

STRATEGIC PLAN

for the

WARREN COUNTY SCHOOL DISTRICT

185 Hospital Drive
North Warren PA 16365

Mrs. Jacqueline L. Nuttall, President, Board of School Directors

Robert B. Towsey, Ph.D., Interim Superintendent

J. Hugh Dwyer, Ed.D, Assistant Superintendent

September 11, 2006



WARREN COUNTY SCHOOL DISTRICT

CENTRAL ADMINISTRATIVE OFFICES
185 HOSPITAL DRIVE
WARREN PA 16365-4885

ROBERT B. TOWSEY, PH.D.
INTERIM SUPERINTENDENT

August 15, 2006

Dear Warren County Community Members:

On behalf of the twenty-three Warren County citizens who have prepared the attached Warren County School District Strategic Plan I encourage you the spend time with the document. The Plan outlines the instructional pathway for the District over the next six years. The citizen team that prepared the Plan and the Warren County School District Board of School Directors request your written response. The Board will consider acceptance of the Plan on October 9, 2006. Your input is important. Please send your written response to me so I can share it with the Board.

Thank you

J. Hugh Dwyer, Ed. D., Assistant Superintendent

APPENDIX A

STRATEGIC PLAN SIGNATURE FORM

Date Submitted to PDE: _____

School District/AVTS/Charter School

Name: _____

Address: _____

_____ Zip Code: _____

IU#: _____

Chief School Administrator: _____

Telephone: (area code): _____ # _____

We affirm that this strategic plan was developed in accordance with State Board of Education Chapter 4 Regulations. We also affirm that the contents are true and correct and that the plan was placed for public inspection in the school district/AVTS/Charter School offices and nearest public library until the next regularly scheduled meeting of the board or a minimum of 28 days whichever comes first.

Signature Date
School Board Secretary

Signature Date
School Board President

Signature Date
Chief School Administrator

APPENDIX B

PROFESSIONAL EDUCATION PLAN SIGNATURE FORM

Date Submitted to PDE: _____

School Entity: _____

Address: _____

_____ Zip Code: _____

Chief School Administrator: _____

Contact Person: (typed/printed) _____

Telephone: (_____) # _____ E-Mail Address: _____

We affirm that this professional education plan was developed in accordance with the laws, regulations and guidelines regarding professional education plans and that the plan was recommended by the Professional Education Committee and approved by the school board.

Signature Date
School Board Secretary

Signature Date
School Board President

Signature Date
Chief School Administrator

Signature Date
Professional Education Committee

TABLE OF CONTENTS

Cover Letter	i
Signature Page – Strategic Plan	ii
Signature Page – Professional Education Plan	iii
1 Table of Contents	1
2 List of Strategic Planning Committee	2
3 Introduction	3
4 Shared Values	3
5 Vision Statement	3
6 Mission Statement	4
7 Visionary Goals	4
8 PDE Compliance Goals	4
9 Prioritization of Goals	5
10 Action Plans – Continuous Improvement	6
11 Action Plans – Equal Access	11
12 Action Plans – Life Long Learner	15
13 Action Plans – Staff Improvement	18
14 Action Plans – Technology	34
15 Action Plans – Four-Year Graduation Rate	41
16 Action Plans – Mathematics	44
17 Action Plans – Reading	46
18 Action Plans – Student Attendance	48
19 Action Plans – Student Participation in Assessments	51
20 Perception – Perceived Strengths and Weaknesses	53
21 External Analysis	55
22 External Analysis – Economic	56
23 External Analysis – Political	57
24 External Analysis – Education	58
25 External Analysis – Demographic	62
26 External Analysis – Social	63
27 External Analysis – Technology	65
28 Critique of WCSD And Its Competitors	67
29 Organizational Structure	68

**STRATEGIC PLANNING COMMITTEE
2006**

Ginny Barrett	Teacher
Jodi Bebevino	Child Advocate Attorney
Chris Cochran	Business
Renee Cunningham	Parent Western Attendance Area
Dr. Mark Donick	Parent of Graduate Student Central Attendance Area
Jim Evers	Warren County School District Principal
Kevin Freestone	School Board Member
John Hamm	Student Warren County Area Vocational Technical School/Warren Area High School
Andilynne Holcomb	Student Western Attendance Area
Dr. Andrew Keverline	Health Services
Karen Landin	Parent Northern Attendance Area
Richard Lyle	School Board Member
Dr. Jack Martin	School Board Member
Lori Mineweaser	Teacher Aide Warren Area Elementary Contract
Rick Nowacki	Teacher Warren County Education Association Representative
Judy Perrotti	Grandparent
Mark Phillips	Government
Amy Stimmell	Teacher
Joan Stitzinger	Higher Education Council
Anna Tutmaher	Student Northern Attendance Area
Jack Werner	Athletic Coordinator Warren County School District
Mark Werner	Student Eastern Attendance Area
John Zawacki	Business, Blair Corporation

Dr. J. Hugh Dwyer, Facilitator

Dr. John H. Sechriest, Assistant Facilitator

INTRODUCTION

The following items were developed through consensus. The Warren County School District (WCSD) Strategic Plan was developed using the Cook Model and the Warren County Area Vocational Technical School (WCAVTS) Strategic Plan was facilitated and coordinated as a site-based plan within that model.

SHARED VALUES

- Extra-curricular activities are an essential component of education.
- Family support enhances a student's educational development.
- Interactive partnerships between school and community enhance the quality of education.
- Responsible stewardship of all available resources builds public trust and confidence.
- Schools must provide rigorous and diverse academic programs that challenge every student.
- Schools should continuously improve.
- Students should feel physically and emotionally safe in their school environment.
- Student utilization of current technology should be integrated into all curricula.

VISION STATEMENT

Our vision for the future of the Warren County School District is optimistic while at the same time based on what can truly be accomplished by inspired people. We see a district deeply interwoven with the latest technological capabilities that prepares its students to fully participate and compete in the global economy which will greet them upon graduation. We envision a diverse and challenging curriculum offered on an equal basis to all district students and presented in a rigorous fashion by a highly motivated and qualified staff willing to test the boundaries of each of their charges. Our schools will be the envy of others who look to us for guidance in creating an environment which prepares young people to excel not only in their academic and co-curricular pursuits but also in their efforts to become productive members of society. We can visualize an atmosphere that excites students to continue their pursuit of education long after they leave the confines of our classrooms and instills in them the desire to think and learn each and every day of their lives. We dream that the Warren County School District will dedicate itself to a course of action which brings this vision to life and creates a legacy of pride for all the people of our county.

MISSION STATEMENT

The mission of the Warren County School District, where today's student is our future, is to equip all students with the educational skills necessary to achieve their unique personal potential.

VISIONARY GOALS GENERATED BY THE WCSD STRATEGIC PLANNERS

- Demonstrate Continuous Improvement – All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.
- Equal Access – To develop and implement by 2008, a plan of action that will allow equal access by all students to the same diverse and challenging course offerings.
- Life Long Learners – Within three years, develop and implement an environment that empowers each student to become a life long learner.
- Staff Improvement – The Warren County School District will by 2007-08, develop, implement, and fund a sustainable program for continuous staff improvement.
- Technology – The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

PENNSYLVANIA DEPARTMENT OF EDUCATION COMPLIANCE GOALS WHICH WERE ADDRESSED BY THE WCSD STRATEGIC PLANNERS

- Four-Year Graduation Rate (for districts and schools that graduate seniors) – Graduate rate will meet an 80% threshold and/or show growth.
- Mathematics – At least 60% of all students will be proficient in Mathematics, as measured by the annual state-wide PSSA assessments.
- Reading – At least 54% of all students will be proficient in Reading, as measured by the annual state-wide PSSA assessments.
- Student Attendance (any school that does not graduate seniors) – Student attendance will meet a 90% threshold and/or show growth.
- Student Participation in State Assessments – At least 95% of eligible students will participate in required state-wide assessments.

PRIORITIZATION OF THE STRATEGIC PLANNERS' GENERATED GOALS

This was the final activity during the strategic planning process. The activity serves to document which of the five (5) visionary goals the strategic planners felt were the most important to the students, School District, and to the community.

