

## **FACILITIES AND PERSONNEL**

### **Facilities**

The Bethlehem Area School District maintains an ongoing Capital Improvement Plan which utilizes specific criteria to determine a priority of needs for repairing, replacing, and upgrading school facilities. In addition, it includes evaluations of all district buildings which were conducted by building administrators, maintenance supervisory personnel, and the district's consulting engineer.

Based upon priorities established by the Capital Improvement Plan and site evaluations, a three to five year plan to continually fund the maintenance and upgrading of district facilities is proposed. An analysis of district enrollment projections has also been conducted to determine the need for potential construction of additional facilities. A plan is proposed to redistribute district enrollments at the elementary school level to balance building enrollment capacities without the need for additional construction.

### **Personnel**

An analysis of professional staffing patterns for the past ten years reveals that special education staffing significantly surpassed the increase in student enrollment. A plan is proposed to examine the potential for expanding support interventions in regular education prior to assigning students to special education programming. An analysis of student:teacher ratios resulted in a proposed plan to add guidance personnel to balance ratios within the elementary system. An analysis of demographic characteristics of current staff resulted in a plan to recruit Black and Hispanic professional staff across the district and increase the number of male staff members at the elementary level.

An analysis of current staffing in regard to years of age and years of service reveals that up to one-third of current staff will potentially retire within the next five years. A plan is proposed to systematically recruit and employ staff replacements, as well as expand the recruitment area for those staff.

## FACILITIES

**Goal Number(s):** 0-2

**Objective Statement:** The BASD will continue to implement the Capital Improvement Plan in order to maintain facilities ensuring the health, safety, and welfare of students and staff.

**Action Plan Statement:** The BASD will ensure that all Capital Improvement Plan projects categorized as critical or serious will be completed.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Prioritize Capital Improvement Plan projects and develop a completion timeline</li> <li>2. Secure appropriate funding to complete projects according to established timelines</li> </ol>		
<b>Person/Group Responsible</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <ol style="list-style-type: none"> <li>1. Director of operations, planning, and special projects</li> <li>2. District engineer</li> <li>3. Maintenance staff</li> </ol> </td> <td style="width: 50%; border: none;"> <ol style="list-style-type: none"> <li>4. Director of business affairs</li> <li>5. Superintendent of schools</li> <li>6. Board of School Directors</li> </ol> </td> </tr> </table>	<ol style="list-style-type: none"> <li>1. Director of operations, planning, and special projects</li> <li>2. District engineer</li> <li>3. Maintenance staff</li> </ol>	<ol style="list-style-type: none"> <li>4. Director of business affairs</li> <li>5. Superintendent of schools</li> <li>6. Board of School Directors</li> </ol>
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<b>Timelines for Completion</b>	<ol style="list-style-type: none"> <li>1. 3-year timeline*</li> <li>2. 4-year timeline*</li> <li>3. 5-year timeline*</li> </ol>		
<b>Resources Needed</b>	<ol style="list-style-type: none"> <li>1. 3-year timeline - \$4,544,133 per year</li> <li>2. 4-year timeline - \$3,408,100 per year</li> <li>3. 5-year timeline - \$2,726,480 per year</li> </ol>		
<b>Evaluation/Indicators of Success</b>	Completed projects inspected during and upon final completion by district engineer and maintenance supervisory staff		
<b>Date Completed</b>	Dependent upon allocated resources		

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\*Projects to be completed in a sequence to be determined. Both school year and summer projects will be identified.

## FACILITIES

**Goal Number(s):** 0-2  
**Objective Statement:** The BASD will adjust student attendance areas in order to accommodate changes in enrollment.  
**Action Plan Statement:** The BASD will ensure that projected student enrollment increases at Asa Packer, Buchanan, Calypso, Donegan, and Hanover Elementary Schools will be accommodated through revised attendance areas.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Continue to monitor enrollment projections for elementary schools</li> <li>2. Adjust attendance boundaries to balance enrollments at schools increasing enrollment to schools decreasing in enrollment</li> </ol>		
<b>Person/Group Responsible</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <ol style="list-style-type: none"> <li>1. Supervisor of child accounting</li> <li>2. Associate superintendent</li> <li>3. Director of student services</li> </ol> </td> <td style="width: 50%; border: none;"> <ol style="list-style-type: none"> <li>4. Superintendent of schools</li> <li>5. Board of School Directors</li> </ol> </td> </tr> </table>	<ol style="list-style-type: none"> <li>1. Supervisor of child accounting</li> <li>2. Associate superintendent</li> <li>3. Director of student services</li> </ol>	<ol style="list-style-type: none"> <li>4. Superintendent of schools</li> <li>5. Board of School Directors</li> </ol>
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<b>Timelines for Completion</b>	Beginning in September of the 2004-05 school year and extending through at least the 2008-09 school year		
<b>Resources Needed</b>	<ol style="list-style-type: none"> <li>1. Possible transportation costs dependent upon boundary revisions</li> <li>2. Reallocation of staff</li> </ol>		
<b>Evaluation/Indicators of Success</b>	Maintenance of student–teacher ratios within available classroom space		
<b>Date Completed</b>	As needed, beginning September 2004		

## District Buildings

The Bethlehem Area School District is comprised of sixteen elementary schools, four middle schools, and two high schools.

### Elementary Schools - Enrollment (2003-2004)

Asa Packer	359	Governor Wolf	401
Buchanan	318	Hanover	324
Calypso	251	Lincoln	382
Clearview	390	Marvine	313
Donegan	557	Miller Heights	465
Farmersville	550	Spring Garden	534
Fountain Hill	645	Thomas Jefferson	296
Freemansburg	359	William Penn	231

### Middle Schools - Enrollment (2003-2004)

Broughal	646	Nitschmann	943
East Hills	1,361	Northeast	810

### High Schools - Enrollment (2003-2004)

Freedom	1,914	Liberty	2,766
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### Other District Facilities:

Education Center	Monocacy Building
Maintenance Building	Transportation Building
Academy/Early Childhood Department	

### Completed Building Construction and Renovation Projects

Since 1991, the Bethlehem Area School District has invested \$96,065,171 in district buildings and facilities by renovating 334,341 square feet and completing new construction of 471,267 square feet of building space.

Four elementary schools have been completely demolished and reconstructed: Calypso, Donegan, Marvine, and Lincoln.

