

Unifying Administrative and Board Teams for Tough Budget Decisions



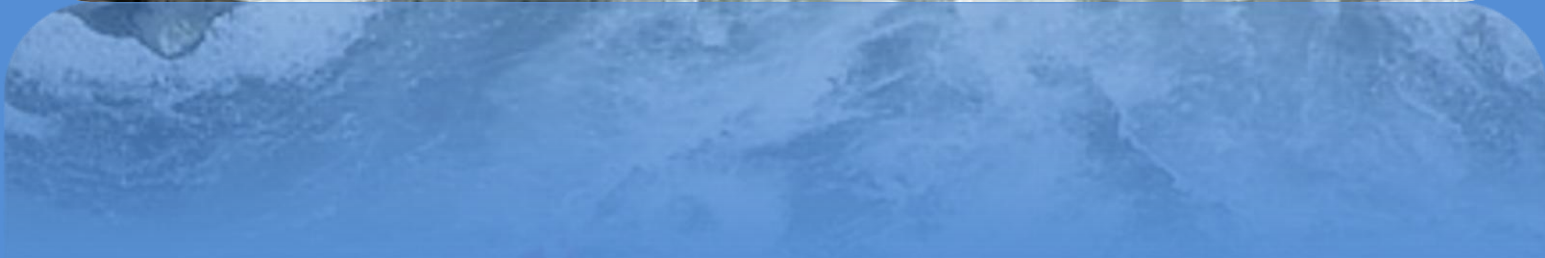
**PASA-PSBA
School Leadership Conference
October 17, 2012**

Presenters

Dr. Cynthia Burkhart, Executive Director,
Lancaster-Lebanon IU 13

Dr. Martin Hudacs, Superintendent, Solanco SD
Mr. Craig Chubb, Board Member, Solanco SD

Dr. Collene Van Noord, Superintendent, Palmyra SD
Mr. George Downey, Board President, Palmyra SD