Priority I - Demonstrate Continuous Improvement – All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

Priority II – Equal Access – To develop and implement by 2008, a plan of action that will allow equal access by all students to the same diverse and challenging course offerings

GOAL: Continuous Improvement
 PLAN: Chapter 4
 OBJECTIVE: A. Ind. Acad. Progress Data
 DATE: August 2006

ACTION PLAN

GOAL: All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

SPECIFIC OBJECTIVE: A. To use standardized assessment data to measure and report individual K-12 students' academic progress and to help make instructional decisions that promote the growth of individuals.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration and teachers utilize standardized assessment data to monitor the individuals in grades K-12. Administration will train principals and teachers in appropriate data-driven decision making techniques. Administration develops a phased-in training schedule.	Executive Director of Learning Opportunities, Principals, Academic Coaches, Teachers	SY 2006-07	On-going	

GOAL: Continuous Improvement
 PLAN: Chapter 4
 OBJECTIVE: B. Ind. Acad. Progress (Auth)
 DATE: August 2006

ACTION PLAN

GOAL: All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

SPECIFIC OBJECTIVE: B. To use K-12 student academic progress assessment tools that are not based on standardized test scores and report these assessment results to individual students and collectively to the community.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Teachers and administrators develop K-12 authentic assessment tools such as project-based learning, portfolios, performance and demonstration showcases and grade level and graduation projects.	Executive Director of Learning Opportunities, K-12 Teacher Task Force	SY 2006-07	On-going	

GOAL: Continuous Improvement
 PLAN: Technology
 OBJECTIVE: A. Academic Progress
 DATE: August 2006

ACTION PLAN

GOAL: All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

SPECIFIC OBJECTIVE: A. To use standardized assessment data to measure and report individual K-12 students' academic progress and to help make instructional decisions that promote the growth of individuals.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Enable students to monitor their own growth by providing them with on-line, 24/7 access to information regarding their academic progress.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
2.	Utilize technology resources to analyze reports and information on student progress.	Director of Technology & Building Administration & Teachers & Counselors	In-place	On-going	
3.	Utilize diagnostic software to create individual student improvement plans.	Director of Technology & Building Administration & Teachers & Counselors	In-place	On-going	
4.	Utilize the Internet as a means of reaching out to other professionals outside of the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	In-place	On-going	
5.	Employ the use of on-line formative and summative assessment when possible to provide immediate results and easier access to information.	Director of Technology & Building Administration & Teachers & Counselors	November 2006	On-going	
6.	Implement electronic portfolios at all levels in the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	Fall 2007	January 2008 and on-going	

GOAL: Continuous Improvement
 PLAN: Technology
 OBJECTIVE: B. Assessments
 DATE: August 2006

ACTION PLAN

GOAL: All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

SPECIFIC OBJECTIVE: B. To use K-12 student academic progress assessment tools that are not based on standardized test scores and report these assessments results to individual students and collectively to the community.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Enable students to monitor their own growth by providing them with on-line, 24/7 access to information regarding their academic progress.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
2.	Utilize technology resources to analyze reports and information on student progress.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
3.	Utilize diagnostic software to create individual student improvement plans.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
4.	Utilize the Internet as a means of reaching out to other professionals outside of the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
5.	Employ the use of on-line formative and summative assessment when possible to provide immediate results and easier access to information.	Director of Technology & Building Administration & Teachers & Counselors	November 2006	On-going	
6.	Implement electronic portfolios at all levels in the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	Fall 2007	January 2008 and on-going	

GOAL: Continuous Improvement
 PLAN: Technology
 OBJECTIVE: C. Enhance Programs
 DATE: August 2006

ACTION PLAN

GOAL: All students, measured individually, shall demonstrate continuous improvement throughout their academic careers.

SPECIFIC OBJECTIVE: C. To use student standardized test data and authentic assessment data to inform and receive input from individual students and parents to enhance the individual's instructional program.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Enable students to monitor their own growth by providing them with on-line, 24/7 access to information regarding their academic progress.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
2.	Utilize technology resources to analyze reports and information on student progress.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
3.	Utilize diagnostic software to create individual student improvement plans.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
4.	Utilize the Internet as a means of reaching out to other professionals outside of the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	In place	On-going	
5.	Employ the use of on-line formative and summative assessment when possible to provide immediate results and easier access to information.	Director of Technology & Building Administration & Teachers & Counselors	November 2006	On-going	
6.	Implement electronic portfolios at all levels in the WCSD and WCAVTS.	Director of Technology & Building Administration & Teachers & Counselors	Fall 2007	January 2008 and on-going	

GOAL: Equal Access
 PLAN: Chapter 4
 OBJECTIVE: A. Academic Rigor
 DATE: August 2006

ACTION PLAN

GOAL: To develop and implement by 2008, a plan of action that will allow equal access by all students to the same diverse and challenging course offerings.

SPECIFIC OBJECTIVE: A. To define academic rigor and develop a means to measure it.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Superintendent recommends an Academic Rigor Task Force charged with recommending a WCSD Academic Rigor Vision.	Superintendent	July 2006	August 2006 C.I.T. Meeting	
2.	Academic Rigor Task Force meets regularly to complete its vision	Assistant Superintendent, Community Member Task Force Chair and WCSD High School Principal Facilitator	October 2006	March 2007 C.I.T. Meeting	
3.	Administration implements WCSD Academic Rigor Vision.	Superintendent	August 2007		

GOAL: Equal Access
 PLAN: Chapter 4
 OBJECTIVE: B. Academic Rigor
 DATE: August 2006

ACTION PLAN

GOAL: To develop and implement by 2008, a plan of action that will allow equal access by all students to the same diverse and challenging course offerings.

SPECIFIC OBJECTIVE: B. To design or expand instructional delivery systems to create academically rigorous curricula and instruction to District students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration evaluates the 2006-2007 WCSD Cyber School Program and recommends to the Board action regarding expansion of the CSP to include opportunities for all K-12 students.	Executive Director of Learning Opportunities/ Instructional Management Team	January 2007	Feb. 2007 C.I.T. Mgt.	
2.	Administration continues to evaluate and implement equal access through current and new instructional programs including regular education, Special Education inclusion, Gifted Support Programs, distance learning, dual enrollment, advanced placement, honors courses, tutoring, remediation, summer programs, and instructional technology support.	Executive Director of Learning Opportunities/Instructional Management Team	SY 2006-2007	On-going	
3.	Administration submits a Project 720 application.	Coordinator of Grant Development	June 2006	June 2006	
4.	Community-District Task Force plans Project 720 (if the WCSD application is approved).	Executive Director of Learning Opportunities, Community-District Task Force	January 2007	On-going	
5.	Administration recommends new or revised policy in support of Project 720.	Executive Director of Learning Opportunities	SY 2006-2007	SY 2007-2008	
6.	Administration implements Project 720.	Executive Director of Learning Opportunities	Summer 2006	SY 2008-2009	

GOAL: Equal Access
 PLAN: Facilities
 OBJECTIVE: B. Facility Planning
 DATE: August 2006

ACTION PLAN

GOAL: To develop and implement by 2008 a plan of action that will allow equal access by all students to the same diverse and challenging course offerings.

SPECIFIC OBJECTIVE B: To support the Board decisions on long range facility planning.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Supply copies of " <i>Crabtree, Rohrbaugh, & Associates Master Facilities Plan</i> " to all Board of Directors	Director of Buildings and Grounds	March 2006	August 2006	
2	Arrange meeting with author of Master Facilities Plan and the Board of Directors	Director of Buildings and Grounds	August 2006	August 2006	
3	Arrange meeting between the Administration and Board of Directors to discuss and implement the prioritization of projects	Director of Buildings and Grounds	September 2006	October 2006	

GOAL: Equal Access
 PLAN: Technology
 OBJECTIVE: A. Curricula & Instruction
 DATE: August 2006

ACTION PLAN

GOAL: To develop and implement by 2008, a plan of action that will allow equal access by all students to the same diverse and challenging course offerings.

SPECIFIC OBJECTIVE: B. To design or expand instructional delivery systems to create academically rigorous curricula and instruction to District students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Promote the availability of high speed Internet access at home for all students.	Superintendent & Board of Education & Director of Technology	In-place	On-going	
2	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Technology Department	In-place	On-going	
3	Develop, pilot and evaluate a one to one computing plan for grades 9-12.	Director of Technology & Curriculum & Building Administration & Teachers & Parents & Students & Technology Department	Fall 2006	June 2009	
4	Provide technological supports necessary for distance learning for all students.	Director of Technology & Curriculum & Technology Department	Fall 2006	January 2007	
5	Continually update assistive technology hardware and software	Director of Technology & Special Education & Technology Department	October 2006	On-going	
6	Implement electronic communication tools for students.	Director of Technology & Curriculum & Technology Department	August 2007	On-going	

GOAL: Lifelong Learner
 PLAN: Chapter 4
 OBJECTIVE: B. Admin/TchrEmpowerment
 DATE: August 2006

ACTION PLAN

GOAL: Within three years, develop and implement an environment that empowers each student to become a lifelong learner.

