



Independent School District 2071

Lake Crystal Wellcome Memorial

STRATEGIC ROADMAP

(World's Best Workforce Plan)

Approved by the School Board on August 18, 2014

Revisions Approved on October 17, 2016

Strategic Roadmap			
Mission <i>Our Core Purpose with Distinction</i>		Core Values <i>The Drivers of Our Words and Actions</i>	
Educating for Tomorrow's World		Respect	<i>Honoring the uniqueness of myself and others in thought and action.</i>
		Responsibility	<i>Taking ownership for our individual and collective actions and decisions.</i>
		Leadership	<i>Influencing others to achieve a shared goal.</i>
		Integrity	<i>Doing the right thing—even when no one is watching.</i>
Vision <i>What We Intend To Create</i>		Strategic Directions <i>The Focus of Our Resources and Projects</i>	
<p>Our district, working in partnership with all families and the community, is a learning organization of engaged, motivated and high achieving lifelong learners and leaders.</p> <p>We demonstrate this Vision when:</p> <ul style="list-style-type: none"> • Each learner thrives in a safe, equitable, and respectful learning environment that fosters confidence, excellence, and a sense of belonging while honoring difference. • Each learner receives high quality, personally relevant instruction enhanced by all members of the learning community. • Each learner studies a challenging academic curriculum that enhances social, emotional, physical, and ethical development. • Each learner meets rigorous academic standards and is prepared for future learning and success in a multicultural society. 		<ul style="list-style-type: none"> A. Improve student learning and develop leadership skills around college, career, and community readiness. B. Aligning curriculum, instruction, assessments, professional development, and interventions into a clear process of learning across all classrooms. C. Developing structure, systems, and practice for excellence in leadership, teaching, and learning. D. Restructuring resources of time, money, people, and facilities. E. Purposeful engagement and partnership of parents, families, and all communities to better meet identified needs. 	



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SCORECARDS

A. Improve student learning and leadership around college, career and community readiness

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
A1	MCA III – Math, State Accountability Tests incl. Mod, MTAS etc.		Less than 45% of all students assessed are proficient <u>2017</u> SEC 42%	45 - 55% of all students assessed are proficient <u>2015</u> SEC 47% <u>2016</u> SEC 45%	56 - 65% of all students assessed are proficient <u>2015</u> Dist 63% <u>2016</u> <u>2017</u> Dist 61% Dist 57%	66 - 78% of all students assessed are proficient <u>2015</u> <u>2017</u> EL 76% EL 77% <u>2016</u> EL 73%	78% + of all students assessed are proficient	<u>2017</u> EL 77% SEC 42% Dist 57%	
A2	MCA III – Reading, State Accountability Tests incl. Mod, MTAS etc.		Less than 61% of all students assessed are proficient <u>2015</u> SEC 56% <u>2016</u> <u>2017</u> SEC 52% SEC 50% Dist 59%	61 - 70% of all students assessed are proficient <u>2015</u> Dist 65% <u>2016</u> Dist 67%	71 - 80% of all students assessed are proficient <u>2015</u> <u>2016</u> EL 72% EL 77% <u>2017</u> EL 71%	81 - 85% of all students assessed are proficient	85% + of all students assessed are proficient	<u>2017</u> EL 71% SEC 50% Dist 59%	
A3	MCA III – Science, State Accountability Tests incl. Mod, MTAS etc.		Less than 40% of all students assessed are proficient	40-45% of all students assessed are proficient <u>2016</u> SEC 45%	46-55% of all students assessed are proficient <u>2015</u> <u>2016</u> SEC 49% Dist 51% <u>2017</u> SEC 46% Dist 52%	56-65% of all students assessed are proficient <u>2015</u> Dist 56% <u>2016</u> <u>2017</u> EL 61% EL 64%	65% + of all students assessed are proficient <u>2015</u> EL 69%	<u>2017</u> EL 64% SEC 46% Dist 52%	