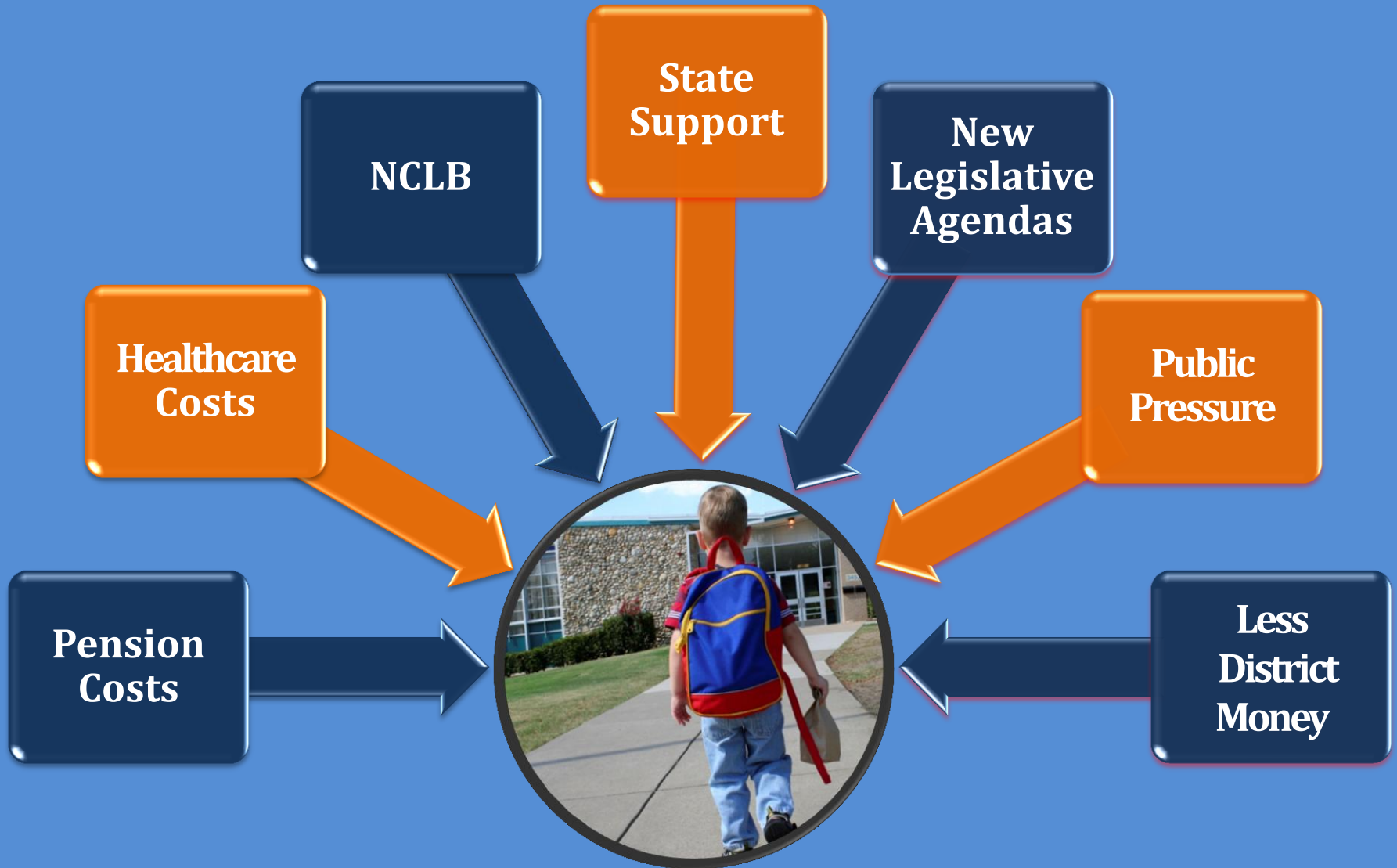
Fiscal Reality



The New Normal

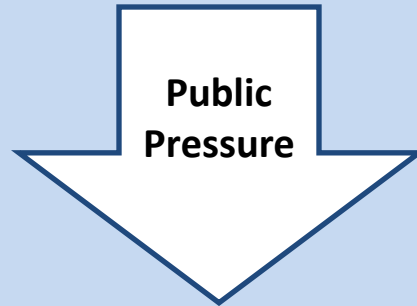


Forces Impacting Public Education





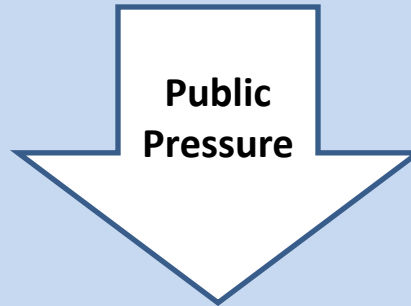
Administration



Academics

Fiscal

