



**CARLISLE AREA SCHOOL DISTRICT**

# **COMPREHENSIVE PLAN**

**2022-2025**

# About Us

The Carlisle Area School District is located in Cumberland County in south, central Pennsylvania. The District was founded in 1836 and may well be the oldest public school system in the Commonwealth. It includes North Middleton Township, Dickinson Township and the boroughs of Carlisle and Mt. Holly Springs. The US Army War College and the Carlisle Barracks are within the attendance area of the Carlisle Area School District. The borough of Carlisle also serves as the county seat. The District encompasses 77 square miles.

## MISSION

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

## VISION

Empowering Every Learner

## VALUES

All students will have the opportunity to achieve academic excellence in order to become life-long, responsible and resourceful learners who think critically and creatively, communicate effectively, and collaborate in a global world.

# Message From The Superintendent

---

Dear Carlisle Community,

It is with great excitement that we share our finalized Comprehensive Plan, effective 2022 through 2025. Though the past two years have taught us that even the best-laid plans can change, a district's Comprehensive Plan is an important statement of what it believes and its direction for the future.

CASD's Comprehensive Plan is the result of extensive feedback from all of our stakeholder groups, to include: our students, faculty and staff, administration, families, community representatives, and the Board of Directors. We utilized surveys, online conversations via ThoughtExchange, individual interviews, and focus groups to retrieve feedback that is truly representative of our school community's priorities. An analysis of the data revealed four clear areas of focus. Our stakeholders want an outstanding and growing educational program, strong supports and services for our students, a vibrant culture and climate, and efficient and effective organizational systems and structures. Beginning with the 2022-2023 school year, all decision making will be reflective of these areas of focus and the Comprehensive Plan will guide the work of the District.

The Comprehensive Plan will be shared with the Board of Directors at a committee meeting on July 7, 2022. It will then undergo a period of public review and will be formally Board approved in August, 2022.

CASD is a vibrant and emerging school district. I look forward to working with the faculty, staff, administrative team, and our entire school community over the next several years as we execute the CASD Comprehensive Plan.

Herd Strong!

Colleen M. Friend, Ed.D.  
Superintendent  
Carlisle Area School District



**CASD is a vibrant  
and emerging  
school district.**

# Educational Program Excellence and Innovation



## Goal 1

Continuously advance and strengthen the K-12 educational program to promote individualized success and personal growth for every student.



## Measures of Success

Graduation rate, pathways, and related metrics

Achievement and growth on local performance measures (grades, standards-based measures, common assessments)

Achievement and growth on internal assessments (4-Sight, Acadience, CDT)

Achievement and growth on standardized tests (PSSA, Keystone, PASA, ACCESS)

Stakeholder feedback (students, families, faculty/staff, administration, community)

Strategy	Description
<p><b>1. Evaluate, propose, and implement alternate option(s) for elementary programming and configuration.</b></p>	<ul style="list-style-type: none"> <li>Respond to the urgent needs within the District and community by identifying and evaluating alternate, effective, and efficient options for the configuration of the elementary school buildings.</li> <li>Prioritize academic benefits and opportunities, financial and staffing impacts, equity challenges, and other related issues.</li> <li>Engage with all stakeholders, to include families and the community.</li> <li>Develop and present formalized proposals.</li> <li>Identify schedules and intervention programming that meet learners' needs.</li> </ul>
<p><b>2. Evaluate alternate options for secondary level programming and schedules.</b></p>	<ul style="list-style-type: none"> <li>Continuously evaluate secondary programming and scheduling, enacting modifications and updates that improve and enhance the student learning experience.</li> <li>Specifically, finalize the pilot study of the high school alternating block schedule. Evaluate the associated benefits and costs of various schedule frameworks. Engage with stakeholders in decision-making, conduct site visits (in-person or virtual) of other schools, and research best practices. Develop and present a formalized proposal resulting in a long-term high school schedule.</li> </ul>
<p><b>3. Expand the scope and capacity of the Carlisle Virtual Academy (CVA).</b></p>	<ul style="list-style-type: none"> <li>Respond to the increased demand for virtual learning opportunities to support unique student needs.</li> <li>Provide robust, in-house virtual learning options utilizing CASD staff and curriculum, and full access to supports and safety nets (counseling, library, technology services).</li> <li>Explore partnerships with colleges and other public school districts.</li> <li>Provide a viable and competitive alternative to outside cyber schools.</li> </ul>

