

Antietam School District



Strategic Plan
2002 – 2008
Mid-point Review
September, 2005

**STRATEGIC PLAN MID-POINT REVIEW
REPORT AND SIGNATURE FORM**

The Board of School Directors of Antietam School District:

 X Accepts the report of the strategic planning committee and approves the attached revisions tot the strategic plan.

 Accepts the report of the strategic planning committee that no changes are needed to the strategic plan at this time.

Signature, Board President

October 24, 2005

Date

Signature, Chief School Administrator

October 24, 2005

Date

lmayes@antietamsd.org

Please submit this form and revisions of the strategic plan to the Division of Professional Education and Planning, 333 Market Street-8th Floor, Harrisburg, PA 17126-0333 by September 30, the third year of the plan.

Antietam School District
Strategic Plan Mid-point Review

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Antietam School District

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Marybeth Torchia, Assistant to the Superintendent
Diane Richards, Business Manager

Dr. Melissa Brewer, Secondary Principal
Joseph Hepp, Assistant Secondary Principal
Kerry Hoffman, Elementary Principal
Michelle Bleacher, Assistant Elementary Principal

Brian Patton, Technology Director
David Kroa, Director of Buildings and Grounds
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ANTIETAM SCHOOL DISTRICT

Strategic Plan – Mid-Point Review

SECTION 1 - INTRODUCTION

The Antietam School District undertook a comprehensive course of action that resulted in the development of a six-year strategic plan during the 2001-02 school year. The focus throughout that process was to improve the present educational program and set high expectations of achievement for all of our students. To that end, we now seek to review that designed blueprint for effective change in our curriculum, instruction, assessment, and staff development processes through the process of the mid-point review.

Strategic planning requirements set forth in title 22, PA Code Chapter 4, section 4.13, provide the blueprint for the future of our district.

SECTION 2 - MISSION STATEMENT

As a result of a consensus building process involving professional staff, school board, community, parents, business and industry representatives, and students, the Strategic Planning Steering Committee confirmed the district mission statement. The School Board of Directors adopted it on April 22, 2002, at the monthly board meeting.

The mission statement is:

Antietam's Commitment:

A community partnership pledged to lifetime achievement

- Commitment to lifelong learning
- Provides a safe learning environment for our staff, students and community
- Cooperates with a supportive community
- Promotes ethical behavior and exemplary citizenship

SECTION 3 - REVIEW PROCESS

Listed below are the names of the original members of the Strategic Planning Steering Committee and the groups they represent:

Dr. Larry Mayes-	Superintendent	Milton Scholl-	Teacher
Marybeth Torchia-	Assistant to the Superintendent	Dean Stump-	Teacher
Kerry Hoffman-	Mt. Penn Elementary Principal	Leah Leinbach-	Student
Gwen Sauer-	Middle/Senior High School Principal	Sara Hartline-	Student
James Reece-	Board President	Meredith Gallen-	Student
Beverly Daniels-	Board Vice President	Eli Arms-	Student
Diane Hine-	Board Member	Sheila Shuman-	Parent
Kenneth Horst-	Teacher	Terry Schnitter-	Parent
Kathy Fegely-	Teacher	Peggy Heil-	Resident
Shirley Feyers-	Teacher	James Richardson-	Resident

For the purpose of the Mid-Point Review, all original members were invited to participate. Those members no longer available were replaced by persons representing the indicated groups and additional administrative members that joined the district were also invited to participate.

Listed below are the names of the review committee for the Strategic Planning Mid-Point Review and the groups they represent:

Dr. Larry Mayes-	Superintendent	Scott Spatz-	Teacher
Marybeth Torchia-	Asst. to the Superintendent	Dean Stump-	Teacher
Kerry Hoffman-	Mt. Penn Elem Principal	Dayna Goheen-	Student
Dr. Melissa Brewer –	MS-HS Principal	Brenna Landis-	Student
James Reece-	Board member	Danielle Motze-	Student
Beverly Daniels-	Board member	Mike Rowe-	Student
Ann Sellers-	Board Member	Sheila Shuman-	Parent
Kenneth Horst-	Teacher	Terry Schnitter-	Parent
Kathy Fegely-	Teacher	Peggy Heil-	Resident
Shirley Feyers-	Teacher		
Scott Minter-	Teacher		
Dan Richards-	Teacher		
JoDeen Buckwalter-	Teacher		
Milton Scholl-	Teacher		
Gary Choyka-	Teacher		
Dianne Johnson-	Teacher		
Lisa Motacki-	Teacher		
Mary Zeplin-	Teacher		

SECTION 4 - District Learning Goals Progress/Accomplishments

After a review of the needs assessment data, current research, and the requirements of Chapter 4, the district selected learning goals. The district learning goals encompass all subject areas and are deemed critical skills for students to have competency in prior to graduation.