Board



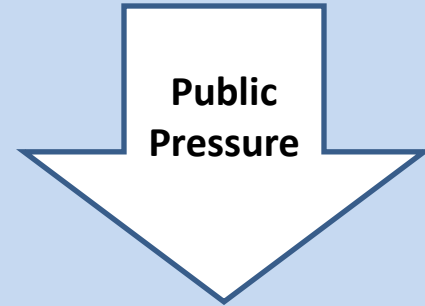
Fiscal

Academics

Administration



Board



Academics

Fiscal

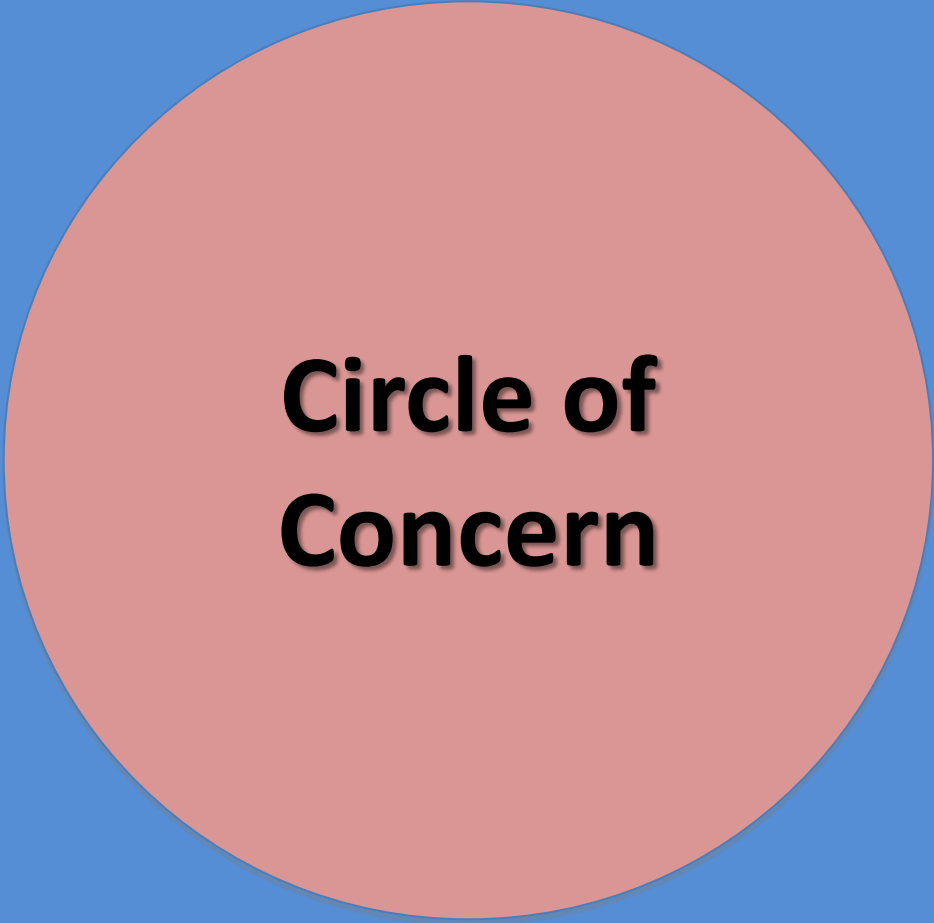
Fiscal

Academics



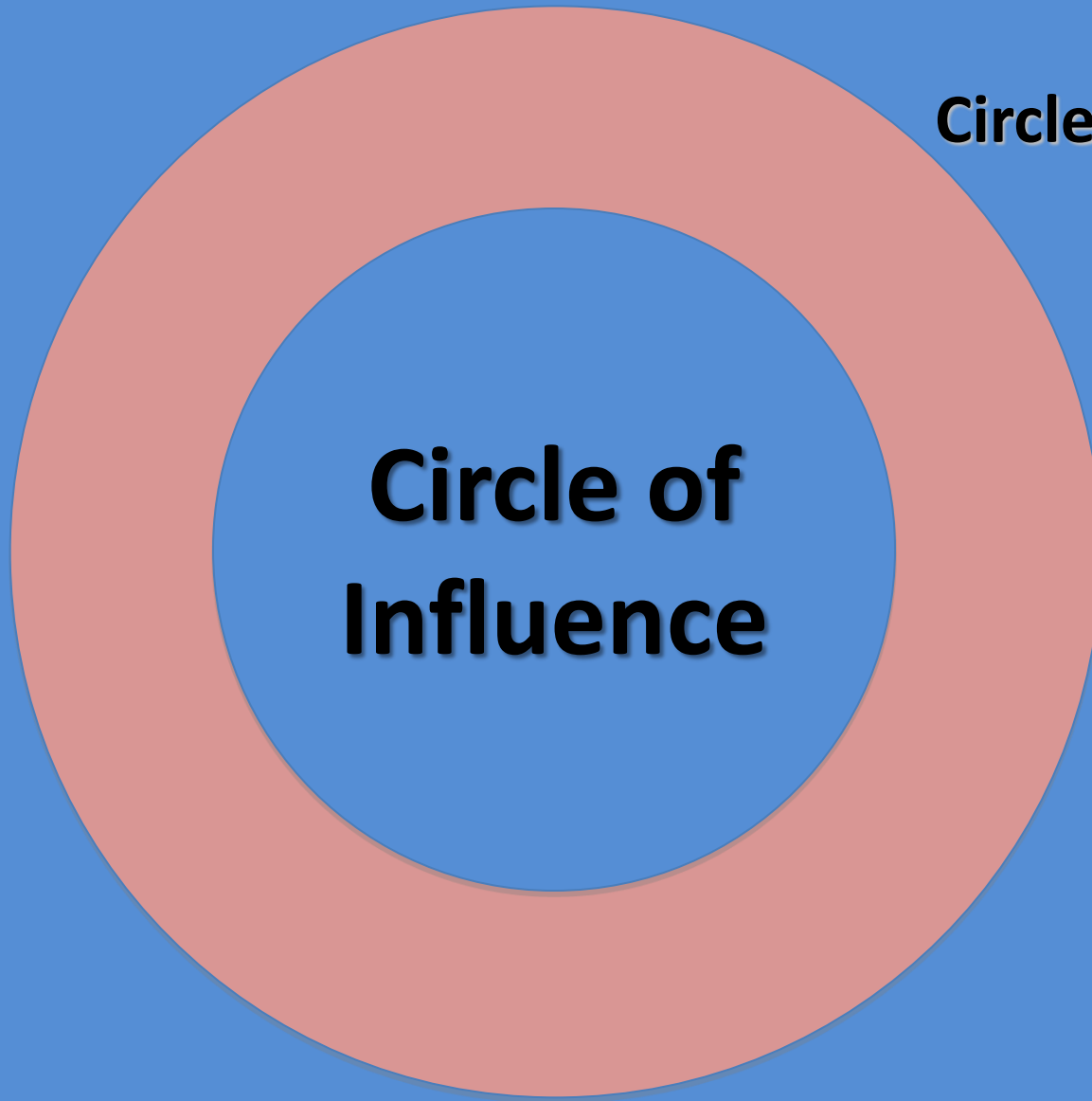


**Hope is not a
strategy.**



