

CARLISLE AREA SD

540 W. North St.

Comprehensive Plan | 2022 - 2025

MISSION STATEMENT

The Carlisle Area School District is committed to providing all students with educational and leadership opportunities to meet the challenge of personal responsibility, enabling them to become contributing members of our diverse society. The District will excel in student achievement, community engagement, and financial stewardship.

VISION STATEMENT

Empowering Every Learner

EDUCATIONAL VALUE STATEMENTS

STUDENTS

Carlisle Area School District students are at the center of our education mission and vision. Our primary objective is to provide students with an outstanding education that prepares them for life after high school. We want students to develop their own love for learning and the ability to adapt to new and complex situations. To achieve this, students must be empowered to drive their learning, explore their interests and passions, and develop a wide variety of skills that will serve them during their school years and beyond.

STAFF

Carlisle Area School District faculty and staff are responsible for facilitating deep and meaningful learning, maintaining strong relationships with students, and modeling lifelong learning. District faculty and staff contribute to a robust and vibrant array of opportunities inside and outside of the classroom.

ADMINISTRATION

Carlisle Area School District administration strives to develop all aspects of our educational program: academics, health and wellness, safety and security, culture and climate, and the effective and efficient management of resources. Administration recognizes the importance of partnering with faculty, staff, and families to set direction, implement initiatives, and develop programs.

PARENTS

Carlisle Area School District parents and families are essential partners in our educational mission. An effective educational program is not possible without the support, involvement, and participation of families. The District prioritizes family engagement in an effort to not only meet academic needs, but to serve the whole student.

COMMUNITY

The Carlisle Area School District is a part of a strong, vibrant, and supportive community. The District enjoys partnerships across the Carlisle

community, and views these partnerships as integral to our educational mission.

OTHER (OPTIONAL)

STEERING COMMITTEE

Name	Position	Building/Group
Paula Bussard	Board Member	Board of Directors, President
Anne Lauritzen	Board Member	Board of Directors, Vice President
Gerald Eby	Board Member	Board of Directors
Sue Bower	Board Member	Board of Directors
Bruce Clash	Board Member	Board of Directors
Rick Coplen	Board Member	Board of Directors
Linda Manning	Board Member	Board of Directors
David Miller	Board Member	Board of Directors
Jon Tarrant	Board Member	Board of Directors
Colleen Friend	Administrator	Superintendent
Michael Gogoj	Administrator	Director of Education
Stephanie Douglas	Administrator	Director of Digital Learning
Jill Condo	Administrator	Director of Student Services

Name	Position	Building/Group
Josh Barr	Administrator	Asst. Director of Student Services
Brittany Sanchez	Administrator	Asst. Director of Student Services
Jenna Kinsler	Administrator	Business Manager
Jeff Friend	Administrator	Director of Technology
Michael Black	Administrator	High School Principal
Patricia Buffington	Administrator	High School Principal
Jason Beals	Administrator	High School Principal
Paul Wysocki	Administrator	High School Principal
Joseph Dunn	Administrator	High School Principal
Keith Colestock	Administrator	Middle School Principal
Nick Sadvari	Administrator	Middle School Principal
Walter Bond	Administrator	Middle School Principal
Jake Evans	Administrator	Middle School Principal
Jeff Bell	Administrator	Elementary School Principal
Aaron Carmichael	Administrator	Elementary School Principal

Name	Position	Building/Group
Molli Davis	Administrator	Elementary School Principal
Brian Gochenour	Administrator	Elementary School Principal
Kyle Slusser	Administrator	Elementary School Principal
Monique Wallace	Administrator	Elementary School Principal
Barbara Wohlgemuth	Administrator	Elementary School Principal
Rebecca Harig-Mintiens	Administrator	Elementary School Principal
George Null	Administrator	Director of Athletics
Keely McGeehan	Staff Member	English Department Head Teacher
Ashley Gogoj	Administrator	Art Department Program Supervisor
Kelly Brent	Administrator	Math Department Program Supervisor
Al Parrillo	Administrator	Director of Careers and Technology
Stephanie Weimer	Staff Member	Library Department Head Librarian
Heather Bosnyak	Administrator	World Language and ELD Dept. Program Supervisor
Samantha Moyer	Administrator	Science Department Program Supervisor
Kevin Wagner	Administrator	Social Studies Department Program Supervisor

Name	Position	Building/Group
Byron Mikesell	Staff Member	Music Department Head Teacher
Malinda Mikesell	Administrator	Reading Supervisor
Sarah Fowler-Barr	Staff Member	Secondary ELA Teacher
Angel Mullis	Staff Member	Secondary Math Teacher
Dorene Wilbur	Staff Member	Secondary English Teacher
Kristi Janosco	Staff Member	Elementary Literacy Coach
Sue Wuestner	Staff Member	Secondary Special Education Teacher
Harold Travis	Staff Member	Middle School Counselor
Lisa Williams	Staff Member	Secondary Social Studies Teacher
Erin Hughes	Staff Member	Middle School Counselor
Josh Arvey	Staff Member	Elementary Teacher
Emily McDonald	Staff Member	High School Counselor
Jen Hoffman	Staff Member	Elementary School Counselor
Emily Norcross	Staff Member	High School Counselor
Dan Campbell	Staff Member	High School Science Teacher

Name	Position	Building/Group
Heather Jones	Staff Member	Elementary Teacher
Kim Felknor-Edwards	Staff Member	High School Math Teacher
Sherry Moyer	Staff Member	Elementary Teacher
Celina Haase	Staff Member	Elementary Teacher
Christine Ream	Staff Member	Elementary Teacher
Kris Amtower	Staff Member	Secondary World Language Teacher
Cherie Kiehl	Staff Member	Secondary Special Education Teacher
Olivia Grippin	Student	High School Student
Noah Doupe	Student	High School Student
Shondra Moore	Student	High School Student
Max Barr	Student	High School Student
Jana Fetterman	Student	High School Student
Mykaela Ocampo	Student	High School Student
Maliya Kellam	Student	High School Student
Susan Perabo	Parent	Advisory Committee

Name	Position	Building/Group
Kate Lawrence	Parent	Advisory Committee
Andrea Jones	Parent	Advisory Committee
Adrienne Vaughn	Parent	Advisory Committee
Eric Bondy	Parent	Advisory Committee
Cheryl Gobin	Parent	Advisory Committee
Erin Windholz	Parent	Advisory Committee
Holly Storms	Parent	Advisory Committee
Schylar Heishman	Parent	Advisory Committee
Jaime Reiber	Parent	Advisory Committee
Lucy Zander	Community Member	Advisory Committee
Michelle Crowley	Community Member	Advisory Committee
Jeanna Som	Community Member	Advisory Committee
Denise Garman	Community Member	Advisory Committee
Safronia Perry	Community Member	Advisory Committee