1) Acquire knowledge and skills in Reading, Writing, speaking and listening, Mathematics, Science and technology, Environment and ecology, Social studies (civics, government, geography, economics, and history), Arts and humanities, Career education and work, Health, safety, and physical education, Family and consumer science, and World languages.

Progress/Accomplishments

- ✓ The district has undertaken and completed an initiative to completely align our curriculum to the State Standards working during in-service and summer curriculum review each academic discipline has completed this task. This was and continues to be a K-12 initiative that is also being expanded to cross-curricular evaluation.
- ✓ During the 2003-04 school year, the district utilized the services of an independent consultant to review the district reading program k-9. The results of that study brought forth various recommendations for improvement in our program. Most notably, the recommendation to expand the eighth grade program and incorporate reading in our ninth grade writing program. Each of these recommendations have been implemented and are in the evaluation stage.
- ✓ In addition, the elementary program changed their reading program to the HM Reading Series for 2005-06 as listed in NCLB and linked to Pa. State Standards.
- ✓ Further enhancements to the secondary math program included the expansion of our integrated math program to include more students in grade eight as well as the expansion of our AP course offerings including; AP Calculus and AP Statistics.
- ✓ In addition, the elementary program changed their math program to the HM Math Series for 2005-06 as listed in NCLB and linked to Pa. State Standards.
- ✓ The district is also exploring and has tested 'on-line' courses to expand the diversity of course offerings for our students. During the 2004-05 school year, four students were enrolled in an online AP U.S. History course with varying degrees of success.
- ✓ Our special education department adopted a new research-based reading program for all students k-12, during the 2004-05 school year.

- ✓ In addition, our special education department has also adopted the DIBELS testing program as well as utilized the Intermediate Unit staff and developed a math Calculation Assessment Tool, and fully implemented Math Facts Tool for math fluency.

2) Acquire lifelong learning skills necessary for students to compete in the global marketplace including the areas of processing information, problem solving, working independently, collaboration with others, and adapting to change.

Progress/Accomplishments

- ✓ During the 2004-05 school year, the district was able to utilize the Accountability Block Grant to implement full-day kindergarten for all students in the district. It is and remains the opinion of the district, based upon research that in order to reach higher levels of academic achievement for all students that the process must begin at the entry level of formal education.
- ✓ The district utilized the services of a consultant at the secondary level to provide professional development on instructional strategies. Conceptually, block/intensive scheduling presents the opportunity to teachers for inclusion of problem-solving, collaboration, independent learning, and problem solving strategies into the classroom, which are skills deemed necessary for competing in the global marketplace.
- ✓ The senior culminating project has been revised to encourage students to explore career-shadowing experiences in order to broaden student exposure to the work environment.
- ✓ During the 2002-03 school year, the district undertook a major review of curriculum offerings k-12 related to our computer instruction and integration into the curriculum. The result of that initiative realigned most of instructional curriculum as well as developed suggested integration strategies for teachers. To further support this initiative, the district purchased individual laptop computers for all professional staff, installed wireless hubs throughout the district, purchased mobile computer labs, and purchased 'white' board technology and a variety of projection equipment.
- ✓ Our special education department has adopted the DIBELS testing program as well as utilized the Intermediate Unit staff and developed a math Calculation Assessment Tool, and fully implemented Math Facts Tool for math fluency.
- ✓ In addition, our special education department has adopted fully, the SRA Progress Monitoring program and that program is currently being tested for use with all students k-6.

- ✓ During the 2002-03 school year, the district purchased the LetterGrade program for use k-12. This management tool allows for a variety of assessments on the part of the district in reviewing and collecting data related to State Standards and progress. In addition, the program provides access to parents/guardians to their child's academic work without interaction with staff.
- ✓ In our elementary program, we have made modifications to increase the use of technology/rethinking the curriculum as a result of evaluating the abilities of our children, k-6.
- ✓ Additional enhancements at the elementary level includes:
 - Utilizing Access PA,
 - Power Library,
 - World Book on-line,
 - And broadcasting daily news, activities, information, and weather from our own weather station, in-house.