**Circle of
Concern**

-Stephen R. Covey



Circle of Concern

**Circle of
Influence**

-Stephen R. Covey

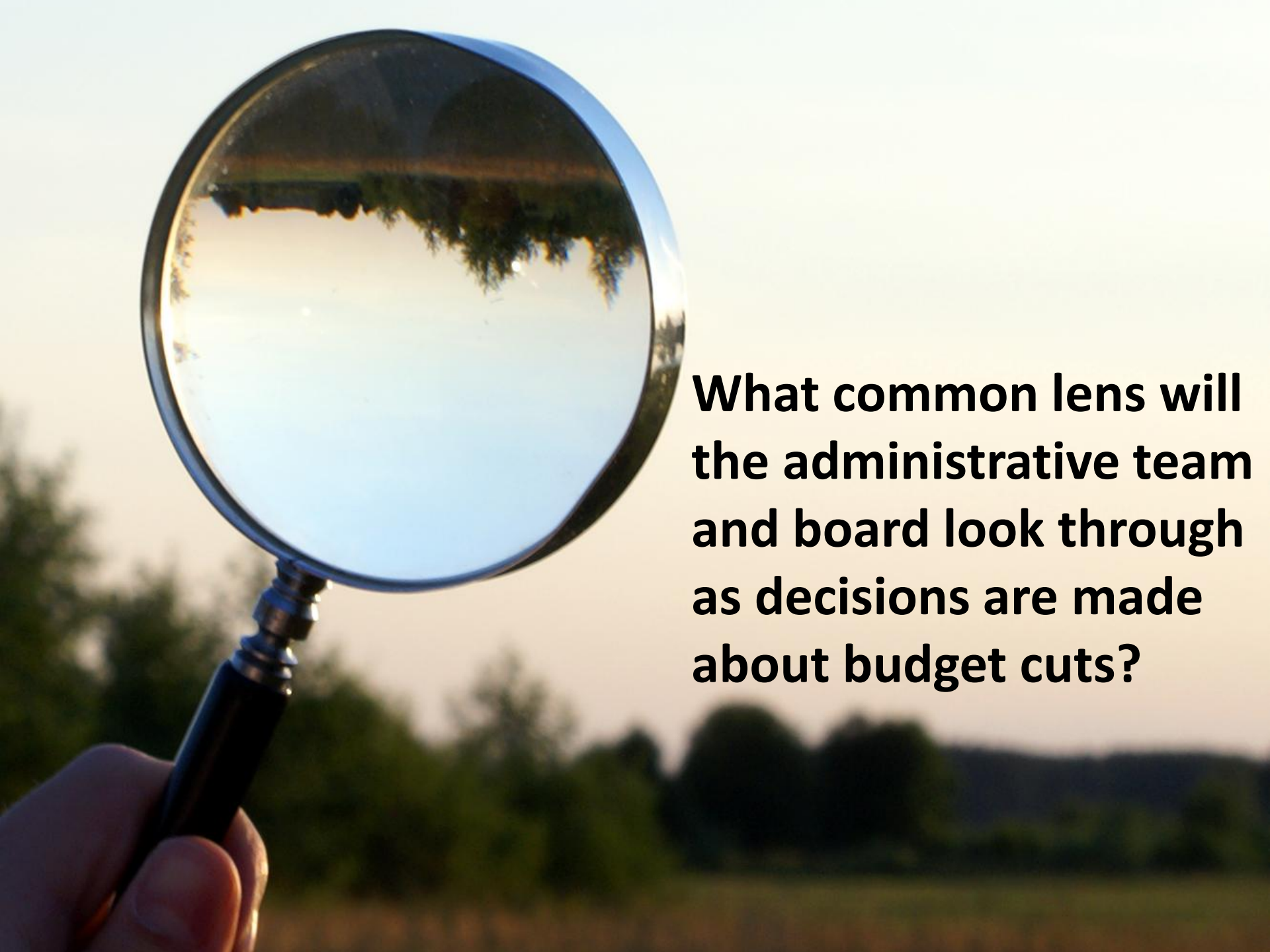
Circle of Concern

**Circle of
Influence**

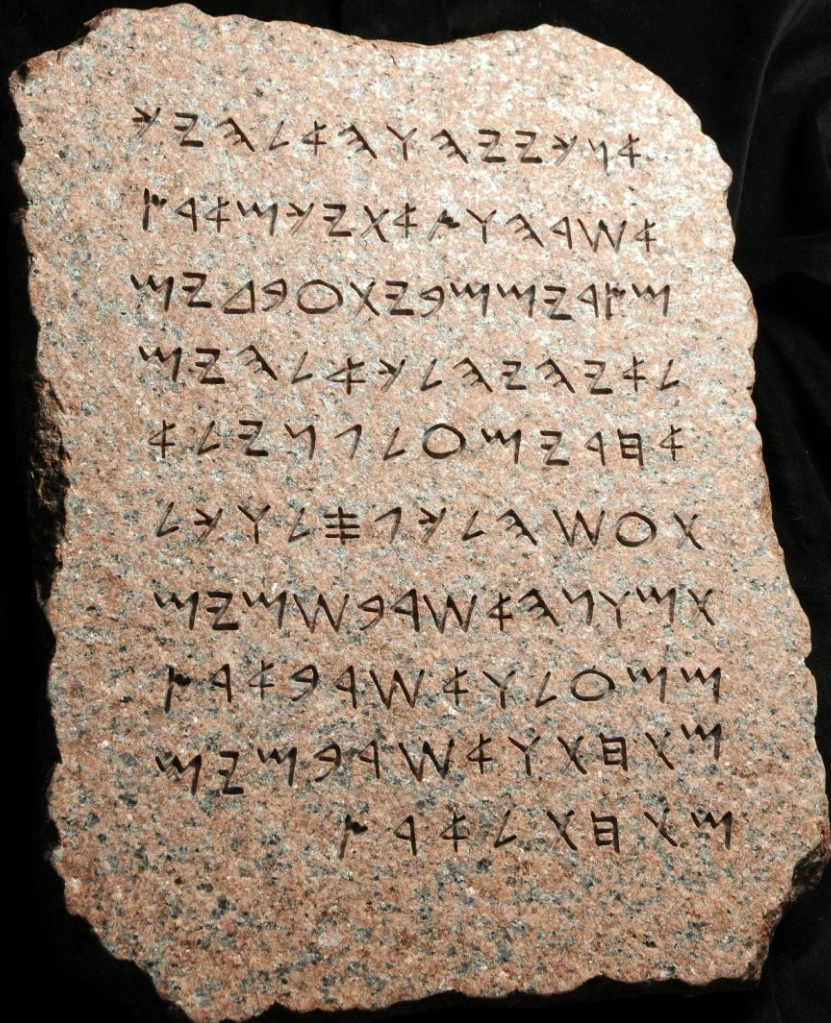