SPECIFIC OBJECTIVE: B. To empower professional staff to teach and model lifelong learning.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration and teachers collaborate in planning professional development experiences that are differentiated, <i>i.e.</i> , designed for the needs of staff members with different skill levels or assigned to different grade levels or curricula.	Director of Professional Development, Instructional Management Team, Principals and Teachers	March 2007	SY 2006-2007 Implementation	
2.	The number of teachers involved in the Educator in the Workplace Program increases by 100%.	Assistant Superintendent, STW Coordinator, Principals	SY 2006-2007	On-going	
3.	Administration provides inquiry based learning methodology training to administrators, teachers and instructional aides in a phase-in timeline.	Executive Director of Learning Opportunities, Director of Professional Development, Principals, Teachers	SY 2007-2008	On-going	
4.	Teachers implement inquiry based learning in all K-12 classrooms for all curricula.	Executive Director of Learning Opportunities, Director of Professional Development, Principals, Teachers	SY 2008-2009	On-going	

GOAL: Lifelong Learners
 PLAN: Technology
 OBJECTIVE: A. Empower staff as model
B. Real world experiences
 DATE: August 2006

ACTION PLAN

GOAL: Within three years, develop and implement an environment that empowers each student to become a lifelong learner.

SPECIFIC OBJECTIVE: A. To empower professional staff to teach and model lifelong learning.
B. To provide real world experience for students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Utilize technology / Internet to expand walls of the classroom and provide students with new experiences / information / processes for gathering information to solve problems	Director of Technology & Curriculum & Professional Development	In place	On-going	
2.	Provide technological supports necessary for blended learning opportunities for all students, WCS D and WCAVTS staff.	Director of Technology & Curriculum & Professional Development	In place	On-going	
3.	Provide technological supports necessary for distance learning for all students, WCS D and WCAVTS staff	Director of Technology & Curriculum & Professional Development	Fall 2006	January 2007	

GOAL: Lifelong Learner
 PLAN: Chapter 4
 OBJECTIVE: B. Real World Experiences
 DATE: August 2006

ACTION PLAN

GOAL: Within three years, develop and implement an environment that empowers each student to become a lifelong learner.

SPECIFIC OBJECTIVE: B. To provide real world experiences for students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	School Board continues to contract with Warren/Forest Higher Education Council for K-12 School-to-Work services.	Assistant Superintendent	April 2007	June 11, 2007 School Board Mtg.	
2.	Teachers collaborate with community partners to expose students to lifelong learning through inquiry based learning.	Principals, Teachers			
3.	The District continues and expands its partnership with the pre-school community	Executive Director of Learning Opportunities			

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Graduation Rate
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-08, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To improve the graduation rate students must meet or exceed the Pennsylvania benchmark and show continual improvement.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Establish a Drop-out/Graduation Rate Improvement Planning team to meet quarterly during the 2006 – 07 school year.	Director assigned to special education and special education supervisors	January 2006	June 2006	
2.	Increased academic and career counseling for special education students.	Director assigned to special education and special education supervisors	October 2006	On-going to 2009-2010	
3.	Review of current participation and increase in student involvement in transition planning section of the IEP.	District LEA's, student case managers, special education supervisors	October 2006	On-going to 2009-2010	
4.	Realistic and creative scheduling opportunities to allow for work experiences and meaningful curriculum.	District LEA's, guidance counselors, special education supervisors	October 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Behavior Support
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-2008, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. Behavior Support: Professional development training will be offered to enhance the abilities of students with disabilities to interact with others in their school environments in an effective manner so that their behavior does not impede their learning and the learning of others (for details see the special education plan 6/16/06 pages 16 and 17).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	The District will provide current district CPI trainers with required training to maintain proper CPI trainer certificates.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
2.	The District will provide administrative training on discipline as related to special education students	Director of Professional Development and Director assigned to special education.	October 2006 and 2008	October 2006 and 2008	
3.	Certificated staff will be provided professional development related to completion of a functional behavior assessment and subsequent behavior intervention plan	Director of Professional Development and Director assigned to special education.	October 2006	October 2008	
4.	Additional staff will have the opportunity to participate in the Effective School-Wide Behavior Support Training Series currently offered through PaTTan.	Director of Professional Development and Director assigned to special education.	November and December 2007 & February 2008	On-going	
5.	Certification and recertification trainings for CPI will be offered to certificated staff and paraprofessionals annually during the 2006/2007/2008 school years	Director of Professional Development and Director assigned to special education.	On-going for each school year	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Monitor Enrollment
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-08, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To monitor enrollment differences and address identification in the specific disability categories (for details, see the special education plan 6/16/06 pages 4, 5, and 6).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	As a District we will continue to address the identification of students with Autistic Spectrum Disorder through careful evaluation of information provided to the school team via parents and outside evaluators. The district will also work with the school psychologists to review qualifications for eligibility through department meetings.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
2.	The District will continue to monitor the less than state average enrollment of students with Deaf-Blindness disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
3.	The concerns in the area of identification of students with emotional disturbance often centers around serious behavior problems in the school environment. We have a high level of referrals due to behaviors and teams struggle with the differentiated diagnosis of emotional disturbance and conduct disorders. In this area we will continue to work with the school psychology staff on diagnosis as well as incorporating strategies for behavior intervention. This can be accomplished through department meeting discussions and involvement with entities such as the IU and PAttan for further training.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
4.	The District will continue to monitor the similar to state average enrollment of students with Hearing Impairment including Deafness disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Monitor Enrollment
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-08, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To monitor enrollment differences and address identification in the specific disability categories (for details, see the special education plan 6/16/06 pages 4, 5, and 6).

5.	The District will continue to monitor the less than state average enrollment of students with Mental Retardation disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
6.	The District will continue to monitor the similar to state average enrollment of students with Multiple Disabilities disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
7.	The District will continue to monitor the less than state average enrollment of students with Orthopedic Impairment disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
8.	The District will review with the building level LEA's, school psychologists, and special education supervisors the current Chapter 14 regulations and guidelines under which a student may be identified as eligible under Other Health Impairment. The district will also evaluate its availability of Chapter 15 services for students identified with ADHD.	Director assigned to Special Education/Building Level LEA's, School Psychologists, Special Education Supervisors	October 2006	On-going to 2009-2010	
9.	The District will continue to monitor the less than state average enrollment of students with Specific Learning Disability.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
10.	The District will continue to monitor the less than state average enrollment of students with Speech or Language Impairment.	Director assigned to Special Education /Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Monitor Enrollment
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-08, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To monitor enrollment differences and address identification in the specific disability categories (for details, see the special education plan 6/16/06 pages 4, 5, and 6).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
11.	The District will continue to monitor the less than state average enrollment of students with Traumatic Brain Injury disability.	Special Education Supervisor/Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	
12	The District will continue to monitor the similar to state average enrollment of students with Visual Impairment including Blindness disability.	Director assigned to Special Education, Special Education Supervisor assigned to Special Education/School Psychology	October 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Qualified Staff
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-2008, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. Students with disabilities will be provided services by an adequate supply of personnel with the knowledge and skills necessary to meet their needs in the specific areas of assistive technology, low-incidence populations, autism, para-professionals and highly qualified teachers (for details see the special education plan 6/16/06 pages 12, 13, 14 and 15).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	The District will provide properly certificated staff, assigned to assistive technology, the opportunity for on-going staff development related to this specific area.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
2.	The District will provide properly certificated staff, assigned to low-incidence populations, the opportunity for on-going staff development related to this specific area	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
3.	The District will provide properly certificated staff, assigned to autism, the opportunity for on-going staff development related to this specific area.	Director of Professional Development and Director assigned to special education.	October 2006 (i.e. Summer 2006-2007-2008 State Autism Conference)	On-going to 2009-2010	
4.	The District will provide para-professional staff the opportunity for on-going staff development related to this specific area. This will include certification in CPI, CPR, and First aid.	Director of Professional Development and Director assigned to special education.	October 2006 (i.e. Summer Paraprofessional Training through PAttan)	On-going to 2009-2010	
5.	The District will monitor certification changes made by the state and support special education teaching staff with information regarding those changes as well as encourage attendance to conferences and training related to their field.	Director of Human Resources, Director of Professional Development, and Director assigned to special education.	October 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Staff Development
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-2008, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To provide staff development training to personnel that will support the state initiative for special education students to demonstrate increased educational results in reading, writing, math, and other academic areas as outlined in the Pennsylvania academic standards. (For details refer to the special education plan 6/16/06 pages 10 and 11).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	The District will support professional development opportunities for staff in partnership with PAttan, IUs, and district academic coaching staff related to instructional and information strategies tied to reading, writing, math and the PA academic standards.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
2.	Certificated special education staff will have the opportunity to participate in training focused in the review and updates of the PSSA administration accommodations.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
3.	Selected certificated staff will have the opportunity to participate in district training of Differentiated Instruction.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
4.	Selected staff will participate in training for computer-based progress monitoring of student achievement, (i.e. Aimsweb)	Director assigned to special education.	Fall 2006	On-going to 2009-2010	

GOAL NO: Staff Improvement
 PLAN: Special Education
 OBJECTIVE: A. Transition
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-2008, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. Transition: Staff development will be offered to staff to support an increase in-successful transitions of students with disabilities to school-age programs, to work, to post-secondary education, and /or adult life (for details see the special education plan 6/16/06 pages 18 and 19).