SECTION 5 - Organizational Goals Progress/Accomplishments

The district has been and continues to be engaged in planned activities during the six years toward the achievement of the following organizational goals:

- 1) The implementation of a local assessment plan - as addressed in Item 5 of the Strategic Plan Document (SPD)

Progress/Accomplishments

- ✓ The district employed the services of our professional staff during the summer of 2005 to develop grade level specific, pre and post tests for mathematics and correlate those instruments with the State Standards established at each grade level. These tests have now been implemented into the program in order to assess students' ability and align curriculum based upon the results.
- ✓ Prior to the adoption of the current strategic plan, the district had in place a system for portfolio assessment in grades k-6. This program has since been expanded to include all students k-12.
- ✓ At the elementary level, we have implemented:
 - The IOWA tests to grades 1 & 2,

- DIBELS at all grades, three times per year,
- HM theme tests and benchmark tests,
- And a developmental test for kindergarten children, DRA's, and performance assessments.

2) The development and implementation of a plan for improving student achievement - as addressed in item 6 of the SPD.

Progress/Accomplishments

- ✓ In our elementary program:
 - Math/Reading Tutorial sessions have been built into student schedules
 - Pre-Post tests in Math & Reading are given at each level
 - Training of students and staff as to understanding various questioning models to prepare them for testing
 - PSSA action Plan in place - including
 - Parent meetings/trainings,
 - Kid breakfasts on days of test windows,
 - Scheduling of testing building wide,
 - Emphasis on their doing best.
- ✓ At all levels across the district, we have undertaken an initiative to do a specific item analysis and then cross-reference that information with curriculum development and review.
- ✓ At our secondary level;
 - A child study process has been instituted to review course level placements
 - Career and technical students have been returned to the 'home school' for mathematics instruction as a result of a countywide review of the instruction and results.
 - Reading Across the Curriculum in-service and program development has been instituted
- ✓ In our special education program:
 - Progress monitoring has been instituted
 - The SRA reading program is being used for students

- Co-teaching has been implemented where appropriate
- An increase in parent meetings are ongoing for children experiencing difficulties
- ESY summer program has been established

3) Implement Action Plan for Professional Development – as addressed in item 7 of the SPD.

Progress/Accomplishments

- ✓ Act 48 plan review and revision completed (attached)
- ✓ Act 178 plan review and revision completed (attached)
- ✓ District Induction plan review and revision completed (attached)
- ✓ The district has also implemented an ongoing process of staff surveys that allow for input from the professional staff on in-service needs and desires.

4) Develop Graduation Requirements in accordance with Chapter 4-addressed in Item 4 of the SPD.

Progress/Accomplishments

- ✓ Graduation requirements as outlined in Pa Code – Chapter 4 are established in District Policy 217 revised and adopted December 18, 2000 by the Board of School Directors.
- ✓ Continual review of the State Standards and realignment of the district curriculum to meet grade level specific standards is an ongoing process that the district has continued to meet.

5) Review and revise Planned Courses according to the Academic Standards-Item 4 of the SPD.

Progress/Accomplishments

- ✓ The district plan for review and revision of planned courses of instruction, for the district has been successfully followed by utilizing staff members in summer in-service programs. The current plan (see attached) continues to meet the needs of the district and students.

6) Develop and implement a plan for additional instructional opportunities-addressed in Item 11 of the SPD.

Progress/Accomplishments

- ✓ The secondary program has expanded the former coop program to include internship opportunities for juniors and seniors. To facilitate this, the district has entered into a school-business partnership to provide several opportunities.

- ✓ The senior culminating project program has been modified to include a variety of options related to expanding student opportunities for additional instructional endeavors.
- ✓ The secondary has also worked to expand opportunities for students to become involved in college course offerings and has utilized ‘on-line’ courses to expand the current ‘in-house’ curriculum offerings.
- ✓ The secondary school has also expanded co-curricular offerings designed around academic competition, such as:
 - District Computer Team
 - Computer Graphics Competition
 - Web page Competition
 - Academic Challenge
 - Math Counts & Math 24
 - Mock trial competition
 - United Nations
 - Science Olympiad
- ✓ At the elementary level, the district has initiated or expanded:
 - Full-day Kindergarten
 - After-school programs in Art, Spanish, Sign language
 - A pre-first program
 - Study Buddies linking grade 2 students with grade 6 students for study help
 - Science Fair
 - Outdoor education program for grade 6 for three days and two nights
 - A tutorial program for math and Reading build into the daily schedule
 - Reading recovery, LEAP, and Soar-to-success
 - After school math tutorial program

7) Implement a plan to increase the use of technology for learning-addressed in Appendix A of the SPD.