	New Construction Sq Ft	Renovation Sq Ft	Project Cost
<b>1991</b>			
Spring Garden	28,500	38,000	\$5,795,682
Freemansburg	29,000	18,000	5,307,058
<b>1994</b>			
Fountain Hill	10,700	--	2,345,533
<b>1995</b>			
East Hills	52,000	--	5,179,067
Nitschmann	17,700	--	2,701,785
Transportation	12,200	--	1,703,448
<b>1996</b>			
Farmersville	34,800	27,000	7,202,752
Calypso	34,000	--	4,033,954
<b>1998</b>			
Freedom	29,611	--	4,402,000
Liberty	4,513	71,961	7,489,308
Miller Heights	4,643	36,220	3,853,000
Hanover	1,650	28,660	3,056,000

**Completed Building Construction and Renovation Projects (continued)**

	<b>New Construction Sq Ft</b>	<b>Renovation Sq Ft</b>	<b>Project Cost</b>
<b>1999</b>			
Governor Wolf	4,800	43,200	\$ 4,618,296
Buchanan	450	32,600	3,842,496
Miller Heights	9,800	--	1,299,418
<b>2000</b>			
Lincoln	54,200	--	7,222,427
Clearview	16,300	38,700	6,685,001
<b>2001</b>			
Donegan	71,000	--	10,999,300
Marvine	<u>55,400</u>	<u>          </u>	<u>8,328,646</u>
<b>TOTAL</b>	<b><u>471,267</u></b>	<b><u>334,341</u></b>	<b><u>\$ 96,065,171</u></b>

## Capital Improvement Plan

The Bethlehem Area School District's Capital Improvement Plan is utilized to monitor the condition of district facilities and assign priorities for capital improvements based upon multiple criteria which includes:

- Safety
- Educational Impact
- Physical Conditions
- Domino Effect
- Economic Impact
- Age
- Original Life Expectancy

Based upon a mathematical formula, utilizing a scale from 0 to 10, possible capital improvement projects are prioritized as:

- 9/10 Critical - should be addressed immediately
- 7/8 Serious - should be addressed promptly
- 5/6 Necessary - should be budgeted for
- 3/4 Suggested to improve operations
- 2 Not presently essential - will likely need future attention
- 1 Provide handicapped accessibility
- 0 Contingency, miscellaneous, and unidentified items

In accordance with the priorities established by the Capital Improvement Plan, the Bethlehem Area School District has committed \$31,956,457 to capital improvement projects since 1991.

### **Future Authorized Building Construction and Renovation Projects**

- A ten-year construction and renovation plan has been developed in order to address the needs of middle and high schools.
- Funding has been secured, and construction has begun on a new Northeast Middle School.
- Funding has been secured, and design has begun for renovations and construction at Freedom and Liberty High Schools.
- Funding has been secured, and search for a possible site has been initiated for construction of a new Broughal Middle School.
- Funding has yet to be secured for improvements to Nitschmann Middle School.

### **Future Recommended Capital Improvement Projects**

The Capital Improvement Plan identifies future capital improvement needs. By category, the capital needs and estimated costs are:

<b>Category</b>	<b>Status</b>	<b>Estimated Cost</b>
10	Critical	None
9	Critical	\$ 175,000
8	Serious	4,088,970
7	Serious	27,271,550
6	Necessary	21,569,950
5	Necessary	6,853,400
4	Suggested	1,235,800
3	Suggested	154,300

### **Future Recommended Capital Improvement Projects (continued)**

A complete list organized by building is found in the Capital Improvement Plan.

Planned construction and renovation at Broughal Middle School, Northeast Middle School, Freedom High School, and Liberty High School will result in a reduction in capital improvement costs. The \$31,535,520 needed to address all capital improvement projects from Categories 7 through 10 reduces the funding needs to \$13,632,400.

The projects could be completed as follows:

- 3-year timeline - Average of \$4,544,133 per year
- 4-year timeline - Average of \$3,408,100 per year
- 5-year timeline - Average of \$2,726,480 per year

**Capital Improvement  
Completed Major Projects (1992-2003)**  
*(Projects of \$100,000 or more)*

<b>Facility</b>	<b>Project</b>	<b>Completion</b>	<b>Cost</b>
Asa Packer	Replace roof	1992	\$159,175
Freedom	Reconstruct tennis courts	1992	219,350
Freedom	Upgrade swimming filtration system	1992	104,820
Liberty	Replace carpeting - classroom center	1992	103,751
Broughal	Restore masonry	1992	176,000
Donegan	Bus drop off and parking	1992	169,505
Broughal	Replace roof	1992	117,229
Liberty	Replace roof - Commons Building	1992	341,247
Liberty	Replace roof - Memorial Gymnasium	1992	189,330
Broughal	Fire emergency standpipe system	1992	117,065
Liberty	Renovate lavatories - Commons Building	1993	123,456
Northeast	Exterior doors	1993	121,000
Liberty	Exterior doors - Memorial Gymnasium	1993	157,000
Education Center	HVAC system	1993	501,604
Clearview	Storm drainage system	1993	115,757
Liberty	Underground storage tank	1993	115,100
Nitschmann	Underground storage tank	1993	113,600
Liberty	Stadium - replace roofs - press box	1994	147,301
Liberty	Windows and masonry - Memorial Gymnasium	1994	404,996
Freedom	Paving construction	1994	581,691
Freedom	Stage rigging	1995	110,324

<b>Facility</b>	<b>Project</b>	<b>Completion</b>	<b>Cost</b>
Broughal	Five alarm/electrical repairs	1995	106,020
Marvine	Roof top multi-zone heat units	1995	204,551
Thomas Jefferson	HVAC system	1995	435,673
Thomas Jefferson	Roof replacement	1996	291,046
Donegan	Roof replacement	1996	290,100
Hanover	Roof replacement	1996	310,511
Lafayette	Roof replacement	1996	102,200
Rosemont	Roof replacement	1996	175,800
Freedom	Remove elevated walkway	1996	150,000
Freedom	Replace carpet with vinyl tiles	1996	108,500
Broughal	Roof replacement - gymnasium	1997	133,817
Nitschmann	Roof replacement	1997	468,668
Education Center	Roof replacement	1997	149,120
Fountain Hill	Roof replacement	1997	140,375
Liberty	Masonry repair - Classroom Center	1997	458,419
East Hills	Portable classrooms	1997	419,691
Northeast	HVAC system repairs	1997	170,200
Marvine	Paving	1997	145,000
Liberty	Electrical repairs and upgrades	1997	490,000
Freedom	Replace chiller	1997	230,000
Northeast	Roof repairs	1998	119,671
Freedom	Roof replacement	1998	2,055,000
Asa Packer	Replace 6 air handlers	1998	151,883
Fountain Hill	Replace air handlers	1998	321,801
Nitschmann	Upgrade HVAC	1998	133,900

<b>Facility</b>	<b>Project</b>	<b>Completion</b>	<b>Cost</b>
East Hills	Replace windows and frames	1999	419,410
East Hills	Replace sanitary line	1999	169,400
Northeast	Replace emergency system/lights	1999	202,206
Liberty	Replace stadium lights	1999	211,500
East Hills	Replace carpeting and tile	1999	127,500
Freedom	Reconstruct rear parking lot	1999	222,919
Liberty	Replace exterior doors	1999	142,450
Rosemont	Portable classrooms	1999	299,093
Liberty	Fire alarm system, auditorium upgrade	2000	813,806
Liberty	Roof replacement - Classroom Center	2000	415,000
Freemansburg	Roof replacement	2000	316,198
Spring Garden	Roof replacement	2000	499,863
Maintenance	Roof replacement	2000	192,586
Liberty	Exterior doors - Commons Building	2000	142,450
William Penn	Roof replacement	2001	477,775
Liberty	Track and ADA lift – BASD Stadium	2001	931,213
Freedom	Elevator modernization	2002	981,000
East Hills	Cooling tower/chiller replacement	2002	414,012
Lafayette	Demolition/site improvements	2002	714,275
Monocacy	Miscellaneous upgrades	2002	131,500
Liberty	HVAC - Auditorium, Cafeteria, Band Room	2002	1,618,000
Farmersville	Road improvements	2003	185,783
Freedom	Auditorium sound system	2003	134,396

