



The Susquehanna Township School District is committed to providing a world class education for every student and a positive customer experience for every stakeholder. Further, we are dedicated to providing an engaging work environment for our team members and fiscal stewardship in the service of our stakeholders. To this end, we have established the following strategic objectives, key measures and targets.

Strategic Objectives by Critical Success Factor	
CSF	Strategic Objective(s), Key Measures, Targets
Leadership	<ul style="list-style-type: none"> <li>STSD will improve relationships with stakeholders</li> <li>STSD will create an environment to accomplish our mission and improve the district</li> </ul>
	<i>Key Measures:</i> 363 Evaluation for Leaders, Team Member Engagement Survey, Community Engagement Survey, Are We Making Progress Survey
	Action Plan Targets: <ul style="list-style-type: none"> <li>By June 2021, 100% of administrators will participate in the 363 Feedback process</li> <li>By June 2021, 100% of stakeholder groups will rate leadership positively</li> <li>By July 2021, 100% of stakeholder groups will rate leadership communication positively on surveys</li> </ul>
Community Engagement	STSD will interact with and engage the community in the district
	<i>Key Measures:</i> Parent Engagement Survey, Community Engagement Survey, HANNA Hotline
	Action Plan Targets: <ul style="list-style-type: none"> <li>By June 2021, 97% of parents will be engaged as measured by the Parent Engagement Survey</li> <li>By June 2021, 97% of community will be engaged as measured by the Community Engagement Survey</li> </ul>
Facilities & Business Operations	<ul style="list-style-type: none"> <li>STSD will plan for and manage the district's resources effectively and responsibly</li> <li>STSD will continuously improve facilities</li> <li>STSD will assure the safety of all students, team members, and visitors</li> </ul>
	<i>Key Measures:</i> Annual Financial Audit Report, Annual PDE General Fund Budget, Capital Improvements Plan Report, Fund Accounting Year-end Revenue and Expenditure Line Item Detail Report, PA Safe Schools Historical Comparison Report, PA Workplace Safety Committee Certification Program Annual Report, Emergency Drill Report, National Climate Survey, PAYS Survey, Team Member Engagement Survey, Parent Engagement Survey
	Action Plan Targets: <ul style="list-style-type: none"> <li>By June 2020, the district will balance the operating budget</li> <li>By September 2021, the district will increase the percentage of the budget dedicated to teaching and learning to 70%</li> <li>By June 2021, revenues from facilities and programming will increase by 25%</li> <li>By June 2021, the district will invest at least \$2 million in facilities development based upon the feasibility study</li> <li>By June 2021, 90% of students, parents and team members will agree or strongly agree that our learning environments are safe and supportive</li> </ul>
Teaching & Learning	STSD will continuously improve academic performance and the social and emotional development of all students
	<i>Key Measures:</i> Pennsylvania School Performance Profile (PASPP), GRADE Composite Score, Post-Secondary Outcomes Report, Senior Exit Survey, Holland Core Career Test, Early Warning System (Process Measure)
	Action Plan Targets: <ul style="list-style-type: none"> <li>By 2021, All schools will score at or above 90% as measured by the PASPP</li> <li>By 2021, 90 % of third grade students will read at grade level as measured by the GRADE assessment</li> <li>By 2021, 95% of seniors will receive their first choice for post-secondary planning</li> </ul>
Team Member Engagement	STSD will improve recruitment, development, and retention of team members
	<i>Key Measures:</i> 48 Carats Professional Development Tracking, Employee Satisfaction/Engagement Survey, Team Member Attendance Rate, Act 82 Teacher Effectiveness Rating, Are Making Progress Survey, Staff Retention Report
	Action Plan Targets: <ul style="list-style-type: none"> <li>By 2021, 70% of team members (including volunteers) will be engaged as reported in the Team Member Engagement Survey</li> <li>By 2021, the district will reduce the number of domains rated as "Needs Improvement" or "Failing" on the Act 82 Teacher Effectiveness Tool to 3%</li> <li>By June 2021, team member attendance rate will be 95%</li> <li>By June 2021, 100% of team members will receive at least 20 hours of professional development</li> <li>By June 2021, the district will reduce overall staff turnover to less than 10%</li> </ul>
Technology & Processes	STSD will provide and support innovative technology and processes to enhance learning and business operations
	<i>Key Measures:</i> BrightBytes Survey, Teacher Technology Proficiency, Student Technology Proficiency, Network Uptime, Ticket Resolution Rate, Student/Device Ratio
	Action Plan Targets: <ul style="list-style-type: none"> <li>By 2021, the district will maintain 99.99% uptime of WAN/LAN services</li> <li>By 2021, the district will maintain 99.99% uptime of Student Information System (SIS) services</li> <li>By 2021, there will be a 1:1 student-device ratio, K-12</li> <li>By July 2021, 100% of all key processes will be prioritized, defined, and deployed each year as part of the SPP</li> <li>By 2021, 95% of Level 3 and Level 4 work orders will be completed within 24 hours as measured by the ticket resolution rate</li> <li>By 2021, 100% of schools will exceed the national, state, and service agency (IU) in the CASE score as measured by BrightBytes</li> </ul>