-Stephen R. Covey

**What is within
your circle of
influence?**





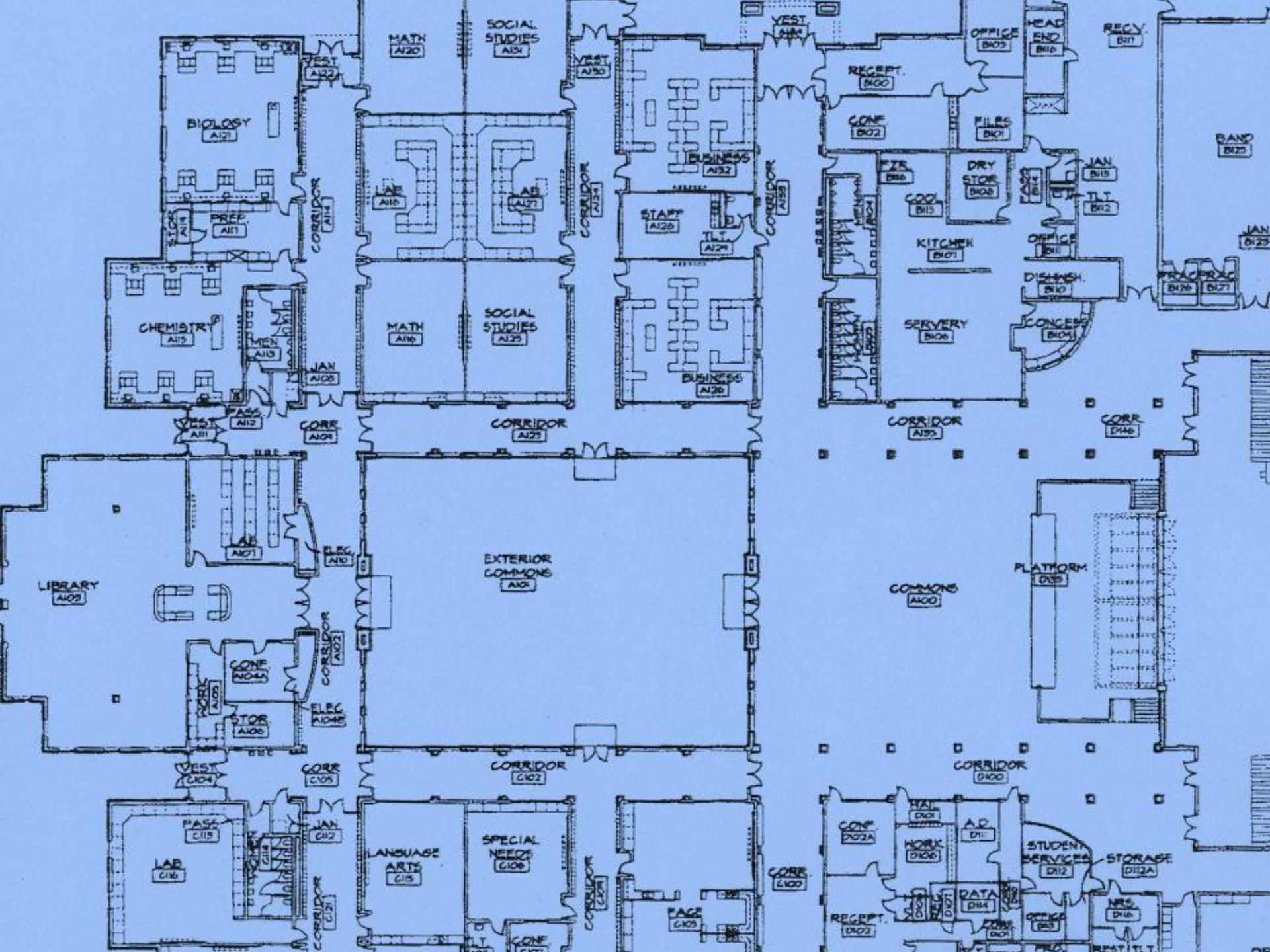
What common lens will the administrative team and board look through as decisions are made about budget cuts?