A. Improve student learning and leadership around college, career and community readiness

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
A4	Classroom Assessment of Learning Summative		Less than 50% of material mastered by students assessed	50 - 69% of material mastered by students assessed	70 - 84% of material mastered by students assessed <u>2014/15</u> EL 83% SEC 79% Dist 81% <u>2015/16</u> <u>2016/17</u> EL 84% EL 84% SEC 81% SEC 81% Dist 83% Dist 83%	85 - 89% of material mastered by students assessed	Greater than 90% of material mastered by students assessed	<u>2016/17</u> EL 84% SEC 81% Dist 83%	
A5	NWEA Growth as Measured from Fall to Spring in Math (EL) Spring to Spring in Math (SEC) *Grade 6 included in SEC beginning 2016-17		Less than 50% of the student group met the established growth target <u>2015/16</u> SEC 48% <u>2016/17</u> SEC 48%	50 - 64% of the student group met the established growth target <u>2014/15</u> SEC 54% <u>2016/17</u> EL 57%	65 - 79% of the student group met the established growth target <u>2015/16</u> EL 73%	80 - 89% of the student group met the established growth target <u>2014/15</u> EL 81%	90% of the student group met the established growth target	<u>2016/17</u> EL 57% SEC 48%	
A6	NWEA Growth as Measured from Fall to Spring in Reading (EL) Spring to Spring in Reading (SEC) *Grade 6 included in SEC beginning 2016-17		Less than 50% of the student group met the established growth target	50 - 64% of the student group met the established growth target <u>2014/15</u> <u>2015/16</u> SEC 51% SEC 54% <u>2016/17</u> EL 62% SEC 60%	65 - 79% of the student group met the established growth target <u>2014/15</u> EL 70% <u>2015/16</u> EL 76%	80 - 89% of the student group met the established growth target	90% of the student group met the established growth target	<u>2016/17</u> EL 62% SEC 60%	

A. Improve student learning and leadership around college, career and community readiness

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
A7	Early Literacy Proficiency PK-3 *New FAST Assessment Composite used in 2016		Less than 35% of the student group met the established growth target.	35 – 49% of the student group met the established growth target.	50-64% of the student group met the established growth target. <u>2014/15</u> Fall 54% Winter 64% <u>2015/16</u> *56% <u>2016/17</u> Spring 58%	65-79% of the student group met the established growth target. <u>2014/15</u> Spring 66%	80% of the student group met the established growth target.	<u>2016/17</u> Spring 58%	
A8	Graduation Rate *Unofficial graduate rate based on 68/72 graduating with their class.		70-75% of the students graduate with their class	75-80% of the students graduate with their class	80-85% of the students graduate with their class	85-90% of the students graduate with their class <u>2014/15</u> 89%	Greater than 90% of the students graduate with their class <u>2015/16</u> 94% <u>2016/17</u> 93%	<u>2016/17</u> 93% (65 students)	
A9	Career and College Readiness		Career and College Readiness predictor based on % proficient on 8 th Gr. MCA III Math test: 30-39% <u>2016/17</u> 48%	Career and College Readiness predictor based on % proficient on 8 th Gr. MCA III Math test: 40-49% <u>2016/17</u> 48%	Career and College Readiness predictor based on % proficient on 8 th Gr. MCA III Math test: 50-59% <u>2014/15</u> 53% <u>2015/16</u> 55%	Career and College Readiness predictor based on % proficient on 8 th Gr. MCA III Math test: 60-69%	Career and College Readiness predictor based on % proficient on 8 th Gr. MCA III Math test: greater than 69%	<u>2016/17</u> 48%	
	VisionCard Score							<u>SEC 21/2.6</u> <u>EL 22/3.1</u> <u>Dist 10/2.5</u>	

B. Aligning curriculum, instruction, assessments, professional development and interventions

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
B1	Curriculum Review Cycle Development of Aligned K-12 Curriculum, Across All Disciplines		Less than 40% of all K-12 curriculum aligned	40 - 49% of all K- 12 curriculum aligned	50 - 59% of all K- 12 curriculum aligned	60 - 69% of all K-12 curriculum aligned <u>2014/15</u> 69%	Greater than 69% of all K-12 curriculum aligned <u>2015/16</u> tbd	<u>2015/16</u> Tbd	
B2	Development of Common Assessments Across the District and Curricular Areas		Less than 40% of all K-12 Common Assessments aligned	40 - 49% of all K- 12 Common Assessments aligned	50 - 59% of all K- 12 Common Assessments aligned	60 - 69% of all K-12 Common Assessments aligned <u>2014/15</u> 60%	Greater than 70% of all K-12 Common Assessments aligned <u>2015/16</u> tbd	<u>2015/16</u> tbd	
B3	Technology Standards (skill development and application) Coordinated Across the Curriculum		K-12 scope and sequence of technology standards beginning to be developed	K-12 scope and sequence of technology standards completed	50% of standards embedded and implemented	51 - 75% of standards embedded and implemented	76 - 100% of standards embedded and implemented	<u>2015/16</u> Tbd	
B4	Alignment of Professional Development		Less than 55% of Professional Dev. aligned with Strategic Plan	55%-64% of Professional Dev. aligned with Strategic Plan	65%-74% of Professional Dev. aligned with Strategic Plan	75%-84% of Professional Dev. aligned with Strategic Plan	< 84% of Professional Dev. Aligned with Strategic Plan <u>2014/15</u> 85%	<u>2015/16</u> Tbd	