ESTABLISHED PRIORITIES

Priority Statement	Outcome Category
<p>Undergirding a strong educational program is an array of systems, policies, and procedures that allow a school to optimally function. Our stakeholder groups identified various priority areas that must be addressed within our Comprehensive Plan. Specifically, we will prioritize the following: district communications, recruitment and retention of staff, accountability tracking, facilities improvements, and technological improvements.</p>	<p>Essential Practices 5: Allocate Resources Strategically and Equitably</p>
<p>School should be a safe, welcoming, and inclusive environment for all students, faculty, and staff. While the school community identified our school climate and culture as an overarching strength, there were still areas of concern and need which must be included in our Comprehensive Plan. Specifically, we will prioritize the following areas: data collection on school climate and culture, revitalizing our vision, mission, and belief statements, and expanding co- and extra-curricular opportunities and access.</p>	<p>Essential Practices 3: Provide Student-Centered Support Systems</p>
<p>Every stakeholder group identified student wellness - specifically in the area of mental health - as a high-priority need. Providing an appropriate student support system requires the dedication of fiscal, staffing, and other resources. This challenge will be a significant driver of our Comprehensive Plan. Specifically, we will prioritize the following areas: K-12 Guidance Plan, an in-house mental health support framework, the expansion of SAP and other services, and ongoing professional learning.</p>	<p>Essential Practices 3: Provide Student-Centered</p>

Priority Statement

Outcome Category

Support Systems

Education is in a continuous state of change and growth. This has been exacerbated by the COVID-19 pandemic, which altered the trajectory of student learning, and placed increased emphasis on online and other forms of learning. Meanwhile, our entire school community - students, families, administration, faculty and staff, and the surrounding community - desire a robust, modern, and high-quality educational program. As such, identifying and prioritizing various components of our educational program in need of growth and development will be a major part of the Comprehensive Plan. Specifically, we will prioritize the following areas: systems and structures, curricular improvements, instructional and assessment practices, professional development, and opportunities for learning.

Essential Practices 1: Focus on Continuous Improvement of Instruction

ACTION PLAN AND STEPS

Evidence-based Strategy

Continuous Improvement in Curriculum, Instruction, and Assessment

Measurable Goals

Goal Nickname

Measurable Goal Statement (Smart Goal)

Educational Program

Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the

Goal Nickname**Measurable Goal Statement (Smart Goal)**

educational program, and 5) others measures as needed.

Action Step**Anticipated Start/Completion****Lead Person/Position****Materials/Resources/Supports Needed**

Evaluate, propose, and implement alternate option(s) for elementary programming and configuration.

2022-07-01 -
2025-06-30

Superintendent

1) Stakeholder support (families and community, administration, faculty and staff), 2) Committee involvement and participation, 3) Financial resources to support reprogramming efforts, 4) Additional personnel to meet staffing needs, 5) External partnerships to study and evaluate demographics and programming, 6) Communication system

Evaluate alternate options for secondary level programming and schedule.

2022-07-01 -
2023-06-30

Director of
Education and
High School
Principal

1) Stakeholder involvement and support (families and community, administration, faculty and staff), 2) Ongoing, two-way communication framework

Expand the scope and capacity of the Carlisle Virtual Academy (CVA).

2022-07-01 -
2025-06-30

Director of
Digital
Learning

1) Stakeholder support (administration, faculty and staff, families), 2) Financial resources to support growth, 3) Professional development to support virtual teachers, 4) Staffing for newly added virtual courses

Provide relevant, engaging academic options and pathways by modernizing and expanding course offerings.

2022-07-01 -
2025-06-30

Director of
Education

1) Stakeholder support (administration, faculty and staff), 2) Financial resources to support curriculum writing and development

Implement a robust,

2022-07-01 -

Director of

1) Stakeholder support (administrative, faculty and staff), 2) Committee

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
comprehensive K-5 mathematics program.	2024-06-30	Education and Elementary Leadership	involvement and participation, 3) Financial resources to support new curriculum materials and training, 4) Professional development, 5) Staffing to support leadership in math
Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.	2022-07-01 - 2024-06-30	Director of Education, Counseling Supervisor, Director of CTE	1) Stakeholder support (administrative, faculty and staff), 2) Committee involvement and participation, 3) Professional development, 4) External partnerships within the community
Maintain strong emphasis on outstanding instructional and technology-integration practices.	2022-07-01 - 2025-06-30	Director of Education, Director of Digital Learning	1) Stakeholder support (administration, faculty and staff), 2) Professional development to support practices
Evaluate and update district assessment practices.	2022-07-01 - 2024-06-30	Director of Education, Director of Digital Learning	1) Stakeholder support (administration, faculty and staff, families, students), 2) Committee involvement and participation, 3) Professional development
Extend student opportunities to learn outside of the traditional school day.	2022-07-01 - 2024-06-30	Director of Education, Building Leadership	1) Stakeholder support (administration, faculty, staff and family), 2) Financial resources to support program, 3) Staffing to support new programs, 4) External partnerships to offer opportunities within communities and businesses

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Evaluate and implement opportunities to increase faculty and staff professional learning and collaboration.	2022-07-01 - 2025-06-30	Director of Education	1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation to identify opportunities, 3) Financial resources to support plan, 4) Professional development to support increased collaboration and learning

Anticipated Outcome

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Monitoring/Evaluation

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Evidence-based Strategy

Student Wellness Programming

Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)		
Supports and Services	Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed.		
Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Update and revise the K-12 Guidance Plan (Chapter 339) to communicate a continuum of services, procedures, and programs to support students.	2022-07-01 - 2023-04-01	Counseling Supervisor	1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation, 3) External partnerships to support student wellness, 4) Professional development to support needs of the whole child, 5) Communication system for public review, board and PDE approval
Implement an in-house mental health support framework.	2022-07-01 - 2024-06-30	Superintendent, Counseling Supervisor	1) Stakeholder support (administration, faculty, staff, families and community), 2) Financial resources to support district-wide implementation, 3) Staffing to support school based mental health, 4) External partnerships with licensed mental health providers, 5) Communication system
Expand the Student Assistance Program (SAP) at the elementary level.	2022-07-01 - 2023-06-30	Superintendent, Building Leadership	1) Stakeholder support (administration, faculty, families), 2) Financial resources to support program, 3) Staffing to support groups and meetings, 4) External partnerships to ensure programmatic best practices, 5) Professional development to identify barriers to learning

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Provide ongoing staff professional development centered on student and staff wellness and mental health.	2022-07-01 - 2025-06-30	Director of Education	and school success, 6) Staffing to support identification of students and make recommendations to assist, 7) External partnerships with a network of SAP services to provide leadership, communication, and monies 1) Stakeholder support (administration, faculty, staff), 2) Financial resources to support ongoing wellness, 3) External partnerships to support mental health, 4) Communication system

Anticipated Outcome

Anticipated outputs include: 1) completed and updated Chapter 339 Plan, 2) a written framework of student supports and services, 3) the full implementation of elementary SAP at seven elementary buildings, 4) ongoing staff development centered on student and staff wellness.

Monitoring/Evaluation

This goal will be measured and monitored using the following metrics: 1) the development/completion of a K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Evidence-based Strategy

Foster Inclusiveness and Belonging

Measurable Goals

Goal Nickname

Measurable Goal Statement (Smart Goal)

Culture and Climate

Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Establish a consistent, systematic strategy to measure district, school, and classroom culture and climate.	2022-07-01 - 2024-06-30	Superintendent, Director of Education	1) Stakeholder support (administration, faculty and staff, families, community), 2) Committee involvement and participation, 3) Professional development to support a positive culture and climate, 4) External partnerships with community and families, 5) Communication system
Revitalize the CASD vision, mission, and belief statements.	2022-07-01 - 2023-06-30	Superintendent	1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation in revamping the District's direction, 3) External partnerships to align district beliefs with family and community stakeholders, 4) Communication system to target messaging
Redesign CASD logo, motto, and public-facing visual image.	2022-07-01 - 2023-06-30	Superintendent	1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation to identify our brand and messaging, 3) Financial resources to

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Expand extracurricular opportunities and access.	2022-07-01 - 2025-06-30	Director of Education, Building Leadership	support implementation of new brand, 4) Communication system to implement new brand
Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.	2022-07-01 - 2025-06-30	Superintendent	1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation to extend opportunities and transportation, 3) Financial resources to support expanded programs, 4) Staffing to support expanded programs
Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.	2022-07-01 - 2025-06-30	Superintendent	1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation to create an inclusive, safe, school environment, 3) Professional development to support an inclusive environment

Anticipated Outcome

Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.