Guiding Principles









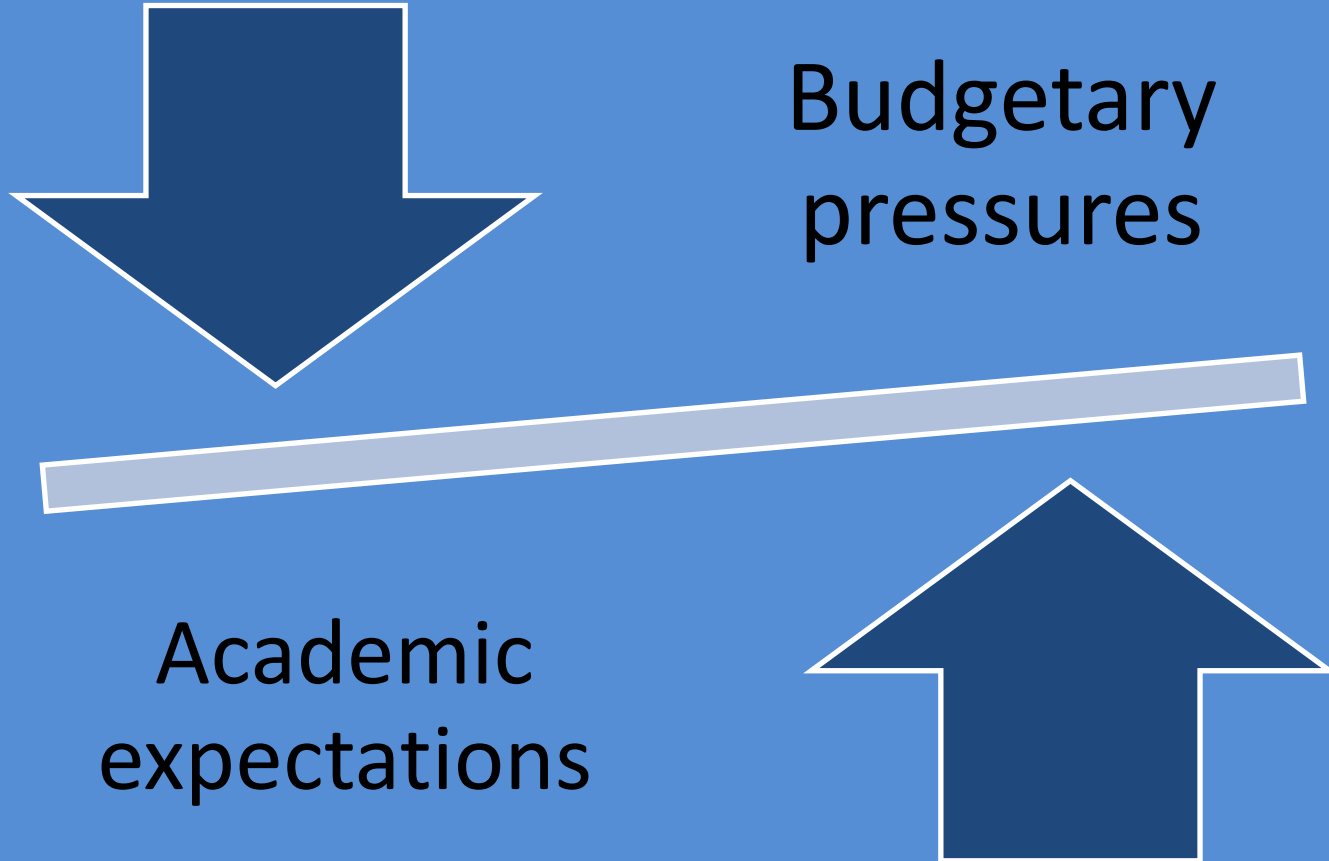
Solanco School District's
Experience

A Journey of Discussion
and Discovery

Budget preparation became more challenging

- We had a method and set of priorities, but not articulated
- Lowest taxing school district in Lancaster County (461/500 in state)
- New fiscal reality required trimming an already lean operation
- Extremely efficient in operational costs
- Increased taxes became a “given”
- Academic successes were creating strong reputation
- Need to articulate priorities for budget development

Facing opposing pressures



Budgetary Pressures

- Drop in state funding
- Drop in EIT
- Negligible interest rates
- Increased Health Care costs
- PSERS increased contribution
- Increased tax rates

Upcoming Academic Challenges

- In 2013-14 NCLB requires 100% of Solanco students score proficient or advanced in reading and math
- The PSSAs are based on Pennsylvania State Standards; there are new standards for 2012-13 called Common Core Standards
- The PSSAs will likely be replaced by new national assessments tentatively called Cornerstone Assessments
- This year's 9th graders need to pass new, additional exams called Keystone Exams to graduate