<p><b>4. Provide relevant, engaging academic options and pathways by modernizing and expanding course offerings.</b></p>	<ul style="list-style-type: none"> <li>• Systematically update, amend, and/or introduce relevant, modern, and engaging courses and learning experiences for all students.</li> <li>• Explore strategies to further individualize and personalize learning (ex: hybrid schedules, enrichment courses).</li> <li>• Prioritize personal finance coursework at the high school level.</li> <li>• Expand and develop CASD’s in-house, comprehensive career and technology program.</li> <li>• Collaborate with community and business partners to expand internship and externship opportunities.</li> <li>• Continuously improve and upgrade the written curriculum to reflect critical thinking skills, meaningful disciplinary practices, deep learning, and vertical alignment between levels.</li> </ul>
<p><b>5. Implement a robust, comprehensive K-5 mathematics program.</b></p>	<ul style="list-style-type: none"> <li>• Rewrite curriculum to include streamlined, impactful learning objectives and relevant, authentic content.</li> <li>• Emphasize mathematical thinking and problem-solving skills.</li> <li>• Evaluate core and supplemental resources.</li> <li>• Implement common assessments, benchmark assessments, progress monitoring, and interventions.</li> <li>• Provide ongoing professional development.</li> </ul>
<p><b>6. Prepare every student for post-secondary success through K-12 career exploratory and preparatory programming.</b></p>	<ul style="list-style-type: none"> <li>• Establish a consistent and cohesive K-12 framework/curriculum to include opportunities and pathways through which students explore and prepare for life after high school.</li> <li>• Emphasize interpersonal and self-assessment skills.</li> <li>• Ensure that every student exits high school with an established post-secondary plan.</li> </ul>
<p><b>7. Maintain strong emphasis on outstanding instructional and technology-integration practices.</b></p>	<ul style="list-style-type: none"> <li>• Continue to build, develop, and support strong instructional design in every classroom, every day.</li> <li>• Emphasize technology-integration into instruction.</li> <li>• Foster strategies to instruct, facilitate discussions, and encourage collaboration in the online setting.</li> </ul>
<p><b>8. Evaluate and update District assessment practices.</b></p>	<ul style="list-style-type: none"> <li>• Evaluate and update grading and assessment practices including, but not limited to: grading scale, GPA, weighting systems, ability grouping, report cards, and classroom and homework practices.</li> <li>• Cultivate consistency and alignment across courses, subjects, and grade levels.</li> <li>• Cultivate learning and growth-oriented mindsets through better assessment practices.</li> </ul>

<b>9. Extend student opportunities to learn outside of the traditional school day.</b>	<ul style="list-style-type: none"><li>• Provide extended in-person and virtual learning opportunities and interventions, to include: individual or small group tutoring, enrichment activities, remediation, and credit recovery.</li><li>• Engage students through high-interest learning experiences.</li><li>• Eliminate or reduce barriers – such as lack of access to transportation - to after-school participation.</li></ul>
<b>10. Evaluate and implement opportunities to increase faculty and staff professional learning and collaboration.</b>	<ul style="list-style-type: none"><li>• Evaluate and revise the District academic calendar to promote professional learning and collaboration.</li><li>• Evaluate schedules at elementary, middle, and high to identify and implement learning and collaboration time.</li></ul>

# Promoting Health and Wellness for All



## Goal 2

Expand student and staff supports and services to promote individuals' safety, health, and well-being.



## Measures of Success

Comprehensive, articulated continuum of services (written framework)  
 Data measuring the utilization of programs and services  
 Stakeholder feedback (students, families, faculty/staff, administration, community)

Strategy	Description
<p><b>1. Update and revise the K-12 Guidance Plan (Chapter 339) to communicate a continuum of services, procedures, and programs to support students.</b></p>	<ul style="list-style-type: none"> <li>• Identify specific student needs and District responses across K-12.</li> <li>• Develop a vertically aligned continuum of supports and experiences.</li> <li>• Strengthen partnership between Counseling and Center for Career and Technology departments.</li> </ul>
<p><b>2. Implement an in-house mental health support framework.</b></p>	<ul style="list-style-type: none"> <li>• Respond to the need for stronger mental health supports for students, especially following COVID-19.</li> <li>• Partner with Cumberland County and a private provider to offer therapeutic counseling during the school day.</li> <li>• Evaluate and implement a mental health screener for secondary students and partner with a care companion provider to provide resources and supports to families.</li> <li>• Develop clear, consistent procedures and protocols.</li> </ul>
<p><b>3. Expand the Student Assistance Program (SAP) to the elementary level.</b></p>	<ul style="list-style-type: none"> <li>• Expand partnership with Cumberland County to institute SAP teams at elementary buildings.</li> <li>• Conduct training for targeted staff.</li> <li>• Increase the numbers of students connected to outside substance abuse and mental health services.</li> </ul>
<p><b>4. Provide ongoing staff professional development centered on student and staff wellness and mental health.</b></p>	<ul style="list-style-type: none"> <li>• Continue professional learning experiences in the areas of student and staff wellness, mental health, trauma-sensitive practices, building relationships, fostering resilience, and growth mindset.</li> <li>• Foster safe, inclusive classroom and building environments.</li> </ul>

# Cultivating Positive Culture and Climate



## Goal 3

Cultivate and sustain a positive culture and climate by fostering strong and supportive relationships.