Monitoring/Evaluation

Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Furthermore, each action step will be monitored using metrics specific to that strategy or action.



Evidence-based Strategy

Strengthen Systems and Processes

Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)
Organizational Systems and Structures	Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Develop and implement a comprehensive district communication plan.	2022-07-01 - 2023-06-30	Superintendent	1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation, 3) External partnerships to identify needs for stakeholders, 4) Communication system
Identify and implement practices that recruit and retain a highly qualified and diverse faculty, staff, and administration.	2022-07-01 - 2024-06-30	Superintendent	1) Stakeholder support (administration, faculty, staff), 2) Committee involvement and participation with area colleges and universities, 3) External partnerships with colleges/universities to host student placements, practicums and internships
Develop a comprehensive district dashboard of performance metrics.	2022-07-01 - 2024-06-30	Director of Education	1) Stakeholder support (administration, faculty, staff, families), 2) Financial resources to support creation of dashboard, 3)

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Identify and implement environmental practices that ensure high quality facilities.	2022-07-01 - 2025-06-30	Director of Facilities	Communication system 1) Stakeholder support (administration, community), 2) Committee involvement and participation, 3) Financial resources to support identified implementation needs
Establish a technology framework to evaluate existing and future technology needs.	2022-07-01 - 2025-06-30	Director of Technology	1) Stakeholder support (administration, faculty and staff), 2) Financial resources to support identified technology advances, 3) Professional development to support implementation of new technology, 4) Staffing to support/convert to newly identified technology framework

Anticipated Outcome

Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.

Monitoring/Evaluation

This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.



PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	Continuous Improvement in Curriculum, Instruction, and Assessment	Implement a robust, comprehensive K-5 mathematics program.	07/01/2022 - 06/30/2024

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	Continuous Improvement in Curriculum, Instruction, and Assessment	Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.	07/01/2022 - 06/30/2024

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	Continuous Improvement in Curriculum, Instruction, and Assessment	Maintain strong emphasis on outstanding instructional and technology-integration practices.	07/01/2022 - 06/30/2025

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	Continuous Improvement in Curriculum, Instruction, and Assessment	Evaluate and update district assessment practices.	07/01/2022 - 06/30/2024

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Implement an in-house mental health support framework.	07/01/2022 - 06/30/2024

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)</p>	Student	Expand the	07/01/2022
	Wellness	Student	-
	Programming	Assistance Program (SAP) at the elementary level.	06/30/2023

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Provide ongoing staff professional development centered on student and staff wellness and mental health.	07/01/2022 - 06/30/2025

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Evaluate, propose, and implement alternate option(s) for elementary programming and configuration.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
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COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Expand the scope and capacity of the Carlisle Virtual Academy (CVA).</p>	<p>07/01/2022 - 06/30/2025</p>

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
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COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Implement a robust, comprehensive K-5 mathematics program.	07/01/2022 - 06/30/2024

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.	07/01/2022 - 06/30/2024

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Maintain strong emphasis on outstanding instructional and technology-integration practices.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Evaluate and update district assessment practices.</p>	<p>07/01/2022 - 06/30/2024</p>

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Extend student opportunities to learn outside of the traditional school day.</p>	<p>07/01/2022 - 06/30/2024</p>

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Evaluate and implement opportunities to increase faculty and staff professional learning and collaboration.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)</p>	Student Wellness Programming	Update and revise the K-12 Guidance Plan (Chapter 339) to communicate a continuum of services, procedures, and programs to support students.	07/01/2022 - 04/01/2023

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Implement an in-house mental health support framework.	07/01/2022 - 06/30/2024

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)</p>	Student	Expand the	07/01/2022
	Wellness	Student	-
	Programming	Assistance Program (SAP) at the elementary level.	06/30/2023

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Provide ongoing staff professional development centered on student and staff wellness and mental health.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Establish a consistent, systematic strategy to measure district, school, and classroom culture and climate.	07/01/2022 - 06/30/2024

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Revitalize the CASD vision, mission, and belief statements.	07/01/2022 - 06/30/2023

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Redesign CASD logo, motto, and public-facing visual image.	07/01/2022 - 06/30/2023

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Expand extracurricular opportunities and access.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)	Strengthen Systems and Processes	Develop and implement a comprehensive district communication plan.	07/01/2022 - 06/30/2023

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)</p>	<p>Strengthen Systems and Processes</p>	<p>Identify and implement practices that recruit and retain a highly qualified and diverse faculty, staff, and administration.</p>	<p>07/01/2022 - 06/30/2024</p>

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)</p>	<p>Strengthen Systems and Processes</p>	<p>Develop a comprehensive district dashboard of performance metrics.</p>	<p>07/01/2022 - 06/30/2024</p>

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)	Strengthen Systems and Processes	Identify and implement environmental practices that ensure high quality facilities.	07/01/2022 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)</p>	<p>Strengthen Systems and Processes</p>	<p>Establish a technology framework to evaluate existing and future technology needs.</p>	<p>07/01/2022 - 06/30/2025</p>

APPROVALS & SIGNATURES

Assurance of Quality and Accountability

As Chief School Administrator, I affirm that this LEA Level Plan was developed in accordance, and will comply with the applicable provisions of 22 Pa. Code, Chapters 4, 12, 14, 16 and 49. I also affirm that the governing board reviewed the LEA Level Plan, as indicated in the attached official Board minutes and the contents of the plan are true and correct. Finally, I affirm that the plan was made available for public inspection and comment for a minimum of 28 days prior to approval by the school's governing board and submission to the Department.

School Board Minutes or Affirmation Statement

Signature (Entered Electronically and must have access to web application).

Chief School Administrator

ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

Strengths

While we continuously strive for increased achievement, ELA and Science Proficiency are on target with the state average.

While we continuously strive for increased growth, we observe strong pockets of ELA growth across the district.

An examination of our sub-groups shows mixed success. There are several sub-groups across several buildings that experienced strong achievement and/or growth.

(English Language Arts K-12) A strong curricular framework is in place from Kindergarten through grade 12.

(English Language Arts K-12) Strong instructional practices and lesson design are prioritized and reinforced from Kindergarten through grade 12.

(Elementary Literacy) A comprehensive assessment system demonstrates that students' literacy skills are growing and developing as a result of a strong core literacy program and MTSS structure.

(Secondary English) Students have opportunities for English acceleration and multiple pathways/supports throughout their

Challenges

Math Proficiency is in line with the state average, but there is need for increased math proficiency, with an emphasis on elementary and middle levels.

Math and Science Growth is in line with the state average, but there is need for increased and more consistent math growth.

An examination of our sub-groups shows mixed success. There are several sub-groups across several buildings that experienced low rates of achievement and/or growth. We are closely monitoring the following sub-groups: Black, Hispanic, Economically Disadvantaged, English Learners, and Special Education.

(Elementary Literacy) The District's comprehensive assessment system identifies specific ELA skills (example: TDA writing in particular grade levels) requiring further development.