**Capital Improvement - Total Project Expenditures**  
*(includes \$100,000 projects and all other projects)*

1992	\$2,282,779
1993	1,613,531
1994	1,713,024
1995	1,487,388
1996	5,754,815
1997	4,002,573
1998	5,212,017
1999	1,794,478
2000	2,646,011
2001	1,556,530
2002	5,124,033
2003	<u>563,756</u>
<b>TOTAL</b>	<b><u>\$31,956,457</u></b>

**Projected Student Enrollment - Facility Needs**

<b>Building</b>	<b>2003-04 Enrollment</b>	<b>2003-09 Maximum Enrollment</b>	<b>Year Maximum Enrollment</b>	<b>2003-09 Minimum Enrollment</b>	<b>Year Minimum Enrollment</b>	<b>2003-09 Enrollment Change</b>
Asa Packer	359	469	2008-09	351	2003-04	+ 30.6
Calypso	251	294	2008-09	254	2003-04	+ 17.1
Clearview	390	390	2003-04	299	2008-09	- 23.3
Donegan	557	678	2008-09	546	2003-04	+ 21.7
Farmersville	550	567	2006-07	536	2004-05	+ 0.2
Fountain Hill	645	645	2003-04	620	2008-09	- 3.9
Freemansburg	359	375	2006-07	355	2003-04	+ 0.2
Governor Wolf	401	401	2003-04	337	2008-09	- 16.0
Hanover	324	383	2008-09	324	2003-04	+ 18.2
James Buchanan	318	360	2008-09	307	2003-04	+ 13.2
Lincoln	382	383	2004-05	353	2008-09	- 7.6
Marvine	313	323	2008-09	312	2003-04	+ 3.2
Miller Heights	465	511	2006-07	461	2003-04	+ 9.2
Spring Garden	534	534	2003-04	464	2008-09	- 13.1
Thomas Jefferson	296	307	2008-09	289	2006-07	+ 0.4
William Penn	231	231	2003-04	184	2008-09	- 20.3
Broughal	646	666	2005-06	580	2007-08	- 6.0
East Hills	1,361	1,361	2003-04	1,052	2008-09	- 22.7

<b>Building</b>	<b>2003-04 Enrollment</b>	<b>2003-09 Maximum Enrollment</b>	<b>Year Maximum Enrollment</b>	<b>2003-09 Minimum Enrollment</b>	<b>Year Minimum Enrollment</b>	<b>2003-09 Enrollment Change</b>
Nitschmann	943	956	2004-05	734	2008-09	- 22.2
Northeast	810	810	2003-04	715	2007-08	- 10.7
Freedom	1,914	2028	2005-06	1,835	2008-09	+ 4.1
Liberty	2,766	2898	2006-07	2,757	2003-04	+ 0.1

Significant increases in student enrollments are projected for Asa Packer, Buchanan, Calypso, Donegan, and Hanover. Significant decreases in student enrollment are projected for Clearview, Governor Wolf, Spring Garden, and William Penn. Overall elementary school enrollment is projected to increase by less than two percent, suggesting that a redistribution of students rather than construction of additional facilities should be explored.

Secondary school facilities contain sufficient capacity for projected enrollments at all schools.

## Facility Inspections

Service and operational functions inspected in March 2004 included:

Location	Building Exterior	Plumbing
Site	Interior Features	Electrical
Building Structure	HVAC	Communications

Instructional support facilities inspected in March 2004 included:

Auditorium	Student Services	Academic Classrooms
Cafeteria	Art	Special Education Facilities
Health/fitness Facilities	Music	Other
Health Services	Family/Consumer Science	Other
Library	Industrial Arts	

Evaluation of each component was assigned a numerical value:

5 - Excellent	3 - Good	1 - Poor
4 - Very good	2 - Fair	0 - Very Poor

Service and operational functions were evaluated by maintenance and engineering staff. Descriptive reports are included in the facility handbook of each building.

Instructional support facilities were evaluated by school principals. Descriptive reports are included in Appendix C of the Strategic Plan.

**Facility Inspection Summary - Average 2004 Ratings**

5 - Excellent	3 - Good	1 - Poor
4 - Very Good	2 - Fair	0 - Very Poor

<b>Building</b>	<b>Service and Operational Functions</b>	<b>Capital Improvement Needs</b>	<b>Instructional Support Facilities</b>
Academy	3.1	\$ 2,460,700	2.4
Asa Packer	4.1	521,000	1.3
Calypso	4.9	521,000	NR
Clearview	5.0	0	5.0
Donegan	4.7	95,000	3.7
Farmersville	4.6	613,000	4.0
Fountain Hill	3.1	4,030,000	2.2
Freemansburg	4.3	465,000	3.6
Governor Wolf	4.7	480,000	4.3
Hanover	4.6	420,000	NR
James Buchanan	4.9	410,000	NR
Lincoln	5.0	0	4.1
Marvine	5.0	0	5.0
Miller Heights	4.7	540,000	3.4
Spring Garden	4.3	1,015,000	NR
Thomas Jefferson	3.0	740,800	1.8
William Penn	2.8	743,200	NR

<b>Service and Building</b>	<b>Capital Improvement Operational Functions</b>	<b>Instructional Needs</b>	<b>Support Facilities</b>
Broughal	2.2	\$8,499,370	1.4
East Hills	4.0	5,445,420	2.8
Northeast	1.7	10,657,600	2.3
Nitschmann	2.8	8,873,000	NR
Freedom	3.9	4,297,300	2.6
Liberty	3.2	19,049,000	2.6

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NR - No response from building principal

#### **Facility Inspection Summary - Average 2004 Ratings**

5 - Excellent                      3 - Good                      1 - Poor  
4 - Very Good                      2 - Fair                      0 - Very Poor

<b>Building</b>	<b>Service/Operational Functions</b>	<b>Capital Improvement Needs</b>	<b>Instructional Support Facilities</b>
Education Center	3.3	\$2,166,400	NA
Lafayette Fields	4.9	0	NA
Maintenance Facility	3.3	78,500	NA
Monocacy Building	1.9	2,000,000	NA
Transportation Facility	4.9	235,000	NA

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NA - Not applicable

## **Summary**

### **Service and Operational Functions**

As a result of the district's ongoing maintenance and capital improvement plan implementation, all buildings have been rated 3.0 (good) or higher with the exception of William Penn, Broughal, Northeast, and Nitschmann schools and Monocacy building. The three middle schools are scheduled for major construction and renovation. An analysis of the specific needs of William Penn elementary has been scheduled. The Monocacy building is in temporary use as the CA/MP facility.

### **Instructional Support Facilities**

A summation of the status of instructional support facilities is currently in progress and awaiting additional information from building principals.

## PERSONNEL

**Goal Number(s):** 0–1, 0–5, E-4

**Objective Statement:** The BASD will ensure that the composition of the professional staff will more closely reflect the composition of the student body and community.