B. Aligning curriculum, instruction, assessments, professional development and interventions

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
	VisionCard Score								

C. Developing Structure, Systems and Practice for Excellence in Leadership, Teaching and Learning

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
C1	Develop Effective Staff Members Using the Marzano Framework and iObservation		Less than 70% of teachers at Applying in at least 2 elements	Greater than 70 % of teachers at Applying in at least 2 or more elements	Greater than 70 % of teachers at Applying in at least 3 or more elements <u>2014/15</u> <70%	Greater than 70% of teachers at Applying in at least 4 or more elements	Greater than 70% of teachers at Applying in at least 5 or more elements	<u>2015/16</u> Tbd	
C2	Equip Staff to Integrate Technology		Staff receives less than 5 hours of technology and pedagogy training.	Staff receives 5-9 hours of technology and pedagogy training.	Staff 10-14 hours of technology and pedagogy training. <u>2012/13</u> 6 hours <u>2014/15</u> <u>2015/16</u> 10 hours 10 hours	Staff receives 15-19 hours of technology and pedagogy training.	Staff receive 20 or greater hours of technology and pedagogy training.	<u>2015/16</u> 10 hours	

B. Aligning curriculum, instruction, assessments, professional development and interventions

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
C3	At-Risk Student Interventions		Less than 50% of At-Risk students receive interventions	Greater than 60% of At-Risk students receive interventions	Greater than 70% of At-Risk students receive interventions 2014/15 <70% 2015/16 <70%	Greater than 80% of At-Risk students receive interventions	Greater than 90% of At-Risk students receive interventions		2015/16 <70%
C4	PLC Operational Effectiveness as Measured on a PLC Survey		Not all dimensions on PLC Assessment are scored at a 5 or higher	All dimensions on PLC Assessment are scored at a 6 or higher	All dimensions on PLC Assessment are scored at a 7 or higher 2010/11 2014/15 Elem – 7 Elem - 8 Sec – 7 Sec - 8	All dimensions on PLC Assessment are scored at a 8 or higher	All dimensions on PLC Assessment are scored at a 9 or higher		2015/16 Elem - tbd Sec – tbd
C5	Leadership Development for School Board		Some governance leadership engaged in less than 2 hours of annual development linked to Strategic Roadmap and Success System	All governance leadership engaged in at least 2 hours of annual development linked to Strategic Roadmap and Success System	All governance leadership engaged in at least 4 hours of annual development linked to Strategic Roadmap and Success System 2014/15 5 hours 2015/16 4 hours	All governance leadership engaged in at least 6 hours of annual development linked to Strategic Roadmap and Success System	All governance leadership engaged in at least 10 hours of annual development linked to Strategic Roadmap and Success System		2015/16 4 hours

Measures			Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
C6	Leadership Development for Administration		Some administrative leadership collaboratively engaged in less than 4 hours of annual development linked to Strategic Roadmap and Success System	All administrative leadership collaboratively engaged in at least 4 hours of annual development linked to Strategic Roadmap and Success System	All administrative leadership collaboratively engaged at least 8 hours of annual development linked to Strategic Roadmap and Success System <u>2014/15</u> 8 hours <u>2015/16</u> 8 hours	All administrative leadership collaboratively engaged in at least 12 hours of annual development linked to Strategic Roadmap and Success System	All administrative leadership collaboratively engaged in at least 20 hours of annual development linked to Strategic Roadmap and Success System		2015/16 8 hours
C7	Working Committees are Aligned w/Strategic Roadmap		Less than 40% of working committees projects and use of time are aligned	40 - 49% of working committees projects and use of time are aligned	50 - 59% of working committees projects and use of time are aligned <u>2014/15</u> 50% <u>2015/16</u> 50%	60 - 69% of working committees projects and use of time are aligned	Greater than 69% of working committees projects and use of time are aligned		2015/16 50%
	VisionCard Score								