(Secondary English Language Arts) The District's secondary English Language Arts program requires a further developed structured assessment and intervention system.

(Secondary English Language Arts) The District's secondary

Strengths

secondary experience.

(Mathematics K-12) A strong curricular framework is in place from Kindergarten through grade 12.

(Mathematics K-12) Strong instructional practices and lesson design are prioritized and reinforced from Kindergarten through grade 12.

(Elementary Math) The District has embarked on a multi-year curricular upgrade of our elementary mathematics program.

(Secondary Math) Students have opportunities for mathematics acceleration and multiple pathways/supports throughout their secondary experience.

(Science K-12) A strong curricular framework is in place from Kindergarten through grade 12.

(Science K-12) Strong instructional practices and lesson design are prioritized and reinforced from Kindergarten through grade 12.

(Secondary Science) Students have opportunities for science acceleration and multiple pathways/supports throughout their secondary experience.

(CTE) The District is proud to offer a robust, in-house Career and Technology Education program with several programs of study.

Challenges

English Language Arts program is undergoing significant curricular work to increase alignment in grades 6-12.

(Math K-12) The District's K-12 mathematics program requires a further developed structured assessment and intervention system.

(Elementary Math) The elementary mathematics program is in the midst of significant change in the areas of curriculum, instructional practices, resources, supplemental programs, and interventions.

(Secondary Math) The secondary mathematics program is in the process of redefining and redesigning courses to better serve students who have historically struggled in mathematics.

(Secondary Mathematics) The District's secondary Mathematics program is undergoing significant curricular work to increase alignment in grades 6-12.

(Science K-12) The District's K-12 science program requires a further developed structured assessment and intervention system.

(Secondary Science) The District's secondary Science program is undergoing significant curricular work to increase alignment in grades 6-12.

(Secondary Science) Continuity in staffing (high turnover) has

Strengths

Between programs of study and related courses within CTE, over 600 Carlisle students are served in this department.

(Arts, Music, and World Languages) The District is proud to offer students a wealth of curricular and extra-curricular art and music experiences from Kindergarten through grade 12, and world language experiences from grade 8 to grade 12.

(Health and Wellness Courses) The District offers a comprehensive K-12 physical education, health, and safety education program, to include a physical education experience each year of high school.

(Social Studies, Civics Education, Government Education) The District offers a strong, core social studies progression along with various elective opportunities. Emphasis is placed on government and civics education through curricular and extra-curricular experiences.

(Counseling Program) The District maintains strong K-12 counseling services for students.

(Climate and Culture) Stakeholders shared that CASD is a welcoming and inclusive school district, largely attributed to its diversity and transiency of its student population.

Challenges

been a challenge.

District stakeholders identified the desire for additional and more robust and modern academic options and pathways.

District stakeholders prioritized the importance of strong instructional practices, engaging and meaningful experiences, and emphasizing holistic learning in the classroom. This requires consistent attention to instructional pedagogy and methodology.

District stakeholders identified a need for additional and more robust learning opportunities outside of the traditional school day.

District faculty and staff identified the need for increased opportunities for professional learning and collaboration in order to elevate academics and learning experiences.

Increasing numbers of students and families are choosing virtual instruction in place of in-person learning, creating the demand for programmatic and infrastructural growth in virtual learning.

(Chapter 339/Counseling Plan) The District must further define and develop its continuum of student supports and services across K-12.

Strengths

(Community Support) Stakeholders shared that Carlisle is a welcoming and supportive community that embraces its students and families.

(District Support) Stakeholders shared that CASD is strong in supporting and servicing all students, to include those who are at-risk, disadvantaged, and/or transient.

(Academic Supports and Services) The District offers robust supports and interventions via special education, reading support and intervention, and tiered intervention in elementary literacy.

(Special Education) The District maintains a strong Special Education program, and the District is investing in the expansion of staffing and services.

(English Language Development) The District maintains a strong English Language Development program, and the District is investing in the expansion of staffing and services.

(Technology) The District has expanded Technology services and staffing in recent years. This has allowed technology to support and enhance the classroom learning experience.

(Title I) The District maintains a strong Title I program at three elementary buildings. This plan includes robust literacy programming and strong parent engagement.

Challenges

(Mental Health and Substance Abuse Services) Various stakeholder groups identified mental health as a major priority area requiring immediate development. Further, the District does not currently implement a Student Assistance program at its seven elementary buildings (but it does run teams at the four secondary buildings).

(Elementary Programming) The District must evaluate its elementary program and building configuration to determine better ways to effectively and efficiently allocate resources, funds, and staffing to seven, unique elementary buildings.

(Extra Curricular Experiences) Various stakeholder groups identified availability of and equitable access to extra curricular activities and experiences as a significant need.

(Professional Learning) Faculty, staff, and students identified the need to to conduct ongoing professional learning experiences to foster stronger understanding of a diverse student population.

(Chapter 339/Counseling Plan) The District must further define and develop its continuum of student supports and services across K-12.

(Mental Health Services) Various stakeholder groups identified mental health as a major priority area requiring immediate development.

Strengths

The District fosters continuous leadership, learning, and growth in the areas of curriculum and instruction.

The District maintains an ongoing curriculum review cycle of evaluation, revision, and monitoring.

The District maintains a robust professional development program.

The District leverages both district funding and external grants in a systematic and responsible manner.

Challenges

(Mental Health and Substance Abuse Services) The District does not currently implement a Student Assistance program at its seven elementary buildings (but it does run teams at the four secondary buildings).

The District seeks to foster stronger K-12 alignment of curricular, instructional, and assessment systems to foster continuous programmatic improvement. This includes dedicated attention to our systems and schedules, as well as ongoing professional learning for personnel.

The District must better identify and evaluate student and staff needs related to mental and emotional health and wellness in order to select and implement targeted solutions. This is a precursor to strong teaching and learning, and a high-priority need.

The District must further prioritize and emphasize strong culture and climate in the areas of both academic achievement and the general district, building, and classroom environments. The District must clearly communicate and articulate its vision, mission, and beliefs.

The District must identify organizational systems and structures that efficiently and effectively meet academic, personnel, fiscal, and other high-priority needs.

Most Notable Observations/Patterns

Throughout the Comprehensive Planning process, we engaged with many stakeholders, to include: 1) students, 2) faculty and staff, 3) administration, 4) the board of directors, 5) families, and 6) community agencies. We received thousands of ideas, suggestions, areas of strength and areas of concern. Then, we clustered those items in order to make sense of the data and feedback. What emerged were four predominant themes that will guide our work: 1) Continuously developing an outstanding educational program, 2) Supporting students' health and well-being, 3) Maintaining a strong climate and culture, and 4) Optimizing organizational practices and efficiencies.

Challenges

Discussion Point

Priority for Planning

Math Proficiency is in line with the state average, but there is need for increased math proficiency, with an emphasis on elementary and middle levels.

Math and Science Growth is in line with the state average, but there is need for increased and more consistent math growth.

An examination of our sub-groups shows mixed success. There are several sub-groups across several buildings that experienced low rates of achievement

Challenges**Discussion Point****Priority for Planning**

and/or growth. We are closely monitoring the following sub-groups: Black, Hispanic, Economically Disadvantaged, English Learners, and Special Education.

(Elementary Literacy) The District's comprehensive assessment system identifies specific ELA skills (example: TDA writing in particular grade levels) requiring further development.

(Secondary English Language Arts) The District's secondary English Language Arts program requires a further developed structured assessment and intervention system.