Progress/Accomplishments

- ✓ The District has expanded the availability of computers throughout the entire district by:
 - All classrooms in the district have desktop computers with internet access. (This is accurate to a point. Some classrooms at the elementary may have computers but some don’t work and some aren’t connected to the Internet)

- Three mobile computer carts have been purchased by the district available to all levels in the district
- All professional staff members are issued laptop computers and the entire district is set-up for wireless internet access
- ✓ Across the district, more of the library resources have been expanded to include a wide-variety of internet resources
- ✓ The secondary school is involved in and has been utilizing the SAS program.
- ✓ The district has also committed to purchase SMARTboard technology for all schools and numerous projection equipment in order to allow for technology based instructional lessons
- ✓ Finally, the district in cooperation with the Berks County Intermediate Unit has presented numerous opportunities for staff to enroll in programs for utilizing technology in the classrooms both at the IU and in our district.

SECTION 6 - Goals Recommended by the Strategic Planning Steering Committee Progress/Accomplishments

The district has been and continues to be engaged in planned activities during the six years toward the achievement of the following organizational goals:

- 1) Establish and adhere to timely upgrades in communicating to the general public information regarding: school wide testing, services provided to families through SAM (Service Access Management), information of drug/alcohol programs, and school related activity schedules and announcements.

Progress/Accomplishments

- ✓ The district has established a website for the distribution of information in addition to the traditional paper forms of communication. Information on our site has not been updated as well or as quickly as the district would like; therefore, during the 2005-06 school year, two members of the professional staff have volunteered to manage that site. In addition, each administrator in the district will be trained and provided access to individual areas of the website for providing updated information.
- ✓ The LetterGrade/Tenex program purchased by the district has been a great success for providing access to student information by parent/guardians as well as for announcing various programs, coming events, etc.

- ✓ The district recognizes that not all stakeholders have readily available access to our website; therefore, all documents, articles, etc. published on our site are also distributed via traditional mail service, newsletters, and mandated postings.

2) Follow the technology plan as written to integrate software into the curriculum and enhance the use of technology in instruction and as a management tool.

Progress/Accomplishments

- ✓ The District technology committee met during the 2004-04 school year and undertook a comprehensive review of the technology plan established by the district. The findings of that review provided the district with positive feedback regarding the implementation of the plan as well as the need for modifications.
- ✓ .In addition, the review of the technology committee resulted in the development of a computer replacement/enhancement plan for the district and recommendations for funding of the plan.

3) Promote ethical behavior and exemplary citizenship through self-discipline and accountability.

Progress/Accomplishments

- ✓ The special education department of the district has undertaken and continues to implement behavior management plans for all students within their service area.
- ✓ At the secondary school, we have implemented:
 - A seventh grade mentoring program
 - Conflict management and anger management workshops for students
 - Continuation and expansion of our peer mediation program
 - Annual review of individual classroom teachers behavioral management plans
- ✓ The district determined a need for additional administrative support to work directly with children. To accomplish this task, the district employs newly hired assistant principals at both levels. In addition, the district received a grant and participated in a School resource Officer program in conjunction with local law enforcement.
- ✓ The elementary program has been enhanced utilizing:
 - A “caught doing good” program
 - “Morning Meetings” in each classroom

- Monthly themes
- Lunch with the principal
- Elementary Student Assistance Program
- Group activities with guidance counselors and school psychologist

4) Provide opportunities for all staff to become aware of and to integrate emerging trends in curriculum areas.

Progress/Accomplishments

- ✓ As part of the revised Act 48 and Act 178 plans, professional staff members are encouraged to take advantage of continuing education, County-wide in-service programs, and other conference opportunities.
- ✓ The curriculum review cycle (attached) specifically designates mandated work in the areas of emerging trends, current research, and national association information review.

5) Develop a plan to provide awareness and implementation of stress management techniques for students and staff.

Progress/Accomplishments

- ✓ The district special education staff has addressed this issue through:
 - Annual staff training in de-escalation techniques
 - Weekly, small group meetings with students involving the school psychologist and teacher to discuss stress management techniques
- ✓ Our elementary staff has initiated:
 - Morning meeting time in each room
 - De-escalation training for all staff
 - Wellness committee
 - Small group guidance meetings for students at risk
 - Elementary Student Assistance Program
- ✓ At the secondary level, we have:
 - Professional development activities during in-service days
 - Faculty 'team building' activities
 - Established a faculty advisory committee
 - Developed 'open-forum' grade level meetings
 - Provide anger management seminars for students

6) Students will be provided an awareness of current technology through integrated instruction.