## Measures of Success

Culture and climate surveys and tools

Stakeholder feedback (students, families, faculty/staff, administration, community)

Artifacts (revised vision and mission statement, logo, motto, branding, etc.)

Strategy	Description
1. Establish a consistent, systematic strategy to measure district, school, and classroom culture and climate.	<ul style="list-style-type: none"> <li>Establish a systematic protocol to collect data on culture and climate.</li> <li>Evaluate tools and resources that employ scientific, research-based methods to gather and analyze stakeholder feedback.</li> <li>Utilize data to continuously improve the school environment.</li> </ul>
2. Revitalize the CASD vision, mission, and belief statements.	<ul style="list-style-type: none"> <li>Update the CASD vision, mission, and belief statements to reflect present-day priorities and to set direction.</li> <li>Solicit stakeholder voice in the process, with an emphasis on the student perspective.</li> </ul>
3. Redesign CASD logo, motto, and public-facing visual image.	<ul style="list-style-type: none"> <li>Redesign logo, motto, and public-facing visual image to promote a unified Carlisle brand.</li> </ul>
4. Expand extra-curricular opportunities and access.	<ul style="list-style-type: none"> <li>Provide students at all levels with additional, enriching clubs, activities, and experiences.</li> <li>Target a wide variety of interests and aptitudes to encourage every student to find connection beyond the school day.</li> <li>Eliminate or reduce barriers – such as lack of access to transportation - to after-school participation.</li> </ul>



---

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

- Identify and implement specific strategies that support an inclusive classroom and building climate where all students and staff feel safe and supported regardless of backgrounds, identities, or learning abilities.
  - Provide continuous professional experiences for the entire school community.
  - Partner with Carlisle organizations, non-profits, and the wider community.
-

# Strengthening Systems and Structures



## Goal 4

Strengthen systems and processes that efficiently and effectively serve the CASD school community.



## Measures of Success

Stakeholder engagement

Stakeholder feedback (students, families, faculty/staff, administration, community)

Fully staffed, stable workforce

District dashboard of indicators

Improved student growth and achievement, as indicated in previous goals.

Strategy	Description
<p><b>1. Develop and implement a comprehensive district communication plan.</b></p>	<ul style="list-style-type: none"> <li>Promote strong communication between the District and all stakeholders.</li> <li>Develop and implement a written communication plan that delineates communication priorities, strategies, and procedures.</li> </ul>
<p><b>2. Identify and implement practices that recruit and retain a highly qualified and diverse faculty, staff, and administration.</b></p>	<ul style="list-style-type: none"> <li>Evaluate the need for a Human Resources (HR) district-level position.</li> <li>Evaluate and implement strategies to proactively recruit, hire, and retain faculty, staff, and administrators.</li> <li>Promote a competitive and desirable work environment by providing strong supports and healthy working conditions.</li> <li>Proactively recruit diverse staff.</li> <li>Conduct exit interviews/discussions with employees to foster continuous improvement.</li> <li>Prioritize staffing in high-need academic areas, to include, but not limited to: at-risk populations, special education, English language development (ELD), and reading support.</li> <li>Prioritize staffing in high-need student support areas, to include, but not limited to: mental health needs, students experiencing homelessness, students in foster care, etc.</li> <li>Cultivate and nourish student interest in entering the education field.</li> </ul>
<p><b>3. Develop a comprehensive district dashboard of performance metrics.</b></p>	<ul style="list-style-type: none"> <li>Establish a clear, consistent, and comprehensive data dashboard at the district-level that complements PDE's Future Ready Index.</li> <li>Tell a more holistic and detailed story of the District, its successes, and areas for growth.</li> <li>Utilize indicators to measure and direct continuous improvement efforts.</li> </ul>

---

<b>4. Identify and implement environmental practices that ensure high quality facilities.</b>	<ul style="list-style-type: none"><li>• Develop a process to research, evaluate, and implement strategies to promote healthy learning environments in all educational spaces.</li></ul>
<b>5. Establish a technology framework to evaluate existing and future technology needs.</b>	<ul style="list-style-type: none"><li>• Identify barriers in the educational process that can be removed utilizing technology.</li><li>• Focus on three key areas, to include: 1) Evolving the technology offerings to ensure learning can occur without boundaries. 2) Ensuring technology within the classroom is manageable, scalable and truly elevates the learning process. 3) Expanding network resources to escalate educational capabilities while on campus.</li></ul>