(Secondary English Language Arts) The District's secondary English Language Arts program is undergoing significant curricular work to increase alignment in grades 6-12.

(Math K-12) The District's K-12 mathematics program requires a further developed structured assessment and

Challenges**Discussion Point****Priority for Planning**

intervention system.

(Elementary Math) The elementary mathematics program is in the midst of significant change in the areas of curriculum, instructional practices, resources, supplemental programs, and interventions.

(Secondary Math) The secondary mathematics program is in the process of redefining and redesigning courses to better serve students who have historically struggled in mathematics.

(Secondary Mathematics) The District's secondary Mathematics program is undergoing significant curricular work to increase alignment in grades 6-12.

(Science K-12) The District's K-12 science program requires a further developed structured assessment and intervention system.

(Secondary Science) The District's secondary Science program is undergoing significant curricular work

Challenges**Discussion Point****Priority for Planning**

to increase alignment in grades 6-12.

District stakeholders identified the desire for additional and more robust and modern academic options and pathways.

District stakeholders prioritized the importance of strong instructional practices, engaging and meaningful experiences, and emphasizing holistic learning in the classroom. This requires consistent attention to instructional pedagogy and methodology.

District stakeholders identified a need for additional and more robust learning opportunities outside of the traditional school day.

District faculty and staff identified the need for increased opportunities for professional learning and collaboration in order to elevate academics and learning experiences.

Increasing numbers of students and

Challenges**Discussion Point****Priority for Planning**

families are choosing virtual instruction in place of in-person learning, creating the demand for programmatic and infrastructural growth in virtual learning.

(Chapter 339/Counseling Plan) The District must further define and develop its continuum of student supports and services across K-12.

(Mental Health and Substance Abuse Services) Various stakeholder groups identified mental health as a major priority area requiring immediate development. Further, the District does not currently implement a Student Assistance program at its seven elementary buildings (but it does run teams at the four secondary buildings).

(Elementary Programming) The District must evaluate its elementary program and building configuration to determine better ways to effectively and efficiently allocate resources, funds, and staffing to seven, unique elementary buildings.

Challenges**Discussion Point****Priority for Planning**

(Extra Curricular Experiences) Various stakeholder groups identified availability of and equitable access to extra curricular activities and experiences as a significant need.

(Professional Learning) Faculty, staff, and students identified the need to to conduct ongoing professional learning experiences to foster stronger understanding of a diverse student population.

(Chapter 339/Counseling Plan) The District must further define and develop its continuum of student supports and services across K-12.

(Mental Health Services) Various stakeholder groups identified mental health as a major priority area requiring immediate development.

(Mental Health and Substance Abuse Services) The District does not currently implement a Student Assistance program at its seven elementary

Challenges**Discussion Point****Priority for Planning**

buildings (but it does run teams at the four secondary buildings).

The District seeks to foster stronger K-12 alignment of curricular, instructional, and assessment systems to foster continuous programmatic improvement. This includes dedicated attention to our systems and schedules, as well as ongoing professional learning for personnel.

Education is in a continuous state of change and growth. This has been exacerbated by the COVID-19 pandemic, which altered the trajectory of student learning, and placed increased emphasis on online and other forms of learning. Meanwhile, our entire school community - students, families, administration, faculty and staff, and the surrounding community - desire a robust, modern, and high-quality educational program. As such, identifying and prioritizing various components of our educational program in need of growth and development will be a major part of the Comprehensive Plan.

The District must better identify and evaluate student and staff needs related to mental and emotional health and wellness in order to select and implement targeted solutions. This is a precursor to strong teaching and learning, and a high-priority need.

Every stakeholder group identified student wellness - specifically in the area of mental health - as a high-priority need. Providing an appropriate student support system requires the dedication of fiscal, staffing, and other resources. This challenge will be a significant driver of our Comprehensive Plan.

The District must further prioritize and emphasize strong culture and climate in the areas of both academic achievement and the general district, building, and classroom environments. The District must clearly communicate

School should be a safe, welcoming, and inclusive environment for all students, faculty, and staff. While the school community identified our school climate and culture as an overarching strength, there were still areas of concern and need which must be included in our Comprehensive Plan.

Challenges**Discussion Point****Priority for Planning**

and articulate its vision, mission, and beliefs.

The District must identify organizational systems and structures that efficiently and effectively meet academic, personnel, fiscal, and other high-priority needs.

Undergirding a strong educational program is an array of systems, policies, and procedures that allow a school to optimally function. Our stakeholder groups identified various priority areas - hiring and staffing, communications, etc. - that must be addressed within our Comprehensive Plan.

ADDENDUM B: ACTION PLAN

Action Plan: Continuous Improvement in Curriculum, Instruction, and Assessment

Action Steps	Anticipated Start/Completion Date
Evaluate, propose, and implement alternate option(s) for elementary programming and configuration.	07/01/2022 - 06/30/2025

Monitoring/Evaluation	Anticipated Output
<p>This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed.</p> <p>Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.</p>

Material/Resources/Supports Needed	PD Step	Comm Step
1) Stakeholder support (families and community, administration, faculty and staff), 2) Committee involvement and participation, 3) Financial resources to support reprogramming efforts, 4) Additional personnel to meet staffing needs, 5) External partnerships to study and evaluate demographics and programming, 6) Communication system	no	yes



Action Steps	Anticipated Start/Completion Date
Evaluate alternate options for secondary level programming and schedule.	07/01/2022 - 06/30/2023

Monitoring/Evaluation	Anticipated Output
<p>This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed.</p> <p>Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.</p>

Material/Resources/Supports Needed	PD Step	Comm Step
1) Stakeholder involvement and support (families and community, administration, faculty and staff), 2) Ongoing, two-way communication framework	no	yes



Action Steps	Anticipated Start/Completion Date		
Expand the scope and capacity of the Carlisle Virtual Academy (CVA).	07/01/2022 - 06/30/2025		
Monitoring/Evaluation	Anticipated Output		
<p>This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed.</p> <p>Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.</p>		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty and staff, families), 2) Financial resources to support growth, 3) Professional development to support virtual teachers, 4) Staffing for newly added virtual courses	no	yes	



Action Steps**Anticipated Start/Completion Date**

Provide relevant, engaging academic options and pathways by modernizing and expanding course offerings.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Material/Resources/Supports Needed

**PD
Step**

**Comm
Step**

1) Stakeholder support (administration, faculty and staff), 2) Financial resources to support curriculum writing and development

no

yes



Action Steps	Anticipated Start/Completion Date
Implement a robust, comprehensive K-5 mathematics program.	07/01/2022 - 06/30/2024

Monitoring/Evaluation	Anticipated Output
<p>This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed.</p> <p>Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.</p>

Material/Resources/Supports Needed	PD Step	Comm Step
1) Stakeholder support (administrative, faculty and staff), 2) Committee involvement and participation, 3) Financial resources to support new curriculum materials and training, 4) Professional development, 5) Staffing to support leadership in math	yes	yes



Action Steps**Anticipated Start/Completion Date**

Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.

07/01/2022 - 06/30/2024

Monitoring/Evaluation**Anticipated Output**

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Material/Resources/Supports Needed

PD Step **Comm Step**

1) Stakeholder support (administrative, faculty and staff), 2) Committee involvement and participation, 3) Professional development, 4) External partnerships within the community

yes yes



Action Steps**Anticipated Start/Completion Date**

Maintain strong emphasis on outstanding instructional and technology-integration practices.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Material/Resources/Supports Needed**PD Step****Comm Step**

1) Stakeholder support (administration, faculty and staff), 2) Professional development to support practices

yes

yes



Action Steps**Anticipated Start/Completion Date**

Evaluate and update district assessment practices.