**Action Plan Statement:** The BASD will address the following staffing patterns to create more diversity and balance:  
Female 70.1 percent, Black 0.1percent, Hispanic 0.6 percent.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Employ staff recruitment specialists in the Office of Human Resources</li> <li>2. Initiate a “scholarship” program to encourage high school seniors to enroll in education programs in colleges/universities</li> </ol>
<b>Person/Group Responsible</b>	<ol style="list-style-type: none"> <li>1. Superintendent of schools</li> <li>2. Associate superintendent</li> <li>3. Manager of human resources</li> <li>4. Board of School Directors</li> </ol>
<b>Timelines for Completion</b>	Ongoing
<b>Resources Needed</b>	<ol style="list-style-type: none"> <li>1. Staff recruitment specialists - \$30,000 – 3 part-time retired educators</li> <li>2. Student scholarships – maximum 16 students enrolled/year - \$160,000</li> </ol>
<b>Evaluation/ Indicators of Success</b>	Increased hiring of males, Black, and Hispanic professional staff
<b>Date Completed</b>	Ongoing

## PERSONNEL

**Goal Number(s):** E-4

**Objective Statement:** The BASD will address the disparity in the allocation of guidance counselors so that all students experience equivalent support in the development of healthy, happy, and resilient behaviors.

**Action Plan Statement:** The BASD will provide additional guidance staff at James Buchanan, Farmersville, Governor Wolf, Hanover, Lincoln, Miller Heights, Spring Garden and Thomas Jefferson schools.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Review current guidance allocation at the elementary school level</li> <li>2. Reallocate or add guidance personnel depending upon analysis of current allocations</li> </ol>
<b>Person/Group Responsible</b>	<ol style="list-style-type: none"> <li>1. Superintendent of schools</li> <li>2. Associate superintendent</li> <li>3. Director of student services</li> <li>4. Board of School Directors</li> </ol>
<b>Timelines for Completion</b>	Three-year plan to be enacted if additional guidance staff is employed
<b>Resources Needed</b>	4.0 guidance counselors (0.5/elementary school) at approx \$200,000 if additional guidance staff is employed in lieu of reallocation of staff
<b>Evaluation/ Indicators of Success</b>	<ol style="list-style-type: none"> <li>1. Increased student contacts</li> <li>2. Decreased failure rate</li> <li>3. Increased parent contacts</li> <li>4. Improved attendance</li> <li>5. Decreased school code of conduct infractions</li> </ol>
<b>Date Completed</b>	September 2006

## PERSONNEL

**Goal Number(s):** 0–1, 0–2, E-4

**Objective Statement:** The BASD will initiate a proactive plan to recruit quality professional staff of varied backgrounds and experiences.

**Action Plan Statement:** The BASD will address concerns raised by current staffing patterns that indicate 35 percent of current professional employees will reach retirement age in the next five years and will need to be replaced.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Develop proactive recruitment strategies</li> <li>2. Employ staff recruitment specialists</li> <li>3. Examine current salary, benefit, and employment benefits</li> </ol>
<b>Person/Group Responsible</b>	<ol style="list-style-type: none"> <li>1. Superintendent of schools</li> <li>2. Associate superintendent</li> <li>3. Manager of human resources</li> <li>4. Board of School Directors</li> </ol>
<b>Timelines for Completion</b>	Ongoing
<b>Resources Needed</b>	Dependent on market-driven competitive wages, benefits, and incentives needed to attract quality professionals
<b>Evaluation/ Indicators of Success</b>	Timely and effective replacement of retiring staff with quality professionals
<b>Date Completed</b>	Ongoing

## PERSONNEL

**Goal Number(s):** E-4

**Objective Statement:** The BASD will ensure that students will be provided with a full continuum of academic interventions, as well as be held responsible and accountable for academic progress in a regular education setting as the primary setting for student achievement.

**Action Plan Statement:** The BASD will strive to reduce the percentage of students identified as special education students.

<b>Activity Steps</b>	<ol style="list-style-type: none"> <li>1. Design academic intervention strategies</li> <li>2. Analyze all factors hindering student ability to achieve academic success</li> <li>3. Initiate special education assessment only when all opportunities for academic support have proven unsuccessful, and the student has demonstrated a sincere effort to succeed</li> </ol>
<b>Person/Group Responsible</b>	All instructional, administrative, and special education staff involved with each student
<b>Timelines for Completion</b>	<p>Ten-year enrollment increase and special education staffing increase for 1994-2003 were:</p> <ol style="list-style-type: none"> <li>1. Elementary–enrollment +2.7%, special education staff +22.4%</li> <li>2. Middle–enrollment +19.2%, special education staff +42.2%</li> <li>3. High–enrollment +30.2%, special education staff +48.7%</li> </ol>
<b>Resources Needed</b>	<ol style="list-style-type: none"> <li>1. Academic intervention funding to remain at current levels</li> <li>2. Need for regular education staffing for academic intervention programming may increase</li> </ol>
<b>Evaluation/ Indicators of Success</b>	Decrease in special education staffing increase relative to student enrollment increase from a ten-year period
<b>Date Completed</b>	Ongoing

## INSTRUCTIONAL STAFF

### GENERAL DESCRIPTION

The Bethlehem Area School District currently employs 1,136 professional staff providing direct instruction and instructional support to 14,776 students during the 2003-04 school year.

Pennsylvania Department of Education instructional certification is held by 97 percent of the instructional staff with the remaining 3 percent holding emergency certification for specific instructional assignments. At the middle school level, currently elementary certified instructors are in the process of acquiring secondary certification as required by revised Department of Education regulations.

Of the current instructional staff, 17 percent are nontenured. Master's degrees are held by 69 percent of the instructional staff and 1 percent hold earned doctorates.

### ELEMENTARY SCHOOL INSTRUCTIONAL STAFFING

Students in grades K-5 attend 16 elementary schools within the district. Elementary schools are neighborhood-centered and ranged in enrollment from 231 to 645 students during the 2003-04 school year. Defined attendance boundaries are utilized to designate assigned elementary schools to resident students. Contingent upon space availability, students are permitted to enroll in an elementary school outside the student designated attendance area.

Asa Packer	359	Hanover	324
Calypso	251	James Buchanan	318
Clearview	390	Lincoln	382
Donegan	557	Marvine	313
Farmersville	550	Miller Heights	465
Fountain Hill	645	Spring Garden	534
Freemansburg	359	Thomas Jefferson	296
Governor Wolf	401	William Penn	231

A student:staff ratio is employed by the district to allocate instructional staff to elementary schools for instruction in the core academic subjects of English, mathematics, reading, science, and social studies for regular education students.

Grades K - 3	24:1
Grades 4, 5	26:1

In addition, funding received by the district from state and federal initiatives to decrease class size is allocated to schools with the highest student:teacher ratios in grades K-2. As a result of district allocations and funds received for class size reduction initiatives, the actual elementary school average student:teacher ratios from the 2003-04 school year were:

Grade K	20.6:1	Grade 3	21.7:1
Grade 1	20.1:1	Grade 4	23.0:1
Grade 2	20.8:1	Grade 5	22.5:1

Nine elementary schools are designated as Title I eligible schools and receive additional federal government funding. All nine schools are allocated additional reading instructors and guidance counselors as a result of the funding. Three of the elementary schools also receive funding for additional mathematics instructors. Instructors specially trained to provide students “Reading Recovery” program skills are allocated to all elementary schools based upon the number of students meeting need criteria.

The district employs seven “Instructional Support Team” (IST) instructors who provide supplementary academic support to students performing below grade level standards. Instructors are assigned to eleven elementary schools and allocated according to student needs.