2011-2012 Solanco Students' Required Proficiency in 11th Grade Year

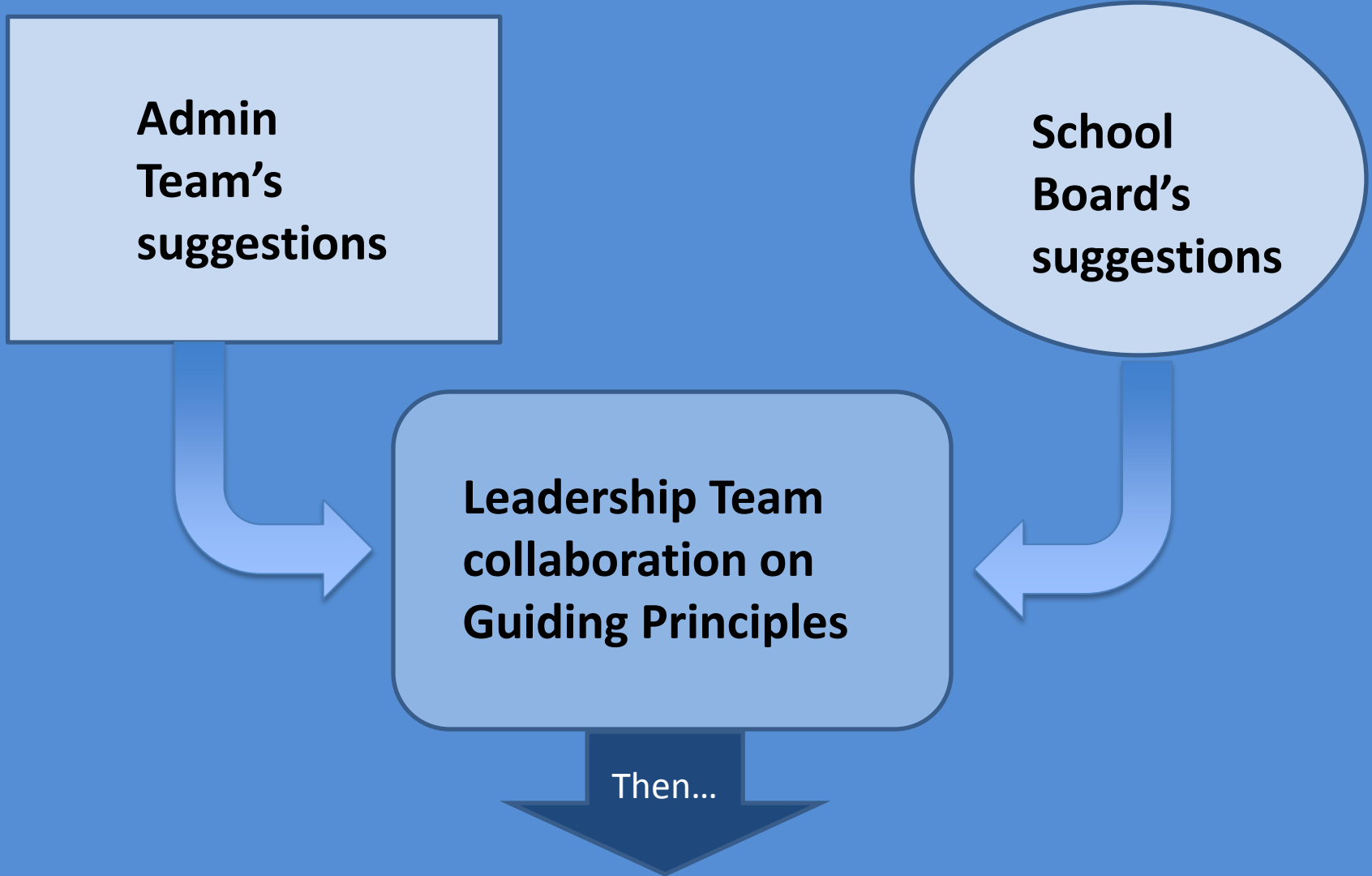
	<u>Reading</u>	<u>Math</u>
<i>K</i>	100%	100%
<i>Grade 1</i>	100%	100%
<i>Grade 2</i>	100%	100%
<i>Grade 3</i>	100%	100%
<i>Grade 4</i>	100%	100%
<i>Grade 5</i>	100%	100%
<i>Grade 6</i>	100%	100%
<i>Grade 7</i>	100%	100%
<i>Grade 8</i>	100%	100%
<i>Grade 9</i>	100%	100%
<i>Grade 10</i>	91%	89%
<i>Grade 11</i>	81%	78%

The Conversation Begins



- Outside facilitator needed
- Planning and preparation work critical
- Open minds and open discussions needed
- All members needed to participate

