



2021-2024 STRATEGIC PLAN
(PART 2 OF 2)

Dr. Tamara Willis,
Superintendent
Susquehanna Township
School District

OUR FOUNDATION

Vision

World class. Every day. In every way.

Mission

The Success of Every Learner

Core Values

- Every learner has a right to a world class education
- Our learning environments will be safe and supportive
- Our diversity is our strength
- Community partnerships are vital to success
- We will be a leader in innovation and technology
- We will act ethically at all levels of the organization



Critical Success Factors (CSF)



Leadership



Teaching &
Learning



Team
Member
Engagement
& Retention



Technology



Financial,
Business &
Support
Services



Health,
Safety &
Security



Organizational Sustainability

HANNA'S ORGANIZATIONAL
PERFORMANCE EXCELLENCE (HOPE)

THE FULL PLAN

2021-2024 District Strategic Plan

Prepared August 2021



SUSQUEHANNA TOWNSHIP SCHOOL
DISTRICT

Strategic Objectives by CSF



Leadership

Create an environment to accomplish our mission and improve the district



Teaching & Learning

Continuously improve academic performance, and the social and emotional development of all learners



Team Member Engagement & Retention

Improve team member engagement



Health, Safety & Security

Assure the safety of all learners, team members and visitors



Facilities, Business Operations & Support Services

- Continuously improve facilities
- Plan for and manage the district's resources effectively and responsibly



Technology

Provide and support innovative and secure technology to enhance learning and business operations



Community Engagement

- Improve interaction and engagement with families and caregivers in the district
- Improve interaction and engagement with the community