Progress/Accomplishments

- ✓ All of our students have benefited from the increased opportunities to utilize technology with the purchase of laptop computers, SMARTBoard technology, graphing calculators, mobile computer labs, etc.
- ✓ The complete revision of the computer and business education curricula has resulted in a much more diverse and updated course of study for our students.
- ✓ In addition, students have been encouraged and are exploring many more ‘outside’ competitions directly related to technology than had been practiced in the district previously.
- ✓ At our elementary level, our students now have opportunities to participate in an American Native Project, Science projects, Robotics, Claymation, and graphic design. Just started this week, 6th grader volunteers are on a “Tech Crew”. Working with staff, they will take pictures of activities in the school and prepare Power Point presentations for the laptop in the office to highlight school activities for visitors to see. This is a project that the elementary assistant principal had been creating, but we will now work with 6th graders to handle the work.

7) The Antietam School District will improve the learning environment for staff and students.

Progress/Accomplishments

- ✓ Without question, the completion of the new primary school that opened for the 2005-06 school year and allowed us to move grades k & 1 out of the elementary building has been the single best improvement in the district. Modular trailers used to house classes at that building have been removed and the previously very crowded elementary school now has sufficient room to function appropriately.
- ✓ In addition to the project completion, the district added an additional music room and six (6) classrooms at the secondary building. Again, this allowed the school to schedule classes in a more orderly fashion and accommodates the needs of the students and professional staff.

- ✓ The district is also initiating a staff wellness program during the 2005-06 school year with the assistance of the Berks County Health Care Consortium. This program has begun in the current school year as a very small project; however, we anticipate a great many new opportunities for the 2006-07 school year with the help of our health care provider.
- ✓ Finally, the district embarked on a restructuring of special education classes and the approach to servicing those students in the general population during the 2004-05 school year. This was further developed during the summer of 2005 and has been a successful venture for all students and professional staff members.

**SECTION 7 – Other Goals Specified by NCLB legislation
Progress/Accomplishment**

1) The District will provide a program for each student whose dominant language is not English for the purposes of facilitating the student’s achievement of English proficiency and the academic standards.

Progress/Accomplishments

- ✓ All students in the district and those new to the district have completed a home language survey instrument to identify students in potential need of ESL services
- ✓ District-wide, our professional staff has received extensive training through professional development on the identification, requirements of the program, and accommodations for student identified.
- ✓ A comprehensive program for this group of students has been developed and implemented district-wide with appropriately certified professional staff.
- ✓ Each student identified participates in the Stanford Language Proficiency test at the end of the school year to determine goal attainment and continuation in program.

2) The District will provide a plan for implementation of new regulations pertaining to the education of children identified as gifted.

Progress/Accomplishments

- ✓ All children with IEP’s for gifted education are annually reviewed and progress/changes noted for future services.
- ✓ Students recommended for the program are tested within the mandated timeframes and the procedures established are followed closely.

- ✓ Those students that do not qualify for GIEP are provided additional opportunities at the elementary level through a program developed to meet the needs of students who need additional academic stimulation.
- ✓ At the secondary level, gifted students already challenged by the academic program have the option of exploring individualized academic opportunities through the assignment of a mentor. This program has been received extremely well by parents and students in that, it allows for a self-designed program that meets specific needs of the student.

SECTION 8 – Dept. of Education plan Recommendations

Citation:

Progress/Accomplishments

- ✓ All recommendations, suggestions and other modifications to the plan were completed and submitted for approval in February, 2006

SECTION 9 – Plan Approvals

The Strategic Planning committee met to review administrative responses to the goals established in the original Strategic Plan on October 6, 2005. Those committee members then received a draft version of the mid-point review for analysis and comment. The consensus of the committee approved the Mid-Point Review as presented.

The Antietam School District Board of directors met to review administrative responses to the goals established in the original Strategic Plan on October 24, 2005. The consensus of the board approved the Mid-Point Review as presented.

SECTION 10 – Public Display of the Strategic Plan

Following the approval of the Mid-Point review of the strategic plan by the board of school directors, the document was presented to the public via a link on the district website. Parents/ residents/ and other community members will be directed to the link in the District's mid-year newsletter.