Certified art, music and health/physical education instructors are allocated to elementary schools according to a formula related to student enrollment. Instructors providing programming to students qualifying for gifted student education are assigned to elementary schools based upon 75 students per instructor for two hours of instruction per week.

Each elementary school is staffed with a certified school librarian who is also assigned other instructional responsibilities.

All elementary schools are provided with full-time health room coverage with an assigned certified school nurse or health room assistant holding a nursing degree.

Certified guidance counselor allocations ranging from 0.5 to 1.5 guidance counselor are assigned to elementary schools through a combination of district and Federal funds.

<u>ELEMENTARY SCHOOL</u>	<u>2003-2004 ENROLLMENT</u>	<u>TL GUIDANCE ALLOCATION</u>	<u>STUDENTS/ COUNSELOR DAY</u>
Asa Packer	359	0.6	119.3
* Calypso	251	0.5	98.0
* Clearview	390	0.7	107.4
* Donegan	557	1.5	96.9
Farmersville	550	0.7	156.8
* Fountain Hill	645	2.0	113.8
* Freemansburg	359	1.3	64.0
* Governor Wolf	401	0.6	131.0
Hanover	324	0.4	161.5
James Buchanan	318	0.5	126.0
* Lincoln	382	1.0	147.6
* Marvine	313	1.4	49.8
* Miller Heights	465	0.5	184.4
Spring Garden	534	0.6	175.6
* Thomas Jefferson	296	0.6	145.5
* William Penn	231	0.6	114.0

\* Instructional Support Team staff allocated to the school.

Instructors for students of languages other than English are also allocated to elementary schools based upon student needs.

### **CHILD CARE CENTERS**

Child care centers are operated at 16 elementary schools and are open daily before and after school hours.

Approximately 900 children are served at the child care centers.

### **SPARK PREKINDERGARTEN PROGRAM STAFFING**

The SPARK Prekindergarten Program is located at the Rosemont Building, a former district elementary school. The program services approximately 235 children from age three to four. The SPARK Prekindergarten Program is designed to support the growth and development of three and four year old children who have been determined to have at risk characteristics. The program provides a developmentally appropriate educational environment for the children and also opportunities for family support through active participation in monthly parent meetings, frequent home visits by staff, and visits to the classrooms.

Staff allocated to the program by the district include:

1 Principal	1 custodian
1 department assistant	8 certified classroom teachers
1 secretary	7 instructional assistants

### **REGIONAL ACADEMIC STANDARDS ACADEMY**

The Regional Academic Standards Academy is located in the Rosemont building, a former district elementary school. A total of 125-150 grade 4 and grade 5 students from across the district are assigned to the program by elementary school principals.

Students assigned to the program are significantly below grade level academic standards and in jeopardy of not meeting criteria for promotion to middle school.

Staff allocated to the program includes four mathematics instructors, three English/language arts instructors, three academic seminar instructors, two extended learning instructors for remedial activities, five teaching assistants, three family development specialists, a guidance counselor, and a nurse.

### **SECONDARY SCHOOL INSTRUCTIONAL STAFFING**

Students in grades 6-8 attend four middle schools and students in grades 9-12 attend two high schools within the district. Each secondary school has a defined attendance area. Enrollment during the 2003-04 school year was:

Broughal Middle School	607	Nitschmann Middle School	943	Freedom High School	1,914
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East Hills Middle School	1,361	Northeast Middle School	810	Liberty High School	2,766
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A student–staff ratio is employed by the district to allocate instructional staff to secondary schools:

English Acquisition	
Middle school beginner level -	14:1
Middle school intermediate level -	28:1
Middle school advanced level -	28:1
High school ESL program -	18:1
Home Economics/Industrial Arts -	19:1
Literacy Development-	18:1
All other academic courses -	28:1

High school elective courses are staffed dependent upon course enrollments.

All secondary schools are allocated an instrumental music director, have full-time health room coverage with an allocated school nurse or health room assistant, are allocated a certified school librarian, and are allocated instructional staff for gifted education programming dependent upon student needs. A school resource officer is allocated to each secondary school in cooperation with the City of Bethlehem and Bethlehem Township Police Departments.

High School department chairpersons in business, English acquisition, English, fine and practical arts, foreign language, health fitness, mathematics, science, social studies and special education are assigned reduced instructional responsibilities in order to provide department leadership.

Athletic directors are assigned to each high school. A district-wide intramural director is assigned to coordinate activities in all four middle schools.

Broughal and Northeast Middle Schools are designated as Title I schools and are allocated additional staff for reading and guidance as a result of federal funding. Broughal also qualifies for additional staff in mathematics.

Certified guidance counselor allocations are also assigned to each secondary school:

<u>SECONDARY SCHOOL</u>	<u>2003-2004 ENROLLMENT</u>	<u>GUIDANCE ALLOCATION</u>	<u>STUDENTS/ COUNSELOR</u>
Broughal	646	3.0	215.3
East Hills	1,361	4.0	340.3
Nitschmann	943	2.5	377.2
Northeast	810	3.0	270.0
Freedom	1,914	6.5	294.5
Liberty	2,766	10.0	276.6

Designated instructors of grade nine and grade ten English and mathematics courses retain the same students for two semesters instead of the standard one-semester course assignment resulting in additional allocation in these academic departments in order to provide additional support to students not yet performing at the expected level of grade level performance.

### **VOCATIONAL PREP PROGRAM**

Freedom and Liberty High Schools assign approximately 100 students to a vocational preparatory program conducted at the Bethlehem Area Vocational-Technical School. The students assigned to the program are currently performing below the academic standard required for the college preparation program. The Bethlehem Area School District funds two instructors for English, science, and social studies. Mathematics instructors, vocational instructors, and support staff are funded by the Bethlehem Area Vocational-Technical School.

### **CHARACTER, ACADEMIC, AND MOTIVATION PROGRAM (CA/MP)**

The Character Academic and Motivation Program (CA/MP) is an in-school suspension program for students in grades six to ten and is located at the Monocacy building. Students suspended from school due to Student Code of Conduct infractions are assigned to CA/MP for the duration of the suspension ranging from one to ten days for each suspendable offense. The CA/MP staff includes four classroom leaders, a learning analyst, a behavior analyst, and a family case manager.

### **LIFESKILLS AND ACADEMIC MAINTENANCE PROGRAM (L/AMP)**

Students expelled from the Bethlehem Area School District due to Student Code of Conduct infractions are educated in the Lifeskills and Academic Maintenance Program (L/AMP). The program is conducted from 4:00 to 9:00 p.m. on Tuesdays and Thursdays at the Monocacy building. Three academic instructors, a special education instructor, and a teacher program facilitator operate the program.

### **LIFE EXPERIENCES ACADEMIC DIPLOMA PROGRAM (LEAD)**

The Life Experiences Academic Diploma Program (LEAD) offers adults an opportunity to earn a Freedom or Liberty High School diploma by attending evening classes at the Monocacy building. The program is offered in cooperation with Northampton County Community College and is funded by a Pennsylvania Department of Education grant which supports five program sites across the Commonwealth. Four academic instructors and a teacher program facilitator provide the program to approximately 40 adult students.

### **SPECIAL EDUCATION**

Services to students qualifying for special education are provided at all district schools. Fractional or full-time staff assignments are made to each school dependent upon student needs and consistent with Pennsylvania Department of Education staffing guidelines. District-wide emotional support programs are operated at the middle school and high school level.