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Selected staff will be updated annually on the transition of students from the early intervention program to school-age programs-	Director assigned to special education.	January 2007	On-going to 2009-2010	
2.	Training on topics such as self-advocacy and planning for the future: Post secondary presentations (i.e. colleges) Waiver Planning & health care in a rural area will be offered through the Dine & Discuss format.	Director of Professional Development and Director assigned to special education.	October 2006 and 2008	On-going	
3.	Certificated staff will be provided professional development related to completion of a functional behavior assessment and subsequent behavior intervention plan.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	
4.	Offer professional development to selected staff enabling them to conduct educational field trips designed to enhance opportunities to students such as Hiram G. Andrews (Secondary Training School) and Jamestown Community College.	Director of Professional Development and Director assigned to special education.	October 2006	On-going to 2009-2010	

GOAL: Staff Improvement
 PLAN: Induction/Professional Development
 OBJECTIVE: G. New Employee Induction
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will, by 2007-2008, develop, implement, and fund a sustainable program for continuous staff development.

SPECIFIC OBJECTIVE: G. To assist new professional employees to understand and fulfill their role in accomplishing the District's mission, goals and student performance standards by providing a program for new professional employees that is both supportive and instructive in nature.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Assess the needs of new teachers.	IMT, Building Principals	September 2006	October 2006	
2.	Develop an on-going program of activities for Inductees.	IMT, Building Principals, Academic Coaches & Curriculum Coordinators	September 2006	October 2006	
3.	Provide induction with a log to summarize each activity.	Building Principals & Academic Coaches	September 2006	October 2006	
4.	Provide weekly meeting opportunities for inductee/mentor.	Building Principals	September 2006	October 2006	
5.	Survey inductees to evaluate the effectiveness of the program.	IMT, Building Principals, Academic Coaches & Curriculum Coordinators	September 2006	October 2006	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: F. Assist new employees
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: F. To assist new professional employees to understand and fulfill their role in accomplishing the District's mission, goals and student performance standards by providing a program that is both instructive and supportive.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Assess the needs of new teachers	Director of State & Federal Programs, Instructional Management Team, Building Principals, Academic Coaching Team	September 2006 and On-going	Nov. 2006 Nov. 2007 Nov. 2008 Nov. 2009 Nov. 2010 Nov. 2011	
2.	Develop an on-going program of professional activities for Inductees.	Director of State & Federal Programs, Building Principals, Academic Coaching Team	Sept. 2006 and On-going	Nov. 2006 Nov. 2007 Nov. 2008 Nov. 2009 Nov. 2010 Nov. 2011	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: D. Differentiated Instruction
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: D. To educate teachers to use Differentiated Instruction as a skill set to implement inclusion, co-teaching or any other strategy necessary to meet student needs.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration and teachers collaborate in planning professional development experiences to support Differentiated Instruction strategies	Director of Professional Development, Instructional Management Team, Principals Teachers, Academic Coaching Team, Warren County Career Center Principal	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
2.	Administration and teachers collaborate in planning professional development experiences in inclusion strategies and co-teaching methods to meet the defined needs of all students.	Director of Professional Development, Instructional Management Team, Principals, Teachers and Special Education Supervisors	SY 2006-2007 and On-Going	May 2007 May 2008 May 2009 May 2010 May 2011	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: B. Support Standards
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: B. To support academic standards.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Provide career connections in curriculum that relate to all state standards.	Director of Curriculum, all Warren County School District Professional Staff and School-to-Work Coordinator, Warren County Career Center Principal	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
2.	Design and assess standards-based cross-curricular units.	Director of Curriculum, Curriculum Coordinators, Academic Coaching Team,, Warren County Career Center Principal	SY 2006-2007	May 2007 May 2008 May 2009 May 2010 May 2011	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: C. Measure Student Progress
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: C. To use data and authentic assessments to measure and report student progress.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration and teachers utilize standardized assessment data to monitor the individuals in grades K-12. Administration will train principals and teachers to analyze, interpret and effectively communicate student progress through data-driven and authentic assessment tools to students and parents/guardians. Administration develops a phased-in training schedule.	Executive Director of Learning Opportunities, Academic Coaching Team, Teachers, Warren County Career Center, Principal	August 2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
2.	A committee will be formed to develop authentic assessment tools to gauge student progress.	Executive Director of Learning Opportunities, all Teachers	SY 2007-2008 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
3.	Report K-12 student academic progress not based on standardized test scores and share these assessment results with students and parent/guardians.	Executive Director of Learning Opportunities, all Teachers	SY 2007-2008 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
4.	Teachers use Pentamation communication with parents on a regular basis using building-based plans developed collaboratively by principals and their faculties.	Principals and Teachers	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: E. Integrate Technology
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: E. To provide professional development opportunities for teachers to acquire skills necessary to successfully integrate technology into instruction.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration provides instructional technology assessment training for instructional aides, teachers and administrators.	Directors, Professional Development and Information Management, Academic Coaching Team	SY 2006-2007 and On-Going	May 2007 May 2008 May 2009 May 2010 May 2011	
2.	Continue the "Tip of the Day" Program and develop other district and building opportunities for teachers to share their knowledge and experience using technology to support instruction	Director of Information Technology, Curriculum Coordinators, Academic Coaching Team, Principals, Warren County Career Center Principal	SY 2006-07 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
3.	Provide on-going Professional Development to the teachers and instructional aides on subscription data bases through Library Media Services.	Director of Information Technology, Library Media Services Coordinator	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
4.	Teachers use Pentamation communication with parents on a regular basis using building based plans developed collaboratively by principals and their faculties.	Director of Information Technology, Principals, Teachers	Sept. 2006 and On going	May 2007 May 2008 May 2009 May 2010 May 2011	

GOAL: Staff Improvement
 PLAN: Act 48
 OBJECTIVE: A. Monitor Student Success
 DATE: August 2006

ACTION PLAN

GOAL: To develop, implement and fund a sustainable program for continuous staff improvement

SPECIFIC OBJECTIVE: A. To monitor student progress.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Administration provides all professional staff required professional development on data-driven decision making and progress monitoring.	Director of Professional Development, Principals, Warren County Career Center Principal and Academic Coaching Team	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
2.	Administration provides all professional staff required professional development on authentic assessment.	Director of Professional Development, Principals, Warren County Career Center Principal	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
3.	Teachers and administrators develop K-12 assessment tools, such as project-based learning, portfolios, performance and demonstration showcases and grade level and graduation projects.	Executive Director of Learning Opportunities, Curriculum Coordinators, Warren County Career Center Principal	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	
4.	Administration provides training in the utilization of instructional technology for assessing students.	Director of Information Technology, Academic Coaching Team	SY 2006-2007 and On-going	May 2007 May 2008 May 2009 May 2010 May 2011	

GOAL: Staff Improvement
 PLAN: Technology
 OBJECTIVE: A. Provide development
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will by 2007-2008, develop, implement, and fund a sustainable program for continuous staff improvement.