D. Restructuring Resources of Time, Money, People and Facilities

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
D1	Budget Alignment		Less than 50% of funds aligned to student learning	Greater than = 50% and less than 60% of funds aligned to student learning	Greater than = 60% and less than 65% of funds aligned to student learning. <u>2014/15</u> 65%	Greater than = 65% and less than = 70% of funds aligned to student learning	Greater than 70% of funds aligned to student learning	<u>2015/16</u> Tbd	
D2	District Referenda Revenue Compared to Other Districts Our Size		Revenue is below 70% of average for selected schools	Revenue is between 70-74% of average for selected schools	Revenue is between 75-79% of average for selected schools <u>2014/15</u> 75%	Revenue is between 80-85% of average for selected schools	Revenue is above 85% of average for selected schools	<u>2015/16</u> Tbd	
D3	Variation of Actual Expenditures vs. Budget Expenditures in General Fund		Greater than 6% variation from established budgets: all schools and departments	+/- 5-6% variation from established budgets: all schools and departments	+/- 3-4% variation from established budgets: all schools and departments <u>2014/15</u> 4%	+/- 2-3% variation from established budgets: all schools and departments	+/- 1-2% variation from established budgets: all schools and departments	<u>2015/16</u> Tbd	

D. Restructuring Resources of Time, Money, People and Facilities

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
D4	Adequacy of Space and Facilities		Actual enrollment in all schools is more than +/- 16% of functional capacity	Actual enrollment in all schools is within +/- 15% of functional capacity	Actual enrollment in all schools is within +/- 10% of functional capacity	Actual enrollment in all schools is within +/- 6% of functional capacity 2014/15 6% 2015/16 6%	Actual enrollment in all schools is within +/- 3% of functional capacity	2015/16 6%	
D5	Quality Maintenance of Facilities and Grounds		Less than 60% of those surveyed are satisfied to highly satisfied with cleanliness 2014/15 tbd	60 - 69 % of buildings and grounds operations and maintenance meet internal standards	70 - 79 % of buildings and grounds operations and maintenance meet internal standards	80 - 90 % of buildings and grounds operations and maintenance meet internal standards	90 + % of buildings and grounds operations and maintenance meet internal standards	2015/16 Tbd	
D6	Maintenance of Fund Balance		15 days	15 - 25 days	25 - 35 days	35 - 45 days	45 days 2014/15 45+ days 2015/16 45+ days	2015/16 45+ days	

E. Purposeful engagement and partnership

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
E1	% of Resident Students Enrolled in the District (Overall)		Less than 70% of in-boundary students attending	70-74 % of in-boundary students attending 2014/15 74%	75-79% of in-boundary students attending	80 - 84 % of in-boundary students attending	Greater than 84% of in-boundary students attending	2015/16 Tbd	
E2	Percentage of parents who feel informed about their child's progress in school and have seen evidence of their child's learning		Less than 50% surveyed are satisfied to highly satisfied	50 - 54% surveyed are satisfied to highly satisfied	55 - 59% surveyed are satisfied to highly satisfied	60 - 64% surveyed are satisfied to highly satisfied	65% + surveyed are satisfied to highly satisfied	2015/16 Tbd	
E3	Percentage of public that trust that the school district utilizes financial resources effectively.		Less than 50% surveyed are satisfied to highly satisfied	50 - 54% surveyed are satisfied to highly satisfied	55 - 59% surveyed are satisfied to highly satisfied	60 - 64% surveyed are satisfied to highly satisfied	65% + surveyed are satisfied to highly satisfied	2015/16 Tbd	

D. Restructuring Resources of Time, Money, People and Facilities

	Measures		Level 1 Intervene (1.0 – 1.9)	Level 2 Concern (2.0 – 2.9)	Level 3 Baseline (3.0 – 3.9)	Level 4 Progress (4.0 – 4.9)	Level 5 Vision (5.0 +)	Score	
E4	Student Utilization of Technology in Learning Opportunities		Less than 75% of students surveyed 7-12 report utilizing technology weekly in school-based and other learning opportunities	75 - 79% of students surveyed 7-12 report utilizing technology weekly in school-based and other learning opportunities	80 - 84% of students surveyed 7-12 report utilizing technology weekly in school-based and other learning opportunities	85 - 89% of students surveyed 7-12 report utilizing technology weekly in school-based and other learning opportunities	90% or more of students surveyed 7-12 report utilizing technology weekly in school-based and other learning opportunities	2015/16 Tbd	

E5	Parent attendance school conferences for grades 7-12. <i>*590 p/t conferences were held at secondary. This is a duplicated count. Need to get unduplicated count to get overall percentage.</i>		Less than 40% attendance	40 - 59% attendance	60 - 69% attendance	60 - 79% attendance	80+% attendance	2015/16 tbd	
E6	Percentage of families and children attending Preschool and ECCE programming.		> 50% of in boundary families and children attend Preschool and > 30% attend ECCE	50 - 59% of in boundary families and children attend Preschool and 30-35% attend ECCE	60 - 69% of in boundary families and children attend Preschool and 35-37% attend ECCE	70 - 79% of in boundary families and children attend Preschool and 38-40% attend ECCE	Greater than 80% of in boundary families and children attend Preschool and < 40% attend ECCE	2015/16 Pre – tbd ECCE – tbd	