The district employs eight full-time psychologists for the purpose of student assessment and support.

The district also employs two home-school visitors to promote communications between schools and parents.

Speech therapy is provided by certified staff.

The district contracts with the Colonial Intermediate Unit 20 to provide additional services to special education students including autistic support, partial hospitalization, multiple disability support, and deaf and hearing support.

Educational support staff provide assistance to classroom teachers with the development of student programming and assist in monitoring student success.

## **TECHNICAL SUPPORT SERVICES**

The Information and Communication Technologies Department (ICT) provides leadership and support related to the utilization of technology in student instruction, as well as district and school operations.

The ICT staff includes a network supervisor and assistant, a server technology specialist, two support technologists, a curriculum technology specialist, a desktop technology specialist, and four technology integration specialists.

All of the technology specialists are also assigned to district schools to provide on-site support. High schools have been assigned a full-time specialist, three specialists are assigned to middle schools, and two specialists share the 16 elementary schools.

## **BUILDING ADMINISTRATIVE SERVICES**

All elementary schools and the Regional Academic Standards Academy are assigned a full-time principal. Donegan and Fountain Hill Elementary Schools also are assigned assistant principals.

All middle schools, are assigned a full-time principal, an assistant principal, and a supervisor for curriculum and instruction.

Freedom High School is assigned a principal, an assistant principal for curriculum, and two student service center assistant principals.

Liberty High School is assigned a principal and is organized with four student service center assistant principals.

The Character, Academic, and Motivation Program (CA/MP) is assigned a full-time administrator who also supervises the L/AMP and LEAD programs.

## DISTRICT ADMINISTRATIVE AND SUPPORT SERVICES

The superintendent of schools and superintendent's cabinet oversee and provide leadership to a variety of district departments which support the operation of the district. Responsibilities are delineated on the district's administrative organizational chart. District-wide administrative and support staff include:

### *Superintendent of Schools*

- Coordinator of Information and Communication Technologies
- Supervisor of Data Processing Services
- Database Administrator/Webmaster

### *Associate Superintendent of Schools*

- Manager of Human Resources

### *Assistant Superintendent for Curriculum and Instruction*

- Coordinator of Literacy
- Coordinator of English Language Arts
- Supervisor of Mathematics
- Community Service Coordinator

### *Director of Business Affairs*

- Assistant Director of Business Affairs
- Coordinator of Business Services
- Supervisor of Dining Services
- Supervisor of Transportation

### *Director of Operations, Planning, and Special Programs*

- CA/MP Coordinator
- Supervisor of Buildings and Grounds

### *Director of Special Education*

- Supervisor of Elementary Special Education
- Supervisor of Middle School Special Education
- Supervisor of High School Special Education

### *Director of Student Services*

- Supervisor of Child Accounting
- Coordinator of Minority Affairs/State and Federal Projects
- Coordinator of English Acquisition
- Supervisor of Early Childhood
- Supervisor of ASPIRE/Family Centers

## ELEMENTARY SCHOOLS

From 1994-1995 to 2003-2004, elementary school enrollment increased by 2.7 percent district wide.

Staffing trends over the same ten-year period for certification areas with at least ten staff members:

Academic (K-5)	+5.1%
Guidance	+28.9%
Art	+7.3%
Special Education	+22.4%
Music	+10.2%
Librarian	+11.2%
Federally funded	+58.3%

Projections for 2004-2005 to 2008-2009 are for elementary school enrollment to increase by 1.8 percent district wide.

## MIDDLE SCHOOLS

From 1994-1995 to 2003-2004, middle school enrollment increased by 19.2 percent district wide.

Staffing trends over the same ten-year period for certification areas with at least ten staff members:

Multiple Courses (Elementary Certification)	+31.2%
Health/Physical Education	- 4.7%
Guidance	+22.2%
Special Education	+42.2%
English	-7.9%
Social Studies	-9.7%
Mathematics	+15.0%
Science	+9.3%
Federally funded	+65.1%

Projections for 2004-2005 to 2008-2009 are for middle school enrollment to decrease by 15.1 percent district wide.

## HIGH SCHOOLS

From 1994-1995 to 2003-2004, high school enrollment increased by 30.2 percent district wide.

Staffing trends over the same ten-year period for certification areas with at least ten staff members:

Health and Physical Education	+46.8%
Guidance	+13.6%
Special Education	+48.7%
English	+30.3%
Social Studies	+15.2%
Mathematics	+47.6%
Science	+8.8%
Business	+98.3%
Spanish	+32.5%

Projections for 2004-2005 to 2008-2009 are for high school enrollment to decrease by 3.5 percent district wide.  
(See Appendix C for additional details.)

**BETHLEHEM AREA SCHOOL DISTRICT STUDENT ENROLLMENT**

<u>YEAR</u>	<u>ELEMENTARY</u>	<u>MIDDLE</u>	<u>HIGH</u>	<u>DISTRICT</u>
1994-1995	6,207	3,155	3,594	12,956
1995-1996	6,463	3,192	3,742	13,397
1996-1997	6,588	3,180	3,865	13,633
1997-1998	6,569	3,261	4,099	13,929
1998-1999	6,522	3,318	4,107	13,947
1999-2000	6,472	3,410	4,142	14,024
2000-2001	6,436	3,416	4,301	14,153
2001-2002	6,421	3,650	4,369	14,440
2002-2003	6,394	3,660	4,573	14,627
2003-2004	6,375	3,760	4,680	14,815
10-YEAR PCT CHANGE	+2.7	+19.2	+30.2	+14.3

**PROJECTED FUTURE ENROLLMENT**

<u>YEAR</u>	<u>ELEMENTARY</u>	<u>MIDDLE</u>	<u>HIGH</u>	<u>DISTRICT</u>
2004-2005	6,392	3,671	4,797	14,860
2005-2006	6,451	3,517	4,815	14,783
2006-2007	6,501	3,232	4,909	14,642
2007-2008	6,467	3,125	4,868	14,460
2008-2009	6,507	3,116	4,629	14,252
5 YEAR PROJECTED PCT CHANGE	+1.8	-15.1	-3.5	-4.1

**PROFESSIONAL INSTRUCTIONAL STAFF  
ELEMENTARY SCHOOLS  
STAFF CHARACTERISTICS**

**GENDER**

Elementary school professional instructional staff are 87 percent female and 13 percent male.

Certification areas with ten or more staff members are comprised of mostly female instructors:

Academic (K-5)	294 instructors	86% female
Guidance	16 counselors	88% female
Music	14 instructors	79% female
Reading specialists	32 instructors	97% female
Special Education	45 staff numbers	89% female

English for Speakers of Other Language (ESOL) instructors, as well as nurses and librarians, are all female.

**ETHNICITY**

Elementary school professional instructional staff are 95 percent Caucasian, 4 percent Hispanic, and 1 percent Black.

Certification areas with ten or more staff members are comprised almost completely of Caucasian instructors:

Academic (K-5)	294 instructors	95% Caucasian
ESOL	13 instructors	77% Caucasian
Guidance	16 counselors	81% Caucasian
Reading Specialists	28 instructors	96% Caucasian
Special Education	43 staff members	98% Caucasian

Health/physical education, art and music instructors, as well as nurses and librarians, are all Caucasian.