SPECIFIC OBJECTIVE: A. To provide meaningful professional development opportunities to improve instruction in the classroom.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Provide a means for professional staff to access technological tools and resources 24/7 anywhere there is Internet access for WCSD and WCAVTS staff.	Director of Technology & Curriculum & Professional Development	In place	On-going	
2.	Provide technology expectations for all WCSD and WCAVTS staff.	Director of Technology & Curriculum & Professional Development	In place	On-going	
3.	Provide technological supports necessary for distance learning for all staff.	Director of Technology & Curriculum & Professional Development	Fall 2006	January 2007	
4.	Provide a technological means for WCSD and WCAVTS professional staff to assess professional development needs and select their own courses / pathways to meet those needs.	Director of Technology & Curriculum & Professional Development	June 2007	August 2007	
5.	Provide a means for professional staff to communicate easily with one another and other professionals outside of the WCSD and the WCAVTS (specific example: County library system)	Director of Technology & Curriculum & Professional Development	August 2007	January 2008	
6.	Provide searchable lesson plan resources for professional staff.	Director of Technology & Curriculum & Professional Development	January 2008	August 2008	

GOAL: Technology
 PLAN: Chapter 4
 OBJECTIVE: B. Supportive Technology
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: B. To integrate supportive technology into all K-12 instruction.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Continue the "Tip of the Day" Program and develop other District and Building opportunities for teachers to share their knowledge and experience using technology to support instruction.	Director of Technology, Curriculum Coordinators, Academic Coaches, Principals	SY 2006-2007	On-going	
2.	Develop a plan for student access to Technology, e.g., open computer labs a.m. and p.m., etc.	Executive Director of Learning Opportunities	September 2006	May 2007 Board Meeting	

GOAL: Technology
 PLAN: Chapter 4
 OBJECTIVE: A. Tchr/Std Knowledge Tech Integration
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: A. To annually evaluate teachers' and students' knowledge and skills in integrating technology into K-12 instruction across the curricula.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Teachers continue to assess student knowledge and skills in technology as used in each curricular area.	Teachers, Principals	Already underway		
2.	Teachers self-assess their technology knowledge skills used in instruction through portfolio assessment.	Principals, Teachers	SY 2006-2007	May 1, 2007	
3.	Administration provides integration of instructional technology assessment in the training for instructional aides, teachers, and administrators.	Directors, Professional Development and Information Management	SY 2006-2007	On-going	

GOAL NO: Technology
 PLAN: Technology
 OBJECTIVE: C. Broadband/bandwidth
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: C. To evaluate and monitor bandwidth / broadband needs of students 24/7.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Support community efforts to bridge the digital divide and expand the broadband infrastructure in Warren County.	Superintendent & Board of Education & Administration & Director of Technology	In place	On-going	
2.	Provide adequate bandwidth to all district facilities.	Director of Technology	In progress	November 2006	

GOAL NO: Technology
 PLAN: Technology
 OBJECTIVE: A. Enhance Communication
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: A. To utilize technology to enhance communication with community and global entities.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Warren County School District website should empower communications at all levels.	Director of Technology & Technology Coordinator	In place	On-going	
2.	Board room should be equipped to enhance communication with the public.	Director of Technology & Technology Coordinator & Buildings and Grounds	January 2007	On-going	

GOAL NO: Technology
 PLAN: Technology
 OBJECTIVE: D. Operational Standards
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: D. To define and develop operational standards to which administration, academic, staff, hardware and software are to perform.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Monitor all hardware and corresponding load capacity and upgrade / add accordingly	Technology Coordinator & Network Specialist	In place	On-going	
2.	Annually, evaluate supplementary software applications for best fit and upgrade / replacement if needed.	Director of Technology & Technology Coordinator & Network Specialist	In place	On-going	
3.	Integrate technology throughout all district operations.	Director of Technology	In place	On-going	
4.	Develop a technology disaster recovery plan.	Technology Coordinator & Network Specialist	January 2006	June 2007	
5.	Provide technology staff development across all areas of District operations	Director of Professional Development & Director of Technology	In place	On-going	

GOAL NO: Technology
 PLAN: Technology
 OBJECTIVE: E. Operational Standards
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: E. To develop, support and implement plans to address operational standards to which administration, academic, staff, hardware and software are to perform.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Maintain critical shelf spares for critical hardware.	Technology Coordinator & Network Specialist	In place	On-going	
2.	Maintain software maintenance agreements on core software applications.	Technology Coordinator & Network Specialist	In place	On-going	
3.	Employ proactive support strategies to prevent problems before they occur	Technology Coordinator & Network Specialist	In place	On-going	
4.	Maintain an adequately staffed technology department to support all district operations effectively	Superintendent & Director of Technology & Board of Education	In place	On-going	
5.	Evaluate, monitor and train, as needed, the Technology Department Staff	Technology Coordinator	In place	On-going	
6.	Implement a technology disaster recovery plan.	Technology Coordinator & Network Specialist	June 2007	June 2007 an On-going	
7.	Provide technology staff development across all areas of District operations.	Director of Professional Development & Director of Technology	In place	On-going	

GOAL: Technology
 PLAN: Technology
 OBJECTIVE: B. Utilize Technology
 DATE: August 2006

ACTION PLAN

GOAL: The Warren County School District will annually evaluate and support the implementation of technology throughout all district operations.

SPECIFIC OBJECTIVE: B. To utilize technology to avoid costs in the district when possible.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Enhance print management capabilities within the district.	Technology Coordinator & Network Specialist	In place	On-going	
2.	Continue to pursue technology grant opportunities aligned with Board goals.	Coordinator of Grants & Technology Department	In place	On-going	
3.	Utilize technology to find and evaluate alternative revenue resources for the district.	Superintendent & Board of Education & Director of Technology	January 2007	On-going	
4.	Evaluate cost effectiveness of voice over IP implementation.	Technology Coordinator & Consultant	January 2007	June 2007 and On-going	

GOAL: Graduation Rate
 PLAN: Chapter 4
 OBJECTIVE: A. 8th – 12th At Risk Intervention
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To identify and begin intervention for students in grades 8-12 who are at-risk of not graduating.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Identify the common characteristics of students at-risk of not graduating.	Principals, Teachers, Counselors	September 2006	Oct 15, 2006	
2.	Identify individual students who are at-risk of not graduating.	Principals	January 2007	On-going	
3.	Develop individualized graduation plans for each identified student in grades 8-12. Plans include mentoring, tutoring, alternative instructional delivery systems and monitoring.	Principals, Families, Students	January 2007	On-going	
4.	Achieve goal by end of SY 2010-2011.				

GOAL: Graduation Rate
 PLAN: Technology
 OBJECTIVE: A. Identify at-risk students
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To identify and begin intervention for students in grades 8-12 who are at-risk of not graduating

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Professional Development	In place	On-going	
2.	Provide technological supports necessary for distance learning for all students	Director of Technology & Curriculum & Professional Development	Fall 2006	January 2007	
3.	Implement career planning and graduation transition software at each middle and secondary school.	Assistant Superintendent & Director of Technology	Fall 2007	Fall 2008	
4.	Increase communication between school and home by providing easier access to communication devices.	Director of Buildings and Grounds & Director of Technology	Fall 2007	Fall 2008	

GOAL: Graduation Rate
 OBJECTIVE: B. Learning Opportunities
 PLAN: Technology
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: B. To provide more engaging learning opportunities for students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Technology Department	In place	On-going	
2.	Provide technological supports necessary for distance learning for all students.	Technology Department/Curriculum/Professional Development	Fall 2006	January 2007	
3.	Administer a needs assessment regarding the need/desire for more current technology offerings at the WCAVTS and home school and then implement new programs based upon the assessment.	Director of Professional Development	Spring 2007	Fall 2008	

GOAL: Mathematics
 PLAN: Chapter 4
 OBJECTIVE: A. K-12 Curricula Integration
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To incorporate mathematics instruction into all K-12 curricula.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Use data driven decision-making to design individual, classroom and district instruction and curriculum.	Executive Director of Learning Opportunities, Principals, Teachers	SY 2006-2007	On-going	
2.	Annually develop required Mathematic Expectations that direct the integration of Mathematics in all K-12 curricula.	Executive Director of Learning Opportunities, Math Curriculum Coordinator	June 2006	On-going	
3.	Provide tutoring in math to students in grades K-11 who are not proficient in math as assessed on G-Made and 4Sight Benchmark Assessment Testing.	Director of Instructional Services, Principals, Teachers	SY 2006-2007	On-going	
4.	Target K-11 students in the PSSA cohort group "IEP Not Gifted" for individualized instruction and monitoring.	Director of Instructional Services, Principals, Teachers	SY 2006-2007	On-going	
	Achieve goal by end of SY 2010-2011.	Director of Instructional Services, Principals, Teachers	SY 2006-2007	On-going	