First separate, then together



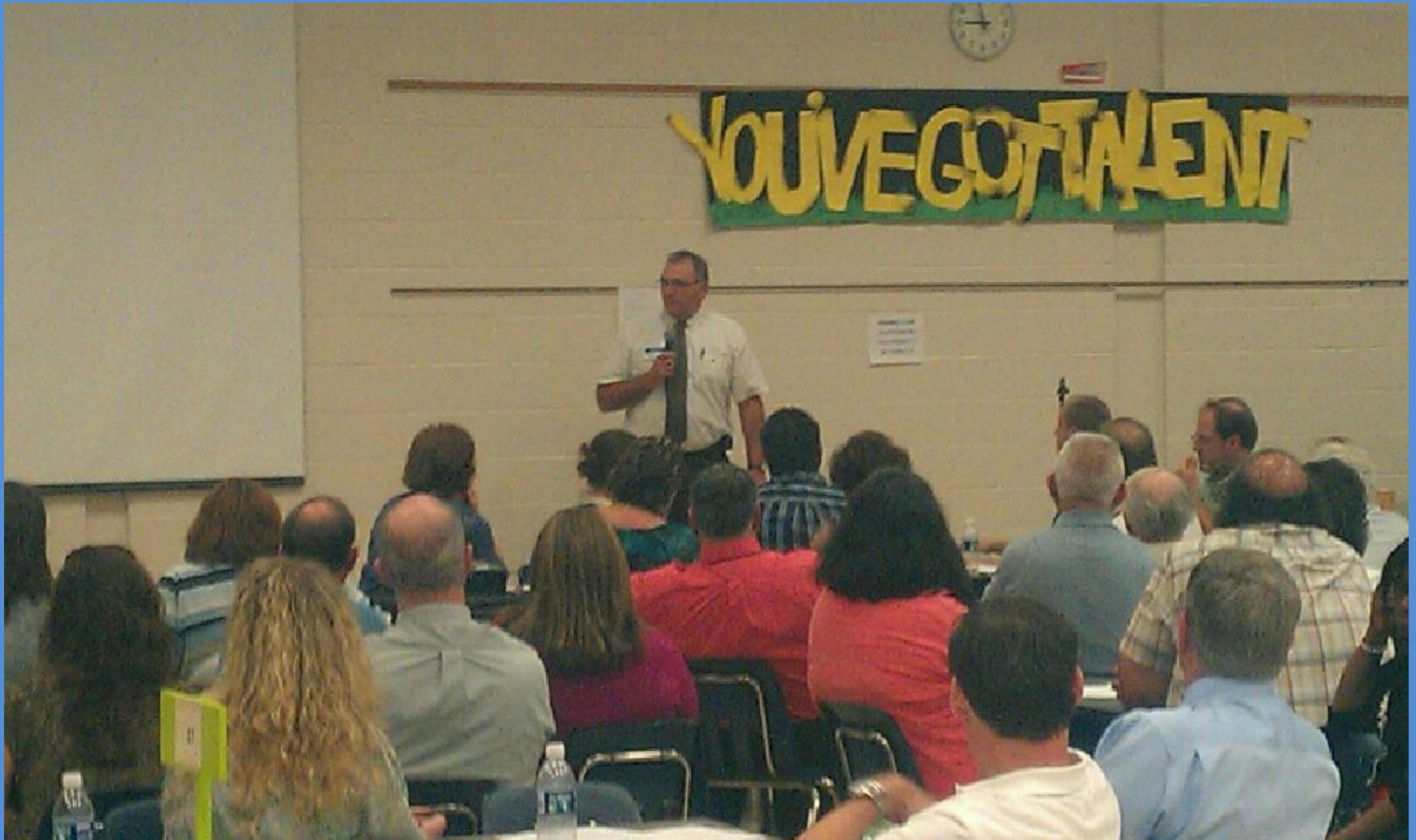


Solanco School District

121 South Hess Street Quarryville, Pennsylvania 17566 - 717-786-8401

Guiding Principles

Present to the community





Palmyra School District's Experience

A Journey of Evaluation
and Application



Palmyra Area School District

1125 Park Drive Palmyra, PA 17078-3499 • 717-838-3144 • fax 717-838-5105 • www.pasd.us

Collene Van Noord, D.Ed.
Superintendent

Lisa A. Brown
Assistant Superintendent

Cougars

Darcy Brenner-Smith, CPA
Director of Business Affairs

Gary Zellner
Director of Elementary Education & Administrative Services

Guiding Principles

English Language Arts

[#1]

- HS & MS Retire
& Resign:

All Replaced



Early Intervention

[#1,2,7]

- Extended Day Kindergarten:
Added Section
- Reading Recovery:
Replaced 2 Retirees &
Added 2nd Teacher Leader



Middle School Realignment

[#1,2,4,5]

- Increased time for core v. related arts
- Added 6th grade writing course
- Added more writing units @ each grade
- Realigned hands-on math application course across gr. 6-8
- Moved content reading to all areas
- Add *Spanish* (beyond exploratory)
OR *reading support* for non-proficient
- Cut German & French Exploratory



Technology

[#1,5]

- Added Elementary Computer Teacher
- Reduced 1 HS Business/Computer Teacher
- Developed 3-year technology plan ~ Put \$660,000+ into 1st year



Cyber Schools

[#5 & 7]



- Expanded Cougar Academy
- Taking Hybrid Approach
- Incorporated Alternative Education
(New)

Related Arts

[#1, 4]

- Cut HS *Family Consumer* Teacher
- Cut Art Position



Additions

[#1, 2, 5, 7, 9]

- Grade 2 Teacher [#1,2]
- Social Worker [#5,7,9]
- Partnership: Life Skills & Brethren Home [#7]



Changes

[3, 4, 5]

- Maintained ½ Time Librarians & Expanded Aide to include Tech Support
- Cut Elementary Swim Program
- Added Elementary Health



Impact of Growth

[7,9]

- Built New Elementary School – LEED Certified
- Energy Demand Response Program
- Partnerships: IU & Districts
- HVAC: Energy Audit



Turf & Fields Situation

[7,8,9]

- Artificial Turf Question
- Field Study
- In-the-Net Partnership
- Multi-Municipal Partnership
- Ridge Road Property & Fields



Outcome: A Shared Vision

- Articulated framework
- Forced conversations otherwise avoided
- Structured discussion that preempted full impact of storm
- Increased confidence in decision-making process
- Common vocabulary used by both teams
- Opportunities for everyone to participate equally
- Opportunity for superintendent to be part of the process
(outside facilitator used)



**For more information,
contact:**

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