared with the School Board Directors prior to the end of the 2017-18 school year.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Director of Technology

Goal: Communications

PERFORMANCE OBJECTIVE #1: Update District web site to include a new format, compliance with IDEA regulations and metrics to determine trends in site visits.

- Interview and hire web designer based on qualifications and abilities that match district needs. Process will be documented through interview and document review process.
- Establish committee of district employees to oversee new site development and determine needs for new site which will be documented and presented in a final report to the Board of Directors prior to the end of the 2017-18 school year.
- Meet with a team of administrators to review and approve initial mockups for site that will be shared with web designer. The mockups will be shown on screen shots in order to document the changes.
- Redefine and publish new user roles for the district website. All changes will be documented and shared with the Board of School Directors prior to the end of the 2017-18 school year
- Work with committee members to perform beta testing on new site along with recording changes made as a result of the beta testing.
- Communicate to staff/community new site launch date – to be communicated in print and social media outlets.
- Go “live” with new site prior to end of 2017-18 school year

Goal: Technology

PERFORMANCE OBJECTIVE #2: Successfully complete the District’s transition from Novell email system to Gmail system by September 30, 2017.

- Ensure all user accounts are transitioned over to Gmail before September 30, 2017
- Ensure all email groups are migrated from Novell to Gmail by September 30, 2017, and continue to add new email groups as needed throughout the 2017-18 school year.
- Create a document that will be placed on the district’s employee and student portal with important tips on best use practices with Gmail



SOUTH WESTERN SCHOOL DISTRICT
ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Director of Technology (*continued*)

Goal: Board Policies and Procedures

PERFORMANCE OBJECTIVE #3: Develop Technology Procedures for all students and staff as it relates to district issued technology devices.

- Create procedures regarding Chromebook Management for Board consideration prior to the end of the 2017-18 school year
- Create procedures regarding proper Chromebook App deployment for Board consideration prior to the end of the 2017-18 school year.
- Create procedures regarding proper downloading of paid apps installed on district iPad and iPods
- Create procedures for Tech Center operations

Goal: Operations

PERFORMANCE OBJECTIVE #4: Research and present the Board of School Directors a recommendation for upgrading the district's phone system prior to the end of the 2017-18 budget year.

- Meet with vendors during the fall months (Sept to Dec) to explore available options upgrade current phone system
- Following meetings with vendors, seek a minimum of three estimates on potential upgrades to district's existing phone systems.
- Present initial estimates and recommendations to Business Administrator and superintendent by April 1, 2018.
- Present final recommendation to the Board of School Directors for consideration by June 30, 2018.



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Superintendent

Goal: Student Achievement/Vision

PERFORMANCE OBJECTIVE #1: To promote student academic success by creating and sustaining a vision for student learning that is shared and supported by the South Western School District community.

- Collaborate with the administrative team to evaluate existing student achievement data to determine College and Career readiness of students as they graduate from the South Western School District
- Prepare a report of student achievement demonstrating College and Career readiness that will be presented to the Board of School Directors
- Consider a recommendation to pursue the AASA initiative of Redefining Ready and its benefits to the SWSD students
- Explore with the assistant superintendent, high school principal, and EHMIS principal, the possibility of a site visit to Dr. David Schuler's (Nationally Recognized Authority) school district to observe the principles of Redefining Ready (the site visit will allow for first-hand knowledge of implementation and vision for the future of the initiative)
- Explore working with Dr. David Schuler, (superintendent of Township High School District 214, Arlington Heights, IL), to develop a framework and timeline for the implementation of Redefining Ready principles in the South Western School District during the 2018-19 school year
- Hold a community meeting regarding the implementation of Redefining Ready

Goal: Community Relations

PERFORMANCE OBJECTIVE #2: To promote collaboration, communication, empowerment, and engagement of stakeholders both inside and outside the district to continue a *Tradition of Excellence*.

- Meet with the following parties to discuss district history, district pride, district expectations and district vision for both the near and long term of South Western School District:
 - Individual board members
 - Individual district administrators
 - Individual building administrators
 - Teacher leaders at each school building
 - District teacher leaders (association officers)
 - Classified staff leadership
- Attend a minimum of one school building event, at each school building, per marking period (during or after school) to engage and immerse himself in the community
- Attend a minimum of one faculty meeting per semester at each school building to meet and hold discussions with teachers and administrators
- Schedule a community-wide “Meet and Greet Event” with the superintendent at each school building during the 2017-18 school year



SOUTH WESTERN SCHOOL DISTRICT

ADMINISTRATORS' PERFORMANCE OBJECTIVES
2017-2018

Administration – Superintendent (*continued*)

Goal: Professional Development

PERFORMANCE OBJECTIVE #3: To will promote student and staff success through modeling practice and inquiry of professional growth of self and others.

- Maintain leadership positions in both state and national professional associations – i.e., PASA (Pennsylvania Association of School Administrators) and AASA (American Association of School Administrators)
- Complete, during the 2017-18 school year, the Pennsylvania Secretary of Education's District Superintendent Academy
- Complete, during the 2017-18 school year, the AASA's National District Superintendent Academy
- Lead district and building administrators in a book study during the 2017-18 school year about effective change theory (i.e., Kotter's – *Leading Change*)
- Seek opportunities to present district programs at both the state and national level (in concert with district and building administration)
- Seek opportunities to expand current partnerships with districts involved in implementing and expanding Mass Customized Learning programs

Goal: Entry Plan

PERFORMANCE OBJECTIVE #4: To fully implement the 2017-18 Entry Plan as submitted to the board.