GOAL: Mathematics
 PLAN: Technology
 OBJECTIVE: B. Math in all curricula
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: B. To incorporate mathematics instruction into all K-12 curricula.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Provide 24/7 access to research based mathematics software in support of curriculum.	Director of Technology & Curriculum & Professional Development	In place	On-going	
2.	Provide electronic access to on-line resources, books, and periodicals.	Director of Technology & Curriculum & Professional Development	In place	On-going	
3.	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Professional Development	In place	On-going	
4.	Provide age/level appropriate calculators at all levels of math instruction.	Assistant Superintendent, Director of Professional Development & Director of Technology	In place	On-going	
5.	Provide technological supports necessary for distance learning for all students.	Director of Technology & Curriculum & Technology Department	Fall 2006	January 2007	
6.	Provide tablet pc or equivalent in all secondary math classrooms.	Director of Technology & Curriculum & Technology Department & Professional Development	January 2007	Fall 2008	
7.	Provide a mounted projector and whiteboard in each secondary math classroom	Director of Technology & Curriculum & Technology Department & Professional Development	January 2007	Fall 2008	
8.	Implement the use of e-texts and on-line textbooks.	Director of Technology & Curriculum & Professional Development	Review as curricular area is reviewed	On-going	
9.	Provide technological support necessary for the use of tablet pc or equivalent, mounted projector and whiteboard.	Director of Technology	SY 2007-2008	On-going	

GOAL: Reading
 PLAN: Chapter 4
 OBJECTIVE: B. K-12 Curricula Integration
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: To incorporate reading instruction into all K-12 curricula

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Create a district Reading Curriculum Coordinator position.	Assistant Superintendent	July 2006 -going	August 2006 Personnel Committee	
2.	Use data driven decision-making to design individual classroom and district instruction and curriculum.	Executive Director of Learning Opportunities, Principals, Teachers	SY 2006-2007	On-going	
3.	Annually develop required Reading Expectations that direct the integration of Reading in all K-12 curricula.	Executive Director of Learning Opportunities, Reading Curriculum Coordinator	September 2006	On-going	
4.	Provide tutoring in Reading to students in grades K-11 who are not proficient as assessed by DIBELS, G-MADE and 4Sight.	Director of Instruction, Principals, Teachers	SY 2006-2007	On-going	
5.	Target K-11 students in the PSSA cohort "IEP Not Gifted" for individualized instruction and monitoring.	Director of Instruction, Principals, Teachers	On-going	On-going	
6.	Achieve goal by end of SY 2010-2011.				

GOAL: Reading
 PLAN: Technology
 OBJECTIVE: A. Reading in all curricula
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To incorporate reading instruction into all K-12 curricula.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Provide 24/7 access to research based reading software in support of curriculum.	Director of Technology & Curriculum & Professional Development	In place	On-going	
2.	Provide electronic access to on-line resources, books, and periodicals.	Director of Technology & Curriculum & Professional Development	In place	On-going	
3.	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Professional Development	In place	On-going	
4.	Provide technological supports necessary for distance learning for all students.	Director of Technology & Curriculum & Technology Department	Fall 2006	January 2007	
5.	Provide students with access to on-line collaboration tools.	Director of Technology & Curriculum & Professional Development	August 2007	January 2008	
6.	Implement the use of e-texts and on-line textbooks.	Director of Technology & Curriculum & Professional Development	Review as curricular area is reviewed	On-going	

GOAL: Student Attendance
 PLAN: Chapter 4
 OBJECTIVE: B. Focus on Families
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To focus on families rather than just individuals to improve attendance.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Target Kindergarten attendance.	Principals, Teachers, Counselors	September 2006	On-going	
2.	Continue active attendance officer case management.	Attendance Officer, Principals	June 2006	On-going	
3.	Change District attendance procedure so that after the 8 th illegal absence day the school refers the student to Children & Youth (currently 12 th day).	Executive Director of Learning Opportunities	March 2007	April 2007 C.I.T. Meeting	
4.	Achieve goal by end of SY 2010-2011.				

GOAL: Student Attendance
 PLAN: Technology
 OBJECTIVE: B. Engaging Opportunities
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: B. To provide more engaging learning opportunities for students.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Provide technological supports necessary for blended learning opportunities for all students.	Director of Technology & Curriculum & Technology Department	In place	On-going	
2.	Provide technological supports necessary for distance learning for all students.	Director of Technology & Curriculum & Professional Development	Fall 2006	January 2007	
3.	Administer a needs assessment regarding the need/desire for more current technology offerings at the WCAVTS and home school and then implement new programs based upon the assessment.	Assistant Superintendent	Spring 2007	Fall 2008	

GOAL: Student Attendance
 PLAN: Technology
 OBJECTIVE: A. Improve Attendance
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: A. To focus on families rather than just individuals to improve attendance

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Provide technology solutions that enable WCSD and WCAVTS administrators and counselors to become more efficient in management tasks and make more time for student issues.	Director of Technology & Building Administrators & Counselors & Technology Department	In place	On-going	
2.	Enable students / parents to monitor attendance by providing them with on-line, 24/7 access to data regarding their attendance records at school.	Director of Technology & Building Administrators & Counselors & Technology Department	In place	On-going	
3.	Promote good attendance through positive communication among home, student and school.	Director of Technology & Building Administrators & Counselors & Teachers & Technology Department	In place	On-going	
4.	Make proactive communications regarding attendance with authorities, parents, teachers, and students.	Director of Technology & Building Administrators & Counselors & Technology Department	In place	On-going	

GOAL: Student Participation in Assessments
 PLAN: Technology
 OBJECTIVE: B. PSSA Absences
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: B. To identify and target students and families likely to be absent from PSSA's.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1	Promote the importance of good attendance on PSSA testing days through proactive communication among home, student, and school.	Director of Technology & Building Administrators & Teachers & Counselors	In place	On-going	

GOAL: Student Participation in Assessments
 PLAN: Chapter 4
 OBJECTIVE: A. PSSA Absences
 DATE: August 2006

ACTION PLAN

GOAL: All students must meet or exceed the Pennsylvania Benchmark and show continual improvement.

SPECIFIC OBJECTIVE: B. To identify and target students and families likely to be absent from PSSA's.

STEP NO.	ACTION STEP	ASSIGNED TO:	START DATE:	DATE DUE:	DATE COMPLETED
1.	Encourage families to make a commitment to have students at school for PSSA's.	Principals	SY 2006-2007	On-going	
2.	Encourage students through proactive, positive events to be in attendance for PSSA's.	Principals	SY 2006-2007	On-going	
3.	Address PSSA participation in student handbooks, letters and personal contacts with parents.	Principals	SY 2006-2007	On-going	
4.	Achieve goal by end of SY 2010-2011.				

PERCEPTION – PERCEIVED STRENGTHS AND WEAKNESSES OF THE WARREN COUNTY SCHOOL DISTRICT

The following items were generated by the Strategic Planners, utilizing the perception process. Perception allows a SINGLE planner to place an item in the plan.

STRENGTHS	WEAKNESSES
Implementation of Strategic Plan* (Strategic Planning is a dynamic document in WCSD)	Geographic size
Diverse curriculum to address needs of all students	Geographic location
Inclusion of Special Education students in regular classrooms	Combination of classes
Athletic programs are highly supported	Tax base low
Strive to have all students excel	School to school inequities
Encourage and prepare students for standardized testing	Lack of parental support* (for some students)
Encourage substitute teachers	Limited industrial backing
Long-tenured teaching staff	Weather* (climate issues, closures, travel problems)
Allows for Professional Development	Limited availability of language offerings
Teachers support students	Trouble getting and keeping teachers
School Board has opened up communication	Low enrollment* (declining enrollment)
Locating money/dollars from outside Warren County	Territorialism (fragment district)
Individualized High Schools* (attendance area high schools)	Lack of High Education Facility* (colleges in community)
Some Community Elementary Schools	Lack of internet access (Broadband)
Strong extra-curricular activities	Outdated materials
Administrators have strong knowledge of educational process	Buildings need renovated
Lots of volunteers	Lack of communication
Growing/Great technology program	Program driven w/o evaluation* (some programs)
Good opportunities with academic or vocational programs	Limited use of data to make decisions
Really stupendous Strategic Planning Committee	Inability to accept change (staff and students)
Diversity of elective courses	Inability to accept responsibility (staff)

Homogeneous population* (few negative issues)	Reluctance to implement a building's utilization program
Staff in general	Lack of frequent curricula review
Technology vision/focus	Lack of student accountability
Community involvement	Lack of student morals
Many students are high achievers in various areas	Individualized High Schools* (attendance area high schools)
Most student meet No Child Left Behind (NCLB) standards	Scheduling issues
Brand new beautiful schools	Heavy administrative staff
Transportation system	Long bus rides
Students well prepared for college	Limited exposure to global economy* (diversity)
	Over inclusion of special education students in the regular classrooms
	Student needs are sometimes missed
	Student views are not heard
	Approach to Advanced Placement courses

*Parenthetical remarks indicate clarifying statements made by brainstormers.