---

# Appendix A | Steering Committee

Paula Bussard, Board Member  
Anne Lauritzen, Board Member  
Gerald Eby, Board Member  
Sue Bower, Board Member  
Bruce Clash, Board Member  
Rick Coplen, Board Member  
Linda Manning, Board Member  
David Miller, Board Member  
Jon Tarrant, Board Member

Colleen Friend, Superintendent  
Michael Gogoj, Director of Education  
Stephanie Douglas, Director of Digital Learning  
Jill Condo, Director of Student Services  
Josh Barr, Assist. Director of Student Services  
Brittany Sanchez, Assist. Director of Student Services  
Jenna Kinsler, Business Manager  
Jeff Friend, Director of Technology  
George Null, Director of Athletics  
Michael Black, High School Principal  
Patricia Buffington, High School Principal  
Jason Beals, High School Principal  
Paul Wysocki, High School Principal  
Joseph Dunn, High School Principal  
Keith Colestock, Middle School Principal  
Nick Sadvari, Middle School Principal  
Walter Bond, Middle School Principal  
Jake Evans, Middle School Principal  
Jeff Bell, Elementary School Principal  
Aaron Carmichael, Elementary School Principal  
Molli Davis, Elementary School Principal  
Brian Gochenour, Elementary School Principal  
Kyle Slusser, Elementary School Principal  
Monique Wallace, Elementary School Principal  
Barbara Wohlgemuth, Elementary School Principal  
Rebecca Mintiens, Elementary School Principal  
Al Parrillo, Director of Careers and Technology  
Keely McGeehan, English Department Chair  
Ashley Gogoj, Art Department Chair  
Kelly Brent, Math Department Chair  
Stephanie Weimer, Head Librarian  
Heather Bosnyak, World Lang./ELD Department Chair

Samantha Moyer, Science Department Chair  
Kevin Wagner, Social Studies Department Chair  
Byron Mikesell, Music Head Teacher  
Malinda Mikesell, Reading Supervisor

Sarah Fowler-Barr, Staff Member  
Kristi Janosco, Staff Member  
Harold Travis, Staff Member  
Erin Hughes, Staff Member  
Josh Arvey, Staff Member  
Emily McDonald, Staff Member  
Jen Hoffman, Staff Member  
Emily Norcross, Staff Member  
Dan Campbell, Staff Member  
Heather Jones, Staff Member  
Kim Felknor-Edwards, Staff Member  
Sherry Moyer, Staff Member  
Celina Haase, Staff Member  
Christina Ream, Staff Member

Olivia Grippin, Student  
Noah Doupe, Student  
Shondra Moore, Student  
Max Barr, Student  
Jana Fetterman, Student  
Mykaela Ocampo, Student  
Maliya Kellam, Student

Susan Perabo, Parent  
Kate Lawrence, Parent  
Andrea Jones, Parent  
Adrienne Vaughn, Parent  
Eric Bondy, Parent  
Cheryl Gobin, Parent  
Erin Windholz, Parent  
Holly Storms, Parent  
Schyler Heishman, Parent  
Jaime Reiber, Parent

Lucy Zander, Community Member  
Michelle Crowley, Community Member  
Jeanna Som, Community Member  
Denise Garman, Community Member  
Safronia Perry, Community Member

## Appendix B | Glossary

**Career readiness** - process of preparing students with the essential skills they need to find, acquire, maintain, and grow within a career

**Career readiness indicator** – percentage of students who participate in career exploration and preparation activities that are standards-aligned and evidence-based, including the development of career plans and portfolios that help students identify pathways

**Chapter 339** - Pennsylvania School Code mandates that all school districts in the Commonwealth have a comprehensive, sequential program of counseling services, which stresses career and future readiness

**CVA (Carlisle Virtual Academy)** – Carlisle Area School District’s online education program option for students in grades K-12

**Extracurricular** – an activity that is in addition to the normal curriculum

**Graduation rate** – calculated percentage of enrolled students who graduate

**Pathways** – a student’s choice of courses, experiences, and activities that allow the exploration of interests, and that help to prepare them for life after high schools.

**PDE** – Pennsylvania Department of Education

**SAP (Student Assistance Program)** - systematic team process used to mobilize school resources to remove barriers to learning. SAP is designed to assist in identifying issues including alcohol, tobacco, other drugs, and mental health issues which pose a barrier to a student's success

# Our Plan

To view our Comprehensive Plan in its entirety, visit [www.carliseschools.org](http://www.carliseschools.org).