E7	Superintendent and School Board Engagement in the Community		Less than 40% involved in organizations or service clubs	40 - 49% involved in organizations or service clubs	50 - 60% involved in organizations or service clubs	61 - 80% involved in organizations or service clubs	More than 80% involved in organizations or service clubs	2015/16 Tbd	
E8	Community Education Enrollments as compared to overall populations		Community Education participation will be 13% of the District-wide population.	Community Education participation will be 14% of the District-wide population.	Community Education participation will be 15% of the District-wide population.	Community Education participation will be 16% of the District-wide population.	Community Education participation will be 17% of the District-wide population.	2015/16 Tbd	
	VisionCard Score								



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IMPROVEMENT PLAN

	District Improvement Plan 2016-17		
Strategic Directive	Learning Work	Implementation Work	Standard Work
Strategic Direction A: <i>Improve Student Learning and Leadership around College , Career and Community Readiness</i>	<p>A1 Increase percentages on Strategic Initiatives A1-9 to address WBWF measures</p> <p>A2 PLC Leaders and teachers trained on data warehouse system to set building, PLC and individual student goals</p>	<p>A1 Ensure that Strategic Initiative A1-9 data are understood by students</p> <p>A2 Principals and PLC leaders trained on data warehouse system</p>	<p>A1 Ensure that Strategic Direction A1-9 data are understood and being implemented by principals and teachers</p> <p>A2 Using data warehouse system with principals & PLC teams to determine building and PLC goals</p>
Strategic Direction B: <i>Aligning Curriculum, Instruction, Assessments, Professional Development and Interventions</i>	<p>B1 District curriculum aligned (PK-12) to address WBWF measures</p> <p>B4 Secondary staff to increase number of courses loaded onto schoology from a minimum of one to two.</p> <p>B3 Identify PK-12 map of technology outcome instruction</p>	<p>B1 Reading Curriculum alignment (PK-Grade 12)</p> <p>B4 Implement secondary staff training on course management system (schoology)</p> <p>B4 Implement training on Bullying Prohibition to staff that regularly interact with students</p> <p>B3 Implement K-12 map of technology instruction</p> <p>B4 Develop exemplary professional development application process</p>	<p>B1 Update and revise curriculum and review cycle through input from PLC teams</p> <p>B1 Curriculum alignment (PK-Grade 12)</p> <p>B4 RTI- Elementary Staff</p> <p>B4 Align professional development directly to Strategic Road Map through building and district goals</p>
Strategic Direction C: <i>Developing Structure, Systems, and Practice for Excellence in Leadership, Teaching and Learning.</i>	<p>C4 Align PLC goals with WBWF Plan and Strategic Goals</p>	<p>C4 Align PLC goals with Strategic Road Map, site and district goals</p>	<p>C5 Ensure understanding of approach ELS for aligning school board, administration, staff, parents and the public to increase learning for all students</p> <p>C1 teacher evaluation process</p> <p>C6 principal evaluation process</p>

Strategic Directive	Learning Work	Implementation Work	Standard Work
Strategic Direction D: <i>Restructuring resources of time, money, people and facilities</i>	<p>D2 1:1 iPads (stay in classroom) in grade 6 add chrome book mobile cart for PK-5</p> <p>D1 Identify energy savings measures and utilize Long Term Maintenance funds to make energy savings improvements which ultimately will provide more funds for classroom.</p> <p>D5 Provide training and monitoring on operations and usage of new building systems and equipment.</p>	<p>D2 1:1 iPads (stay in classroom) in grade 6 And chrome book mobile cart for PK-5</p>	<p>D2 Continue to implement 1:1 iPads in grades 7-12 and mobile iPad technology in grades PK-5</p> <p>D2 Review Digital Technology Usage Family Handbook and Insurance coverage guidelines for 2016-17 technology implementation</p>
Strategic Direction E: <i>Purposeful engagement and partnership of parents, families, and all communities to better meet identified needs.</i>	<p>E2 Survey parents to determine percentage who feel informed about their child's progress in school.</p>	<p>E7 Communicate regularly with key communicators throughout the district about the project</p>	<p>E7 Continue Working with K/A, Healy Bender and ISG to finalize and closeout project complete with warranties and operating manuals and complete information</p>