STRATEGIC OBJECTIVE BY CSF



Strategic Plan At-a-Glance

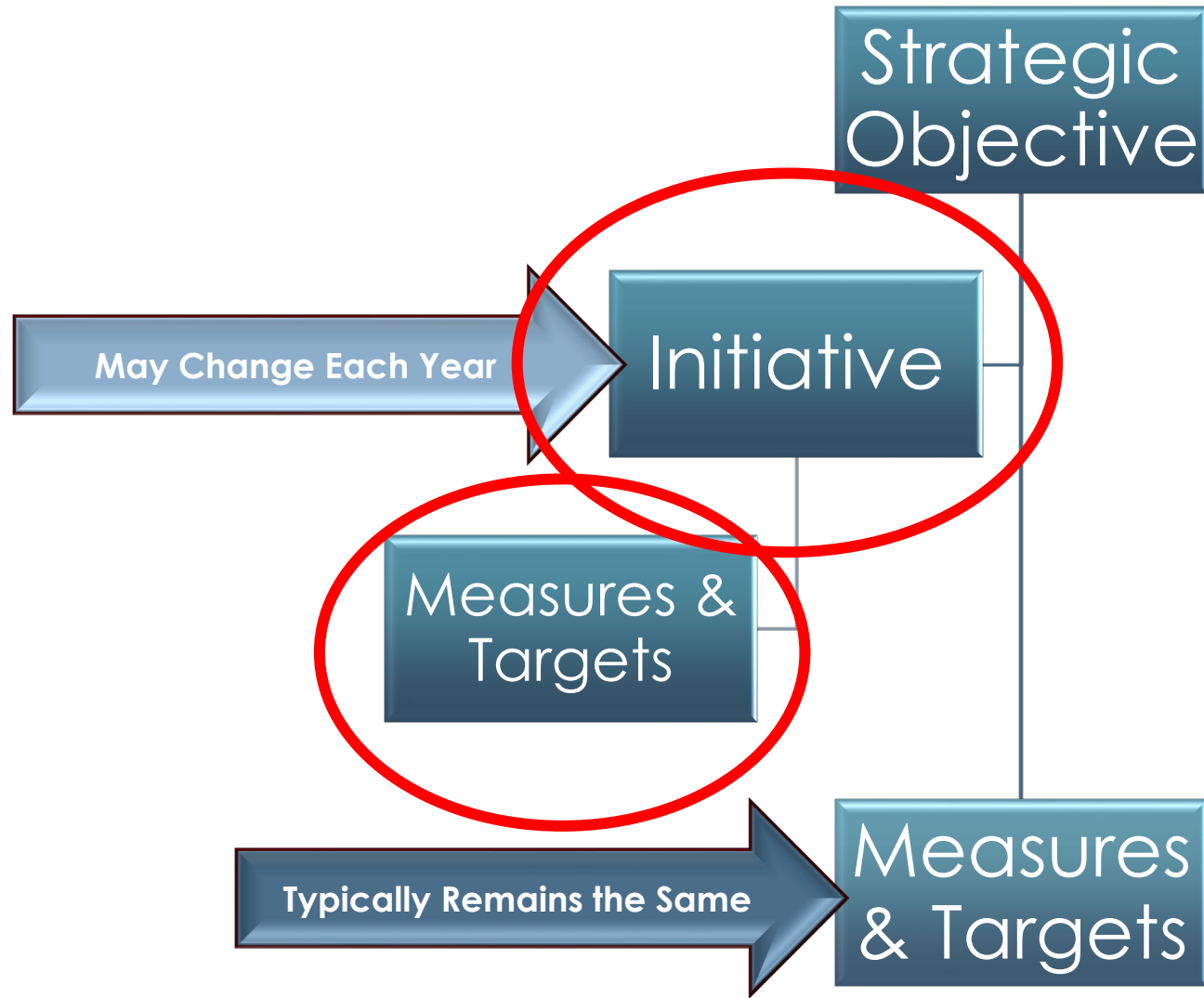
Critical Success Factor (CSF) Leadership (LEAD)
Strategic Objective(s): Create an environment to accomplish our mission and improve the district
Measures & Targets: <ul style="list-style-type: none"> By May of 2024, 85% of staff will agree/strongly agree that they know how their work fits into the organization's overall measures of improvement as measured by the <i>Are We Making Progress</i> survey By May of 2024, 85% of staff will agree/strongly agree that district leaders share information about the organization as measured by the <i>Are We Making Progress</i> survey By June of 2024, 75% of key work processes, as measured by the <i>Key Process Families</i> document, will be defined, and deployed to staff and key stakeholders.
Critical Success Factor (CSF) Teaching and Learning (T&L)
Strategic Objective(s): Continuously improve academic performance, and the social and emotional development of all learners
Measures & Targets: <ul style="list-style-type: none"> By June of 2024, 75% of learners in grades K-8, will report growth in Learner Agency tenets of <i>Mindset, Know-how and Action</i> By June of 2024, 90% of 12th grade learners will report that STSD prepared them to pursue their First Choice for post-secondary planning as measured by the <i>Senior Exit Survey</i> By June of 2024, STSD will reduce outside cyber school enrollment by 65% as measured by the <i>Cyber/Charter Expenditure Comparison Report</i> By September of 2024, STSD will meet or exceed the average statewide growth in grades 3-5 and 6-8 in math as measured by PVAAS By September of 2024, STSD will meet or exceed the average statewide growth in grades 3-5 and 6-8 in English/language arts as measured by PVAAS By September of 2024, STSD will meet or exceed the average statewide growth in grades 3-5 and 6-8 in science as measured by PVAAS By September of 2024, STSD will attract approximately 215 learners currently attending external cyber schools back to the district through its asynchronous virtual solution
Critical Success Factor (CSF) Team Member Engagement and Retention (TME&R)
Strategic Objective(s): Improve Team Member Engagement
Measures & Targets: <ul style="list-style-type: none"> By May of 2024, STSD will reduce annual voluntary turnover to 10% of workforce as measured documented by approved minutes of the school board of director meetings By May of 2024, STSD will improve overall team member attendance by 25% as measured by CSIU reports By May of 2024, 85% of staff will recommend STSD to others as measured by the <i>Are We Making Progress</i> survey
Critical Success Factor (CSF) Health, Safety and Security (HS&S)
Strategic Objective(s): Assure the safety of all learners, team members and visitors
Measures & Targets:

<ul style="list-style-type: none"> By June of 2024, 85% of families will report that their child feels mostly safe or very safe in district facilities (hallways, busses, and bathrooms) as measured by the <i>SOAR</i> survey
Team Members
<ul style="list-style-type: none"> By June of 2024, 95% of team members will participate in annual emergency preparedness training as measured in COMPLY By June of 2024, 85% of team members will report feeling mostly safe or very safe in district facilities (hallways, busses, and bathrooms) as measured by the <i>SOAR</i> survey By June of 2024, STSD will reduce worker's compensation claims by 25% as measured by <i>Work Partners</i> reporting
Critical Success Factor (CSF) Facilities, Business, and Support Operations (FB&SO)
Strategic Objective(s):
<ul style="list-style-type: none"> Continuously improve facilities and manage the district's resources effectively and responsibly
Measures & Targets:
<ul style="list-style-type: none"> By June of 2024, 90% of team members and members of the board will report satisfaction with the overall maintenance of district facilities as measured by the <i>Are We Making Progress Survey</i> and the annual <i>Board Survey</i> By June of 2024, 90% of team members and members of the board will report satisfaction with the overall improvement of district facilities as measured by the <i>Are We Making Progress Survey</i> and the annual <i>Board Survey</i>
Critical Success Factor (CSF) Technology (TECH)
Strategic Objective(s): Provide and support innovative and secure technology to enhance learning and business operations
Measures & Targets:
<ul style="list-style-type: none"> By May of 2024, 75% of team members who visit the HANNA Hub will report overall satisfaction ("Did you find what you were looking for?") on the <i>HANNA Hub Satisfaction Survey</i>.
Critical Success Factor (CSF) Community Engagement (CE)
Strategic Objective(s):
<ul style="list-style-type: none"> Improve interaction and engagement with families and caregivers in the district Improve interaction and engagement with the community- (2022-2024)
Measures & Targets:
Improve interaction and engagement with families and caregivers in the district
<ul style="list-style-type: none"> By June of 2024, 90% of families will report Increase in number of families that feel included as measured by the Family / Caregiver Survey By June of 2024, 85% of families will positively rate the district's communication of its goals as measured by the annual Family / Caregiver Survey. By June of 2024, 90% of families will a/sa that the school's primary focus is improving student learning as measured by the Family / Caregiver Survey. By June of 2024, 85% of families will a/sa that teachers adjust to meet my child's individual learning needs



HOW DO YOU EAT AN
ELEPHANT?

Critical Success Factor



Leadership

-Diversity, Equity, and Inclusion

-Addressing Language Barriers

Teaching & Learning

-Expanding Hanna Virtual Solutions (Asynchronous Model)

-Social & Emotional Learning (SEL)

-Customized Learning (Learner Agency)

Team Member Engagement & Recruitment

-Staff Recognition & Recruitment

Technology

-HANNA Hub (Intranet)

Health, Safety & Security

-Emergency Preparedness for All Staff

2021-2022 INITIATIVES & ACTION PLANS

ORGANIZATIONAL PERFORMANCE REVIEWS (OPR) 2021-2022 SY

1 st Friday*			3 rd Friday*		
Date	Lead	Critical Success Factor (CSF)	Date	Lead	Critical Success Factor (CSF)
9/3	TCK	Safety & Security	9/17	JG	Technology
10/1	TW	Leadership	10/15	RK	Teaching & Learning
11/5	OA	F, B, & SO	11/19	MH	Team Member Engagement
12/3	TW	Community Engagement	12/17	TCK	Safety & Security
01/7	JG	Technology	01/21	RK	Teaching and Learning
02/4	OA	F, B, & SO	02/18	TW	Community Engagement
03/3*	TW	Leadership	03/18	MH	Team Member Engagement
04/1	JG	Technology	04/13*	RK	Teaching & Learning
05/6	TW	Community Engagement	05/20	TCK	Safety & Security
06/3	MH	Team Member Engagement			

All meetings will start @ 10:00 AM

*Day of the week has been altered because of holidays and closures.

ORGANIZATIONAL PERFORMANCE REVIEW (OPR)

HOW WILL WE MEASURE OUR SUCCESS?

District Report Card- Monthly Meetings; Quarterly Board Updates

Susquehanna Township School District 2021-2024 Strategic Plan District Report Card (DRC)

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DISTRICT

QUESTIONS?