EXTERNAL ANALYSIS

External, or environmental, changes may present significant opportunities if they are appropriately anticipated and structured into programs to capitalize on them; or, they may present a threat, making it necessary to alter products or modify methods of doing business. By identifying political, technological, and socioeconomic changes, isolating the significant factors, and determining their probable impact, either offensive or defensive programs can be structured to exploit the potential offered or to soften the total impact.

Pages 55 – 65 illustrate the Planners’ analysis of external, or environmental change in the Warren County School District.

CATEGORY: ECONOMIC

FACTOR	ASSUMPTION	IMPACT
I. Tax Base	I. A. Declining	I.A. 1. Less revenue 2. Higher taxes 3. Less attractive to business, families, population
	B. Increasing	B. 1. Lower taxes 2. More attractive to business, families, population
II. Cost of Public Education	II. A. Increasing	II.A. 1. Do more with less 2. Difficult decisions
III. Geography	III. A. Sparsely populated	III.A. 1. More (higher) time students on bus, <u>not</u> in classroom 2. Higher transportation costs 3. Creates conflict in curriculum options: i.e., cyber, home, charter 4. Quality of life (positive)
	B. Layout of terrain	B. 1. Problematic transportation issues
IV. Infrastructure	IV. A. Aging buildings	IV.A. 1. Increasing costs 2. Declining functionality 3. Inefficient
	B. New building	B. 1. Increased functionality 2. Efficient 3. More curriculum offerings

CATEGORY: POLITICAL

FACTOR	ASSUMPTION	IMPACT
I. Public Perception	I. A. Negative	I.A. 1. Lack of support
		2. Part of problem, not solution
		3. Complaints without resolution
		4. Attacks → Diversion
		5. Division
		6. Educational value
II. Government	B. Ability to change	B. 1. Negative → Positive
	C. Frustration	2. Support can be achieved
		C. 1. Not knowing what to do
	II. A. Delivery less (more) than promised	2. Disputes class time
		II.A. 1. Higher/Lower taxes
		2. Cut/Add programs
B. Uncertainty (Inconsistency)	B. 1. Difficult planning	
	2. Staffing difficulty	
C. Mandates	3. Student changes	
	C. 1. Economic	
	2. Scheduling	
	3. Staffing – Teacher, Support, Administrative	
	4. Measurable results	
		5. Districts from other areas

CATEGORY: EDUCATION

FACTOR	ASSUMPTION	IMPACT
I. Staff	I. A. Teaching staff is highly qualified	I.A. 1. A highly qualified staff is hard to attract to rural N.W. Pennsylvania. 2. A highly qualified staff is hard to keep in the area. 3. A highly qualified staff requires higher initial salaries. 4. Students benefit more from highly qualified teachers. 5. The community benefits from having highly qualified teachers residing in the area. 6. The community benefits from having students educated by highly qualified teachers. 7. In order to maintain highly qualified teachers, there would be an increase in staff development costs.
	B. Teaching staff is less qualified	B. 1. Less qualified teachers are easier to attract to rural N.W. Pennsylvania. 2. Once trained to be highly qualified, it is hard to keep the teachers in the area. 3. More intensive and expensive staff development would be required to improve teachers to the highly qualified status. 4. Less qualified staff requires less initial salary. 5. Students do not receive the best education. 6. If they are unable to earn highly qualified status, they remain in the school system longer due to lack of opportunities.
	C. Teaching staff is aging and experienced.	C. 1. An aging staff has a higher salary than new teachers. 2. Aging teachers tend to be rigid in their teaching methods and don't wish to try new teaching techniques. 3. There may not be a need to replace an older teacher once he/she retires. 4. Aging teachers are more experienced. 5. Aging teachers tend to be unmotivated to change and/or adopt new teaching styles. 6. Aging teachers tend to be less involved in school-related activities and clubs.

CATEGORY: EDUCATION (continued)

FACTOR	ASSUMPTION	IMPACT
I. Staff (cont.)	I D. Teaching staff is young and inexperienced.	D. <ol style="list-style-type: none"> 1. Younger teachers are less expensive to hire. 2. Younger teachers tend to be more flexible in their teaching style. 3. Younger teachers are less qualified. 4. Younger teachers tend to be more motivated to change and/or adopt new teaching styles. 5. Younger teachers tend to be more involved in school-related activities.
II. Students	II. A. All students can learn B. All students are motivated to learn.	II.A. <ol style="list-style-type: none"> 1. Educated students make better citizens. 2. Educating all students requires qualified staff. 3. Educating all students requires a need for technology. 4. Educating all students requires diversity in education. B. <ol style="list-style-type: none"> 1. Motivated students achieve more. 2. Motivated students motivate teachers. 3. Motivated students receive a better education. 4. Motivated students have fewer discipline problems. 5. Motivated students tend to have motivated, involved parents.
III. Federal Mandates	III. A. Federal mandates improve education	III.A. <ol style="list-style-type: none"> 1. Federal mandates are expensive to implement. 2. Federal mandates are frustrating to implement and are very time-consuming. 3. Federal mandates are stressful to implement. They tend to be difficult to interpret correctly. 4. Federal mandates drive curriculum and curriculum change. 5. Federal mandate requirements, such as testing, take away from teaching time. 6. Federal mandates often limit the degree of individuality of school or teaching method. 7. The difficulty in meeting and maintaining federal mandate requirements leads to a loss of teaching staff – both current and potential teachers. 8. Federal mandates provide the sense of “at least we’re teaching something”.

CATEGORY: EDUCATION (continued)

FACTOR	ASSUMPTION	IMPACT
III. Federal Mandates (continued)	<p>B. Federal mandates must be followed.</p> <p>C. No Child Left Behind Act will still be driving education.</p>	<p>B. 1. It is expensive to a school district not to follow federal mandates – loss of federal funding. 2. It is expensive to a school district to follow federal mandates. 3. Following federal mandates will lead to achieving desired federal education goals.</p> <p>C. 1. NCLB is costly and difficult to follow. 2. NCLB goals are nearly impossible to attain, resulting in timely and costly school improvement plans.</p>
IV. State Mandates	IV. A. State mandates must be followed	IV.A. 1. State mandated breakfast and lunch programs are very expensive. 2. State mandates require that teachers receive a “duty free” lunch period, which restricts scheduling. 3. It is expensive to a school district to meet state mandates. 4. It is expensive to a school district not to follow state mandates – reduction in state aid. 5. Chapter IV regulations are difficult to understand and implement. 6. PIAA rules dictate sports and their operations and are expensive to maintain. 7. PANA rules are expensive and time consuming to follow. 8. Higher PSSA testing standards dictate teaching and are time consuming and expensive.
V. Community	<p>V. A. There is a decrease in population</p> <p>B. There is an increase in population</p>	<p>V.A. 1. Schools will need to be closed. 2. There will be fewer tax dollars available. 3. There will be fewer personal resources available to the students.</p> <p>V.B. 1. There will be a need for new schools. 2. There will be more tax dollars available. 3. Institutions of higher education are more likely to locate in the area. 4. There will be more personal resources available to the students.</p>

CATEGORY: EDUCATION (continued)

FACTOR	ASSUMPTION	IMPACT
VI. Blended School	VI. A. A Blended School will be available for students.	VI.A. <ol style="list-style-type: none"> 1. A blended school will meet the needs of more students. 2. Home-schooled; drop-out; and cyber, private, charter, and parochial school students return to the district. 3. There will be an increase in funding as a result of the return of those students. 4. There will be an increase in the need for technology. 5. Current students may be driven away from the traditional setting.