07/01/2022 - 06/30/2024

Monitoring/Evaluation**Anticipated Output**

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Material/Resources/Supports Needed**PD
Step****Comm
Step**

1) Stakeholder support (administration, faculty and staff, families, students), 2) Committee involvement and participation,
3) Professional development

yes

yes



Action Steps	Anticipated Start/Completion Date		
Extend student opportunities to learn outside of the traditional school day.	07/01/2022 - 06/30/2024		
Monitoring/Evaluation	Anticipated Output		
<p>This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed.</p> <p>Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.</p>		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty, staff and family), 2) Financial resources to support program, 3) Staffing to support new programs, 4) External partnerships to offer opportunities within communities and businesses	no	yes	



Action Steps**Anticipated Start/Completion Date**

Evaluate and implement opportunities to increase faculty and staff professional learning and collaboration.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) redesigned schedules/configurations at the elementary and secondary levels, 2) expanded virtual academy offerings and enrollment, 3) a finalized curricular framework in elementary mathematics with corresponding assessment data, 4) a written K-12 career exploration curriculum, 5) revised written assessment policy and practices, 6) the implementation of learning opportunities outside of the school day.

Material/Resources/Supports Needed

PD Step **Comm Step**

1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation to identify opportunities, 3) Financial resources to support plan, 4) Professional development to support increased collaboration and learning

no yes



Action Plan: Student Wellness Programming

Action Steps	Anticipated Start/Completion Date		
Update and revise the K-12 Guidance Plan (Chapter 339) to communicate a continuum of services, procedures, and programs to support students.	07/01/2022 - 04/01/2023		
Monitoring/Evaluation	Anticipated Output		
This goal will be measured and monitored using the following metrics: 1) the development/completion of a K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and updated Chapter 339 Plan, 2) a written framework of student supports and services, 3) the full implementation of elementary SAP at seven elementary buildings, 4) ongoing staff development centered on student and staff wellness.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation, 3) External partnerships to support student wellness, 4) Professional development to support needs of the whole child, 5) Communication system for public review, board and PDE approval	no	yes	



Action Steps**Anticipated Start/Completion Date**

Implement an in-house mental health support framework.

07/01/2022 - 06/30/2024

Monitoring/Evaluation**Anticipated Output**

This goal will be measured and monitored using the following metrics: 1) the development/completion of a K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. Furthermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) completed and updated Chapter 339 Plan, 2) a written framework of student supports and services, 3) the full implementation of elementary SAP at seven elementary buildings, 4) ongoing staff development centered on student and staff wellness.

Material/Resources/Supports Needed

PD Step **Comm Step**

1) Stakeholder support (administration, faculty, staff, families and community), 2) Financial resources to support district-wide implementation, 3) Staffing to support school based mental health, 4) External partnerships with licensed mental health providers, 5) Communication system

yes yes



Action Steps	Anticipated Start/Completion Date
Expand the Student Assistance Program (SAP) at the elementary level.	07/01/2022 - 06/30/2023

Monitoring/Evaluation	Anticipated Output
<p>This goal will be measured and monitored using the following metrics: 1) the development/completion of a K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.</p>	<p>Anticipated outputs include: 1) completed and updated Chapter 339 Plan, 2) a written framework of student supports and services, 3) the full implementation of elementary SAP at seven elementary buildings, 4) ongoing staff development centered on student and staff wellness.</p>

Material/Resources/Supports Needed	PD Step	Comm Step
<p>1) Stakeholder support (administration, faculty, families), 2) Financial resources to support program, 3) Staffing to support groups and meetings, 4) External partnerships to ensure programmatic best practices, 5) Professional development to identify barriers to learning and school success, 6) Staffing to support identification of students and make recommendations to assist, 7) External partnerships with a network of SAP services to provide leadership, communication, and monies</p>	yes	yes



Action Steps	Anticipated Start/Completion Date
Provide ongoing staff professional development centered on student and staff wellness and mental health.	07/01/2022 - 06/30/2025

Monitoring/Evaluation	Anticipated Output
This goal will be measured and monitored using the following metrics: 1) the development/completion of a K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and updated Chapter 339 Plan, 2) a written framework of student supports and services, 3) the full implementation of elementary SAP at seven elementary buildings, 4) ongoing staff development centered on student and staff wellness.

Material/Resources/Supports Needed	PD Step	Comm Step
1) Stakeholder support (administration, faculty, staff), 2) Financial resources to support ongoing wellness, 3) External partnerships to support mental health, 4) Communication system	yes	yes

Action Plan: Foster Inclusiveness and Belonging

Action Steps	Anticipated Start/Completion Date
Establish a consistent, systematic strategy to measure district, school, and classroom culture and climate.	07/01/2022 - 06/30/2024

Monitoring/Evaluation	Anticipated Output
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.

Material/Resources/Supports Needed	PD Step	Comm Step
1) Stakeholder support (administration, faculty and staff, families, community), 2) Committee involvement and participation, 3) Professional development to support a positive culture and climate, 4) External partnerships with community and families, 5) Communication system	no	yes

Action Steps	Anticipated Start/Completion Date		
Revitalize the CASD vision, mission, and belief statements.	07/01/2022 - 06/30/2023		
Monitoring/Evaluation	Anticipated Output		
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation in revamping the District's direction, 3) External partnerships to align district beliefs with family and community stakeholders, 4) Communication system to target messaging	no	yes	



Action Steps	Anticipated Start/Completion Date		
Redesign CASD logo, motto, and public-facing visual image.	07/01/2022 - 06/30/2023		
Monitoring/Evaluation	Anticipated Output		
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation to identify our brand and messaging, 3) Financial resources to support implementation of new brand, 4) Communication system to implement new brand	no	yes	

Action Steps	Anticipated Start/Completion Date		
Expand extracurricular opportunities and access.	07/01/2022 - 06/30/2025		
Monitoring/Evaluation	Anticipated Output		
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty and staff), 2) Committee involvement and participation to extend opportunities and transportation, 3) Financial resources to support expanded programs, 4) Staffing to support expanded programs	no	yes	

Action Steps**Anticipated Start/Completion Date**

Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) new vision, mission and belief statements, 2) stakeholder feedback, 3) redesigned logo and motto. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) completed and rewritten vision, mission, and belief statements, 2) the implementation of culture and climate surveys, 3) expanded extracurricular programming designed to engage students in school and community.

Material/Resources/Supports Needed

	PD Step	Comm Step
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1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation to create an inclusive, safe, school environment, 3) Professional development to support an inclusive environment

	yes	yes
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Action Plan: Strengthen Systems and Processes

Action Steps	Anticipated Start/Completion Date		
Develop and implement a comprehensive district communication plan.	07/01/2022 - 06/30/2023		
Monitoring/Evaluation	Anticipated Output		
This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty, staff, families and community), 2) Committee involvement and participation, 3) External partnerships to identify needs for stakeholders, 4) Communication system	no	yes	

Action Steps	Anticipated Start/Completion Date		
Identify and implement practices that recruit and retain a highly qualified and diverse faculty, staff, and administration.	07/01/2022 - 06/30/2024		
Monitoring/Evaluation	Anticipated Output		
This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.	Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.		
Material/Resources/Supports Needed	PD Step	Comm Step	
1) Stakeholder support (administration, faculty, staff), 2) Committee involvement and participation with area colleges and universities, 3) External partnerships with colleges/universities to host student placements, practicums and internships	no	yes	



Action Steps**Anticipated Start/Completion Date**

Develop a comprehensive district dashboard of performance metrics.