The ethnic composition of elementary school students for 2003-04 is 58 percent Caucasian, 31 percent Hispanic, 8 percent Black, and 3 percent Asian.

## **AGE AND YEARS OF SERVICE**

Elementary school professional instructional staff are primarily experienced and/or mature in age. Within the next five years, 170 current instructors will reach 55 years of age, and 44 current instructors will achieve 35 or more years of experience.

Within certification areas, the greatest number of instructors reaching 55 years of age are academic (K-5) (125), reading specialists (14), special education (10), guidance (7), health/physical education (4), and librarian (4).

Within certification areas, the greatest number of instructors achieving 35 or more years of experience are academic (K-5) (36), reading specialists (4), special education (3), health /fitness (3), and guidance (3).

In contrast, at the conclusion of the next five years, 48 current instructors will still be less than 35 years of age. Academic (K-5) instructors comprise 36 of the youngest instructors.

In addition, at the conclusion of the next five years, 149 current instructors will still have achieved less than 15 years of experience. Certification areas of instructors with fewer than 15 years of experience will be academic K-5 (93), special education (17), reading specialists (9), ESOL (9), guidance (6), librarian (4), art (3), music (3), and nurses (3).

## **PROFESSIONAL CERTIFICATION COLLEGES AND UNIVERSITIES**

Elementary school professional instructional staff primarily earned professional certifications at local and other Pennsylvania colleges and universities.

Local institutions issued certifications to 55 percent of district elementary instructors. Certifications issued by local colleges and universities include Kutztown University (78), East Stroudsburg University (49), and Moravian College (48). Other Pennsylvania colleges and universities issuing a significant number of certifications include Bloomsburg University (21), Penn State University (19), Millersville University (11), and West Chester University (11). Only 15 percent of instructors earned certification from colleges and universities outside of Pennsylvania, with the state of New York issuing 15. (See Appendix C for additional details.)

**PROFESSIONAL INSTRUCTIONAL STAFF  
SECONDARY SCHOOLS  
STAFF CHARACTERISTICS**

**GENDER**

Secondary school professional instructional staff are 55 percent female and 45 percent male.

Certification areas with ten or more staff members are comprised of the following predominant genders:

Art	14 instructors	71% female
Business	21 instructors	52% male
ESOL	13 instructors	62% female
English	59 instructors	73% female
Family Consumer Science	12 instructors	100% female
Guidance	17 counselors	59% female
Health/Physical Education	34 instructors	59% male
Mathematics	57 instructors	68% male
Music	18 instructors	56% male
Reading Specialist	10 instructors	90% female
Science	47 instructors	55% male
Social Studies	45 instructors	70% male
Special Education	58 staff members	78% female

**ETHNICITY**

Secondary school professional instructional staff are 93 percent Caucasian, 5 percent Hispanic, and 1 percent Black.

Certification areas with ten or more staff members are comprised almost completely of Caucasian instructors:

Art	14 instructors	93% Caucasian
Business	21 instructors	95% Caucasian
English	59 instructors	97% Caucasian
ESOL	13 instructors	54% Caucasian

Family Consumer Science	12 instructors	100% Caucasian
Guidance	17 counselors	82% Caucasian
Health /Physical Education	34 instructors	100% Caucasian
Mathematics	57 instructors	96% Caucasian
Multiple Courses (Elem. Cert.)	38 instructors	97% Caucasian
Music	18 instructors	89% Caucasian
Reading Specialist	10 instructors	80% Caucasian
Science	47 instructors	96% Caucasian
Social Studies	45 instructors	93% Caucasian
Spanish	17 instructors	71% Caucasian
Special Education	57 staff members	93% Caucasian

The ethnic composition of secondary school students for 2003-04 is 65 percent Caucasian, 27 percent Hispanic, 6 percent Black, and 2 percent Asian.

## **AGE AND YEARS OF SERVICE**

Secondary school professional instructional staff include a diversity in age and experience. Within the next five years, 161 current instructors will reach 55 years of age and 67 current instructors will achieve 35 or more years of experience.

Within certification areas, the greatest number of instructors reaching 55 years of age are English (19), mathematics (19), social studies (16), science (14), health/physical education (10), multiple academics elementary certification (12), music (9), family consumer science (9), special education (6), English for Speakers of Other Language (6), Spanish (6), guidance (6), German (4), in-school suspension (4), art (3), industrial arts (3), librarian (3) and French (3).

Within certification areas, the greatest number of instructors achieving 35 or more years of experience are mathematics (14), multiple academics elementary certification (8), science (8), social studies (7), health/physical education (6), English (5), music (4), in-school suspension (4), and librarians (3).

In contrast, at the conclusion of the next five years, 75 current instructors will still be less than 35 years of age. English (15), mathematics (11), business (10), multiple academic elementary certification (8), science (6), special education (6), health /fitness (5), English for Speakers of Other Language (3), guidance (3), instructors comprise 62 of the youngest instructors.

In addition, at the conclusion of the next five years, 204 current instructors will still have achieved less than 15 years of experience.

Certification areas with the most instructors with fewer than 15 years of experience will be mathematics (32), English (27), multiple academic elementary certification (21), science (17), special education (14), business (15), health/fitness (12), and social studies (19), music (7), guidance (6), Spanish (6), art (5), English for Speakers of Other Languages (5), reading specialists (4), industrial arts (4), and German (3).

## **PROFESSIONAL CERTIFICATION COLLEGES AND UNIVERSITIES**

Secondary school professional instructional staff primarily earned professional certifications at local and other Pennsylvania colleges and universities. Local institutions issued certifications to 54 percent of district secondary instructors. Certifications issued by local colleges and universities include Kutztown University (82), Moravian College (68), East Stroudsburg University (54) and DeSales University (12).

Other Pennsylvania colleges and universities issuing a significant number of certifications include Penn State University (30), Bloomsburg University (27), Shippensburg University (16), West Chester University (15), Lock Haven University (13) and Temple University (11).

Only 14 percent of instructors earned certificates from colleges and universities outside of Pennsylvania with the state of New York issuing 20. (See Appendix C for additional details.)

**YEARS OF AGE AND YEARS OF SERVICE  
PROFESSIONAL INSTRUCTION STAFF**

Number of professional instructional staff within the next five years who, if they remain in the district, will be:

- 35 years of age or younger
- 15 years of service or less in Pennsylvania
- 55 years of age or older
- 35 years or more of service in Pennsylvania

**ELEMENTARY PROFESSIONAL INSTRUCTIONAL STAFF**

	<u>35 years or younger</u>	<u>15 years or less service</u>	<u>55 years or older</u>	<u>35 years or more service</u>
Academic (K-5)	36	93	125	30
Art	0	3	2	0
ESOL	4	9	2	0
Guidance	2	6	7	3
Health/Fitness	0	2	4	3
Librarian	1	4	4	1
Music	2	3	2	0
Nurse	1	3	0	0
Reading Specialist	0	9	14	4
Special Education	2	17	10	3
Total	48	149	170	44

## SECONDARY PROFESSIONAL INSTRUCTIONAL STAFF

	<u>35 years or younger</u>	<u>15 years or less service</u>	<u>55 years or older</u>	<u>35 years or more service</u>
Art	1	5	3	1
Business	10	15	1	0
Driver Education	0	0	0	0
English	15	27	19	5
ESOL	3	5	6	1
Family Cons. Sci.	0	0	9	1
French	0	1	3	1
German	0	3	4	0
Gifted	0	1	2	0
Guidance	3	6	6	1
Health/Fitness	5	12	10	6
Industrial Arts	0	4	3	1
In-School Susp.	1	2	4	4
Integrated Acad.	0	0	0	0
Librarian	0	0	3	3
Mathematics	11	32	19	14
Multiple Academic	8	21	12	8
Music	2	7	9	4
Nurse	0	2	2	0
Photography	0	0	1	0
Reading Specialist	2	4	2	0
Science	6	17	14	8
Social Studies	2	19	16	7
Spanish	0	6	6	1
Special Ed.	6	14	6	0
Technology	0	1	1	1
Total	75	204	161	63

**UNDERGRADUATE DEGREE GRANTING COLLEGES AND UNIVERSITIES  
PROFESSIONAL INSTRUCTIONAL STAFF**

N- Number of undergraduate degrees issued.  
PCT- Percentage of all district professional instructional staff.