CATEGORY: DEMOGRAPHIC

FACTOR	ASSUMPTION	IMPACT
I. Student Population	I. A. Assumed decline	I.A. <ol style="list-style-type: none"> 1. Less state revenue 2. Less staff needed 3. Change class size 4. Extra-curricular 5. Educational Opportunity 6. Building space
	B. Assumer increase	B. <ol style="list-style-type: none"> 1. More state revenue 2. More staff needed 3. Class Size 4. Extracurricular 5. Educational opportunity 6. Capacity constraints (specific regions)
II. Age	II. Aging	II. <ol style="list-style-type: none"> 1. More time for retired people to be involved 2. Lack of interest 3. Fixed income – stress on tax base 4. Staff retirements – financial benefit and loss of experience 5. Less likely to pass Act 72 tax increase
III. Race	III. Becoming more diverse	III. <ol style="list-style-type: none"> 1. Racial tension 2. Some MCLB proficiencies that do not currently apply – may become a consideration 3. E.S.L. – more staff
IV. Educational level	IV. A. Less with post-secondary	IV.A. <ol style="list-style-type: none"> 1. Less demand for CP courses 2. Financial strain
	B. More with post-secondary	<ol style="list-style-type: none"> 1. More demand for CP courses 2. More diverse community involvement 3. Higher level of expectation

CATEGORY: SOCIAL

FACTOR	ASSUMPTION	IMPACT
I. Family Structure	I. A. More single parent homes	I.A. <ol style="list-style-type: none"> 1. Less parental involvement 2. Less money for extras 3. Increased social/emotional needs 4. Discipline issues 5. Self-esteem 6. Communication between school and parents difficult
II. Moral Environment	II. A. Lack of respect for authority	II.A. <ol style="list-style-type: none"> 1. More discipline problems in school 2. More students in alternative settings 3. More time in executive sessions – (legal proceedings) 4. Waste of educational time 5. Waste of tax money 6. Decline in teacher/staff/student/,morale 7. Decrease in parents’ confidence in school personnel 8. Lower student self-esteem
	II. B. Increased drug/alcohol abuse	II.B. <ol style="list-style-type: none"> 1. Absenteeism 2. Lower grades 3. More need for counseling 4. Financial 5. Drop-out rate increase 6. Discipline issues 7. More need for community education 8. Staff development to identify those at risk 9. Increase in learning support student
	II. C. Increase in dangerous sexual behaviors	II.C. <ol style="list-style-type: none"> 1. Teen pregnancy/abortion 2. STD’s increased 3. Inappropriate dress 4. Increased awareness 5. Lower self-esteem 6. Responsibilities for babies 7. Financial strain 8. Pornography

CATEGORY: SOCIAL (continued)

FACTOR	ASSUMPTION	IMPACT
III. Relationships	III.A. Decreased territorialism	III.A. <ol style="list-style-type: none"> 1. More opportunities for county wide programs 2. More possibility for magnet schools 3. More countywide student friendships 4. Exposure to different ideas 5. Busing issues
	B. Increased Territorialism	III.B. <ol style="list-style-type: none"> 1. Busing issues 2. Maintain status quo 3. Loyalty to Community 4. Increase costs for duplication of resources 5. Thinning of resources 6. More involvement in extracurricular activities 7. Fewer extracurricular activities Fewer students involved in extracurricular activities
	C. Increased abuse (physical/emotional)	<ol style="list-style-type: none"> 1. Absenteeism 2. Lower grades 3. Discipline problems 4. Low Self-esteem 5. Increased need for counseling programs and staff 6. More sexually acting out behaviors 7. Staff doesn't feel safe 8. Track and report 9. Bullying 10. Increased need for special education services ("emotionally disturbed") 11. Staff development – to identify those at risk 12. Increased use of alcohol/drugs

CATEGORY: TECHNOLOGY

FACTOR	ASSUMPTION	IMPACT
I. Broadband	I. A. Broadband is not available to the students.	I.A. 1. Programs will not be available, limiting the quality of the education. 2. Current systems experience a lot of system down time. 3. Current systems are slow. 4. Current systems result in poor home access.
	B. Broadband is available to the students.	B. 1. There would be an increase in available programs, such as distance learning. 2. The system would always be running effectively. 3. Broadband is much faster. 4. Having Broadband would result in better home access.
II. Internet Access	II. A. Not every parent has access to the internet.	II.A. 1. Opportunities for students would not be equal. 2. This would limit the district's ability to communicate with parents. 3. There would be an increase in postage and paper since records would need to be mailed home. 4. The district would not be able to use "electronic books".
II. Internet Access (cont.)	II. B. All parents have access to the internet.	II.B. 1. There would be better communication with parents. 2. Opportunities for students would be equal. 3. There would be a reduction in postage and paper. 4. The use of "electronic books" would be possible. 5. There would be faster and better access to research. 6. A blended school program would be available.
III. Cost of Technology	III. A. Technology will be more affordable	III.A. 1. All homes will have the current technology. 2. There will be an improvement in home access. 3. Better equipment, not just computers, will be available to the schools. 4. The district will save money on technology updates. 5. A wider variety in programs will be available. 6. There will be an increase in distractions, such as MP3 players, CD players, cell phones, etc.

CATEGORY: TECHNOLOGY (continued)

FACTOR	ASSUMPTION	IMPACT
III. Cost of Technology (continued)	B. There will be an increase in the need to keep software licenses. C. Current Hardware would be required.	B. <ol style="list-style-type: none"> 1. The cost of maintaining licenses could increase out of control. 2. Schools become dependent on the software. 3. Schools must be current or they will fall behind. C. <ol style="list-style-type: none"> 1. Old systems become obsolete. 2. Old systems are expensive to replace or repair. 3. Protection devices will be necessary. 4. Space for the technology is limited. 5. Schools must be current or they will fall behind.

CRITIQUE OF WARREN COUNTY SCHOOL DISTRICT AND ITS COMPETITORS

A careful analysis of competition is quite often the most productive way of analyzing the planning organization. Dominant characteristics are both contrasted and compared in order to determine the competition's points of vulnerability.

WCSD	HOME SCHOOLS	PRIVATE	PAROCHIAL	CHARTER SCHOOL *	CYBER **
Quality Education	No commute	Clout/Reputation	Parental involvement	Territorialism (geographical location)	Parents have control
Diverse Curriculum	Parental control/discipline	More focused on college prep	Religious aspect A. Religious Education B. World view moral values	Curriculum that meets the needs of specific students	Stay home
Variety of educators/PA Certified	Scheduling control/flexibility	Select students	Less discipline problems	Parents feel they have more control	Free computer
Fully supervised	Less time on curriculum	Discipline	Stress moral values	Easier/harder curriculum	Free babysitting
Allows freedom for parents to work outside the home	Students progress at own pace	Can be discriminatory	Selective students	WCSD advantages A. Transportation	Less discipline problems
Co-Curricular activities	Class size	Some have great funding	Smaller class size	Can recruit within district and neighboring districts	Less exposure to influence
Social Interaction	Hands "on"	All day kindergarten	All day kindergarten		Self pacing
Nutritional Services	Safety	Less expensive staff	Better sports teams		More programs available
Vocational Choices	All co-curriculum privileges of WCSD	More freedom in curriculum	More rigorous academics		All WCSD advantages
Continuously upgrades technology	Developing close relationship with family	Smaller class size	Better programs		Less peer pressure
Stability (Funding, Work Force)	Less peer pressure		Accessible computer labs		Less clothing costs

WCSD	HOME SCHOOLS	PRIVATE	PAROCHIAL	CHARTER SCHOOL *	CYBER **
Transportation	More opportunity to travel		Teachers more accessible		
College Acceptance			Teachers have more independence		
Very little cost to family			More sense of community		
28 Credits to Graduate			Higher % of furthering education		
			Higher % of students graduating from high school		
			Good financial support		
			Dedicated teachers w/lower pay		

* Charter School: A school that has petitioned the local school district to provide education based on its own approved format. The local school district is responsible for funding based on state driven formula.

** Cyber School: An internet based school program

ORGANIZATIONAL STRUCTURE

The District’s organizational structure is itself strategic, because it represents commitment of resources toward certain objectives. A critique of the present organizational structure quite often reveals its inappropriateness for emerging emphases in mission and objectives. The Planners made these observations about the Warren County School District organizational structure:

- Generally, the organizational chart reasonably covers the scope of Warren County School District management structure;
- Learned we have two (2) districts being managed as one (1) though not clear at all on organizational chart;
- Based on our questions of Dr. Sechriest and Dr. Dwyer, satisfied from “bottoms up” standpoint, each position box moving up the chart provides “value add” (resources, direction, coordination) to those below;
- Some greater “span of control” clarity needed to reflect certain responsibilities (i.e., Professional Development column doesn’t reflect responsibility for teachers and staff);

- Some “matrix”, or dotted line, responsibilities not evident on chart (for contractors Nutrition and Aramark – and where are bus contractors, Beacon Light, Deerfield);
- Would be helpful to show number (or range) of personnel within each position box for relativity (how many teachers, custodians, aides, etc.);
- Some revision of Buildings and Grounds/Maintenance organizational chart to clarify direct reports;
- Observation: only three people (one “certified”) in Human Resources function for 800 Warren County School District staff (seems very scant, unless many traditional Human Resources functions are distributed further in other job descriptions in the organization);
- Surprised that School Board approves every hire in the District; if state law, maybe it’s perfunctory and “rubber stamped”, but otherwise seems to be chunking down too far into the management’s (administration’s) responsibilities; and
- Consideration: Note Superintendent’s “cabinet” with asterisk (and perhaps other “team support leadership” with another designation) for clarity.