07/01/2022 - 06/30/2024

Monitoring/Evaluation**Anticipated Output**

This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.

Material/Resources/Supports Needed

PD Step **Comm Step**

1) Stakeholder support (administration, faculty, staff, families), 2) Financial resources to support creation of dashboard, 3) Communication system

no

yes

Action Steps**Anticipated Start/Completion Date**

Identify and implement environmental practices that ensure high quality facilities.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.

Material/Resources/Supports Needed

	PD Step	Comm Step
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1) Stakeholder support (administration, community), 2) Committee involvement and participation, 3) Financial resources to support identified implementation needs

	no	yes
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Action Steps**Anticipated Start/Completion Date**

Establish a technology framework to evaluate existing and future technology needs.

07/01/2022 - 06/30/2025

Monitoring/Evaluation**Anticipated Output**

This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. Futhermore, each action step will be monitored using metrics specific to that strategy or action.

Anticipated outputs include: 1) a written District communication plan, 2) modified recruitment, hiring, and retention practices, 3) a comprehensive District dashboard of indicators, 4) multi-year facilities plans, 5) multi-year technology plans.

Material/Resources/Supports Needed

PD Step **Comm Step**

1) Stakeholder support (administration, faculty and staff), 2) Financial resources to support identified technology advances, 3) Professional development to support implementation of new technology, 4) Staffing to support/convert to newly identified technology framework

no yes



ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Implement a robust, comprehensive K-5 mathematics program.</p>	<p>07/01/2022 - 06/30/2024</p>
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.</p>	<p>07/01/2022 - 06/30/2024</p>
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and</p>	<p>Continuous Improvement in Curriculum,</p>	<p>Maintain strong emphasis on outstanding instructional and</p>	<p>07/01/2022 - 06/30/2025</p>

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Instruction, and Assessment</p>	<p>technology-integration practices.</p>	
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Evaluate and update district assessment practices.</p>	<p>07/01/2022 - 06/30/2024</p>
<p>Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)</p>	<p>Student Wellness Programming</p>	<p>Implement an in-house mental health support framework.</p>	<p>07/01/2022 - 06/30/2024</p>
<p>Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)</p>	<p>Student Wellness Programming</p>	<p>Expand the Student Assistance Program (SAP) at the elementary level.</p>	<p>07/01/2022 - 06/30/2023</p>

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Provide ongoing staff professional development centered on student and staff wellness and mental health.	07/01/2022 - 06/30/2025
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Evaluate and implement strategies to ensure an inclusive, welcoming school environment for all populations of students and staff.	07/01/2022 - 06/30/2025

PROFESSIONAL DEVELOPMENT PLANS

Professional Development Step	Audience	Topics of Prof. Dev
K-5 Mathematics - Curriculum, Instruction, and Assessment PD	K-5 Teachers	K-5 Math curriculum document, instructional practices, and assessment techniques

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Lesson design artifacts, assessment artifacts	07/01/2022 - 09/01/2022	Director of Education

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
3c: Engaging Students in Learning	
3b: Using Questioning and Discussion Techniques	
3d: Using Assessment in Instruction	
3a: Communicating with Students	



Professional Development Step	Audience	Topics of Prof. Dev
K-12 Career Exploratory and Preparatory Programming	K-12 Teachers	Prepare students for success in postsecondary education, a career, and/or independent living. Topics include career awareness, career exploration, and career assessment; employability skills training; and work experiences. Appropriate career preparatory experiences allow youth to explore a variety of career opportunities while identifying their career interests, abilities, and potential needs for accommodation and support.

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Implementation of K-12 career readiness curriculum, evidence of student learning through artifacts	07/01/2022 - 06/30/2022	Director of Education

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
1b: Demonstrating Knowledge of Students	
1a: Demonstrating Knowledge of Content and Pedagogy	



Professional Development Step	Audience	Topics of Prof. Dev
Outstanding Instructional and Technology Integration Practices	K-12 Teachers	Integrating technology into instruction (hardware, software, apps, and platforms)

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Technology integration within lesson planning (instruction, discussions, collaboration activities)	07/01/2022 - 06/30/2025	Director of Education

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

1e: Designing Coherent Instruction

1d: Demonstrating Knowledge of Resources

Professional Development Step	Audience	Topics of Prof. Dev
District Assessment Practices	K-12 Teachers	Grading scale, GPA, weighting systems, ability grouping, report cards, and classroom and homework practices

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Implementation of strong assessment practices within lesson plans and during instruction.	07/01/2022 - 06/30/2024	Director of Education

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
1c: Setting Instructional Outcomes 1f: Designing Student Assessments 3d: Using Assessment in Instruction	

Professional Development Step	Audience	Topics of Prof. Dev
Mental Health Support Framework	6-12 Counselors	Understanding the District framework, completing a mental health screener, how to partner with a care companion provider

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Implementation of and following procedures and protocols, metrics tracking student referrals	07/01/2022 - 06/30/2024	Counseling Supervisor

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

4f: Showing Professionalism

4c: Communicating with Families

4d: Participating in a Professional Community

1b: Demonstrating Knowledge of Students

Professional Development Step

Audience

Topics of Prof. Dev

Student SAP at the Elementary Level

K-5 Counselors and Principals

Identifying issues including alcohol, tobacco, other drugs, and mental health issues which pose a barrier to a student's success

Evidence of Learning

Anticipated Timeframe

Lead Person/Position

Increase in the number of students connected to outside substance abuse and mental health services

07/01/2022 - 06/30/2023

Director of Education

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

4c: Communicating with Families

2d: Managing Student Behavior

2a: Creating an Environment of Respect and Rapport

Professional Development Step

Audience

Topics of Prof. Dev

Student and Staff Wellness and Mental Health

K-12 students and staff

Trauma-sensitive practices, building relationships, fostering resilience and growth mindset

Evidence of Learning

Anticipated Timeframe

Lead Person/Position

Fostering safe, inclusive classroom and building environments.
Increased/sustained enrollment in employee wellness program and
SAP referrals to in-house mental health providers.

07/01/2022 - 06/30/2024

Director of Education

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

2a: Creating an Environment of Respect and Rapport

1b: Demonstrating Knowledge of Students

2b: Establishing a Culture for Learning

2d: Managing Student Behavior

Professional Development Step

Audience

Topics of Prof. Dev

Fostering an Inclusive and Welcoming School Environment

K-12 all staff

Understanding diverse student needs

Evidence of Learning

Anticipated Timeframe

Lead Person/Position

Culture and climate surveys, stakeholder feedback

07/01/2022 - 06/30/2025

Director of Education

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

1b: Demonstrating Knowledge of Students

2a: Creating an Environment of Respect and Rapport

2c: Managing Classroom Procedures

ADDENDUM D: ACTION PLAN COMMUNICATION

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Evaluate, propose, and implement alternate option(s) for elementary programming and configuration.</p>	<p>2022-07-01 - 2025-06-30</p>
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)</p>	<p>Continuous Improvement in Curriculum, Instruction, and Assessment</p>	<p>Evaluate alternate options for secondary level programming and schedule.</p>	<p>2022-07-01 - 2023-06-30</p>
<p>Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder</p>	<p>Continuous Improvement in Curriculum, Instruction,</p>	<p>Expand the scope and capacity of the Carlisle Virtual Academy (CVA).</p>	<p>2022-07-01 - 2025-06-30</p>