	<u>ELEMENTARY</u>		<u>SECONDARY</u>	
	<u>N</u>	<u>PCT</u>	<u>N</u>	<u>PCT</u>
Local Institutions	205	55	235	54
Other Pennsylvania	112	30	144	31
Regional States	25	7	30	7
Eastern United States	22	6	18	4
Western United States	6	1	4	1
Puerto Rico	4	1	5	1
Foreign	1	0	3	1
Total	375		439	

**ROSTER OF LOCAL COLLEGES AND UNIVERSITIES**

ELEMENTARY- Kutztown (78), East Stroudsburg (49), Moravian (48), Cedar Crest (9), DeSales (9), Muhlenberg (8), Lehigh (4).

SECONDARY- Kutztown (82), Moravian (68) East Stroudsburg (54), DeSales (12), Muhlenberg (9), Lehigh (7), Lafayette (2), Cedar Crest (1).

**ROSTER OF OTHER PENNSYLVANIA COLLEGES AND UNIVERSITIES**

ELEMENTARY- Bloomsburg (21), Penn State (19), Millersville (11), West Chester (11), Shippensburg (7), Indiana (7), Lock Haven (5), Albright (3), Pittsburgh (3), Temple (3), King's (2), Mansfield (2), Susquehanna (2), Cabrini (1), Chestnut Hill (1), College Misericordia (1), Franklin and Marshall (1), Geneva (1), Gettysburg (1), Gwynedd Mercy (1), Juniata (1), Lebanon Valley (1), Neuman (1), Scranton (1), Slippery Rock (1), Widener (1), Wilkes (1), Villa Maria (1), York (1).

SECONDARY- Penn State (30), Bloomsburg (27), Shippensburg (16), West Chester (15), Lock Haven (13), Temple (11), Millersville (9), Mansfield (6), Indiana (5), Albright (3), Lycoming College (2), Cabrini (1), Clarion (1), St. Charles Theological Seminary (1), College Misericordia (1), Grove City College (1), Villanova (1), Wilkes (1).

#### **NUMBER OF REGIONAL STATES GRADUATES**

ELEMENTARY- New York (15), New Jersey (5), Delaware (3), Maryland (2).

SECONDARY- New York (20), New Jersey (6), Delaware (2), Maryland (2).

#### **NUMBER OF EASTERN UNITED STATES GRADUATES**

ELEMENTARY- Ohio (4), Michigan (3), West Virginia (3), Illinois (2), North Carolina (2), Virginia (2), Alabama (1), Georgia (1), Indiana (1), Massachusetts (1), Tennessee (1), Wisconsin (1).

SECONDARY Virginia (4), Connecticut (3), Florida (2), Georgia (2), Michigan (2), North Carolina (2), District of Columbia (1), Louisiana (1), South Carolina (1).

#### **NUMBER OF WESTERN UNITED STATES GRADUATES**

ELEMENTARY- California (2), Texas (2), Iowa (1), New Mexico (1).

SECONDARY- California (2), Iowa (1), Oklahoma (1).

#### **NUMBER OF FOREIGN COUNTRY GRADUATES**

ELEMENTARY- Mexico (1).

SECONDARY- France (1), South Africa (1), South Korea (1).

**PROFESSIONAL INSTRUCTIONAL STAFF  
ADMINISTRATION  
STAFF CHARACTERISTICS**

<b>GENDER</b>	<u>STAFF</u>	<u>FEMALE</u>		<u>MALE</u>	
	<u>TL</u>	<u>N</u>	<u>PCT</u>	<u>N</u>	<u>PCT</u>
Superintendent/Cabinet	7	1	15	6	85
Principals	23	14	61	9	39
Assistant Principals and Curriculum Supervisors	17	7	42	10	58
District Department Coordinators/Supervisors	34	19	56	15	44

<b>ETHNICITY</b>	<u>STAFF</u>	<u>ASIAN</u>		<u>BLACK</u>		<u>CAUCASIAN</u>		<u>HISPANIC</u>	
	<u>TL</u>	<u>N</u>	<u>PCT</u>	<u>N</u>	<u>PCT</u>	<u>N</u>	<u>PCT</u>	<u>N</u>	<u>PCT</u>
Superintendent/Cabinet	7	0	0	0	0	7	100	0	0
Principals	23	0	0	1	4	21	92	1	4
Assistant Principals and Curriculum Supervisors	17	0	0	0	0	14	82	3	18
District Department Coordinators/Supervisors	34	0	0	0	0	29	85	5	15

**AGE/SERVICE****WITHIN THE NEXT FIVE YEARS, REACHING  
55 YEARS OF AGE      35 YEARS OF EXPERIENCE**

Superintendent/Cabinet	4	4
Principals	16	11
Assistant Principals and Curriculum Supervisors	6	5
District Department Coordinators/Supervisors	17	7

**PROFESSIONAL CERTIFICATIONS-ADMINISTRATORS  
ROSTER OF COLLEGES AND UNIVERSITIES  
UNDERGRADUATE DEGREES**

<b><u>COLLEGE/UNIVERSITY</u></b>	<b><u>NUMBER OF DEGREES ISSUED</u></b>	<b><u>COLLEGE/UNIVERSITY</u></b>	<b><u>NUMBER OF DEGREES ISSUED</u></b>
Kutztown	9	Drexel	1
Moravian	8	Beaver College	1
East Stroudsburg	7	Brooklyn College	1
Bloomsburg	6	University of Puerto Rico	1
Lehigh	3	Lock Haven	1
Muhlenberg	3	SUNY-Potsdam	1
Millersville	2	Indiana	1
Penn State	2	Cedar Crest	1
Kean	2	Goddard	1
Marywood	2	King's	1
DeSales	2	Arizona	1
Temple	1	SUNY-Albany	1
Pennsylvania	1	Alvernia	1
Slippery Rock	1	West Chester	1
Lebanon Valley	1	Mansfield	1

**ADMINISTRATIVE CERTIFICATIONS**

<b>COLLEGE/UNIVERSITY</b>	<b><u>NUMBER OF CERTIFICATION ISSUED</u></b>
Lehigh	23
Indiana	8
East Stroudsburg	6
Wilkes	5
Moravian	2
Penn State	2
Temple	1
Rutgers	1
Marywood	1
Scranton	1

(See Appendix C for additional information about personnel.)