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
feedback on the educational program, and 5) others measures as needed. (Educational Program)	and Assessment		
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Provide relevant, engaging academic options and pathways by modernizing and expanding course offerings.	2022-07-01 - 2025-06-30
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Implement a robust, comprehensive K-5 mathematics program.	2022-07-01 - 2024-06-30
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder	Continuous Improvement in Curriculum, Instruction,	Prepare every student for post-secondary success through K-12 career	2022-07-01 - 2024-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
feedback on the educational program, and 5) others measures as needed. (Educational Program)	and Assessment	exploratory and preparatory programming.	
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Maintain strong emphasis on outstanding instructional and technology-integration practices.	2022-07-01 - 2025-06-30
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Evaluate and update district assessment practices.	2022-07-01 - 2024-06-30
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder	Continuous Improvement in Curriculum, Instruction,	Extend student opportunities to learn outside of the traditional school day.	2022-07-01 - 2024-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
feedback on the educational program, and 5) others measures as needed. (Educational Program)	and Assessment		
Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student. This goal will be measured using the following metrics: 1) graduation rate, pathways, and related metrics, 2) student achievement and growth on local performance measures and internal assessments, 3) student achievement and growth on standardized tests, 4) stakeholder feedback on the educational program, and 5) others measures as needed. (Educational Program)	Continuous Improvement in Curriculum, Instruction, and Assessment	Evaluate and implement opportunities to increase faculty and staff professional learning and collaboration.	2022-07-01 - 2025-06-30
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Update and revise the K-12 Guidance Plan (Chapter 339) to communicate a continuum of services, procedures, and programs to support students.	2022-07-01 - 2023-04-01
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the	Student Wellness Programming	Implement an in-house mental health support	2022-07-01 - 2024-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)		framework.	
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Expand the Student Assistance Program (SAP) at the elementary level.	2022-07-01 - 2023-06-30
Expand student and staff supports and services to promote individuals' safety, health, and well-being. This goal will be measured and monitored using the following metrics: 1) the development/completion of the K-12 Guidance Plan, 2) data measuring the utilization of programs and services, 3) stakeholder feedback on supports and services, and 4) other measures as needed. (Supports and Services)	Student Wellness Programming	Provide ongoing staff professional development centered on student and staff wellness and mental health.	2022-07-01 - 2025-06-30
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Establish a consistent, systematic strategy to measure district, school, and classroom culture and climate.	2022-07-01 - 2024-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Revitalize the CASD vision, mission, and belief statements.	2022-07-01 - 2023-06-30
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Redesign CASD logo, motto, and public-facing visual image.	2022-07-01 - 2023-06-30
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Expand extracurricular opportunities and access.	2022-07-01 - 2025-06-30
Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships. This goal will be measured and monitored using the following metrics: 1) culture and climate surveys and tools, 2) stakeholder feedback on school and district culture and climate, 3) the completion of specific documents and artifacts as outlined in the action steps, and 4) other metrics as needed. (Culture and Climate)	Foster Inclusiveness and Belonging	Evaluate and implement strategies to ensure an inclusive,	2022-07-01 - 2025-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
		welcoming school environment for all populations of students and staff.	
Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)	Strengthen Systems and Processes	Develop and implement a comprehensive district communication plan.	2022-07-01 - 2023-06-30
Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)	Strengthen Systems and Processes	Identify and implement practices that recruit and retain a highly qualified and diverse faculty, staff, and administration.	2022-07-01 - 2024-06-30
Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)	Strengthen Systems and Processes	Develop a comprehensive district dashboard of performance metrics.	2022-07-01 - 2024-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)</p>	<p>Strengthen Systems and Processes</p>	<p>Identify and implement environmental practices that ensure high quality facilities.</p>	<p>2022-07-01 - 2025-06-30</p>
<p>Strengthen systems and processes that efficiently and effectively serve the CASD school community. This goal will be measured and monitored using the following metrics: 1) stakeholder feedback on systems and structures, 2) hiring, staffing, and certification metrics, 3) improved academic achievement and growth, and 4) other metrics as needed. (Organizational Systems and Structures)</p>	<p>Strengthen Systems and Processes</p>	<p>Establish a technology framework to evaluate existing and future technology needs.</p>	<p>2022-07-01 - 2025-06-30</p>

COMMUNICATIONS PLAN

Communication Step	Audience	Topics/Message of Communication
Communicate Information on Education Program	K-12 students, staff, administration, families, and school community	1) Changes to elementary and secondary building configurations and schedules (priorities, analyses, costs, etc.), 2) Expanding options for virtual instruction, 3) Curricular information (K-5 math program, expanding course offerings), 4) Learning opportunities (tutoring, remediation, clubs, etc.).

Anticipated Timeframe	Frequency	Delivery Method
07/01/2022 - 06/30/2023	Formal presentations to the Board of Directors occur as needed. Formal presentations to staff, administration, families, and the larger school community occur as needed. It is a district priority to communicate frequently with families about changes to the academic program, and possible reconfigurations of district buildings.	Presentation Letter Posting on district website Letter Memorandum

Lead Person/Position
Superintendent



Communication Step	Audience	Topics/Message of Communication
Communicate Information on Supports and Services	K-12 students, staff, administration, families, and school community	1) Information related to the K-12 Guidance Plan, 2) Explanations of our in-house mental health support framework, 3) Information on SAP training and implementation

Anticipated Timeframe	Frequency	Delivery Method
07/01/2022 - 06/30/2024	Formal presentations to the Board of Directors occur as needed. Formal presentations to staff, administration, families, and the larger school community occur as needed.	Presentation Letter Presentation Email Memorandum

Lead Person/Position
Superintendent, Director of Education, Principals



Communication Step	Audience	Topics/Message of Communication
Communicate Information on Culture and Climate	K-12 Students, Staff, Administration, and Families	1) Ongoing communication on classroom, building, and district climate and culture, 2) Updates related to the vision, mission, and belief statements, 3) Updates related to the logo, motto, and visual image work, 4) Extra-curricular opportunities for students
Anticipated Timeframe	Frequency	Delivery Method
07/01/2022 - 06/30/2023	Formal presentations to the Board of Directors occur as needed. Formal presentations to staff, administration, families, and the larger school community occur as needed. It is a district priority to communicate frequently with families about updates related to our classroom, building, and district climate and culture.	Presentation Letter Posting on district website Email Memorandum
Lead Person/Position		
Superintendent, Principals		

Communication Step	Audience	Topics/Message of Communication
Communicate Information on Systems and Structures	K-12 Students, Staff, Administration, and Families	1) District's communication plan, 2) Hiring practices and recruitment strategies, 3) Ongoing communication on the District dashboard, 4) Updates on technology, 5) Updates on facilities

Anticipated Timeframe	Frequency	Delivery Method
07/01/2022 - 06/30/2024	Formal presentations to the Board of Directors occur as needed. Formal presentations to staff, administration, families, and the larger school community occur as needed. It is a district priority to communicate frequently with all stakeholders within the newly developed communication plan.	<ul style="list-style-type: none"> Presentation Letter Posting on district website Email Memorandum

Lead Person/Position
Superintendent, Director of Education, Administration



ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

Communication Step

Topics of Message

Mode

Audience

Anticipated Timeline

