Clear goals and transparent accountability:
A public campaign for school improvement

MASA Fall Conference
Tuesday September 29th, 2009

CELEBRATING 150 YEARS OF EXCELLENCE: 1859-2009
West St. Paul-Mendota Heights-Eagan Area Schools
PROUD PAST. BOLD FUTURE.
School District 197
West St. Paul-Mendota Heights-Eagan

Also serving the communities of Lilydale, Mendota, Sunfish Lake and Inver Grove Heights
Enrollment Trends
Ethnicity Trends
Independent School District 197
West St. Paul, Mendota Heights, Eagan

2007-08 Calendar
Featuring Opportunities for Greatness

See center pull-out for 2007-08 district information (including application for free or reduced-price lunch)
* Only 13% of District households have K-12 public school students
A Federal Blue Ribbon School!

Mendota Elementary School received this honor last fall – one of only nine schools in Minnesota!
Henry Sibley High School: Preparing students for college

ACT Results
District 197
- Composite 23.5
- English 22.5
- Math 23.9
- Reading 24.1
- Science 23.1

ACT Results
Minnesota
- Composite 22.5
- English 21.8
- Math 22.5
- Reading 22.8
- Science 22.5
ALMAS: A program for Latinos

- Henry Sibley Latino drop-out rate: less than 10%
- Minnesota Latino drop-out rate: 39%
- U.S. Latino drop-out rate: 50%

*Photo: Kassandra De La Cruz, winner of the Dakota County Public Health Achievement Award for her anti-tobacco outreach work with ALMAS.*
Building for the future

- Bonds are for buildings.
- Levies are for learning.
The 2007-08 Budget: $1.6 million cut

- $1 million from schools
- $600,000 from Central Services
- 17 teachers
- 5.5 secretaries
- 2.5 paras
- Bus fees
Most budget cuts have to come from the top box.
Why levy money is needed

- Our current levy is expiring.
- Levies are one way our legislature has chosen to fund education.
- Unfunded government mandates stress our resources.
- Increasing costs take a heavy toll on our budget.
Two Questions for Voters

- Replace the expiring levy with the amount needed to maintain current class sizes and programs through 2008-09
  - $805.68
  - Effective 2008

- Approve additional amount to maintain current class sizes and programs beyond 2008-09
  - $307.89
  - Effective 2009
Educational Beliefs

1. Schools should be without holes.

2. Schools should spend just as much time helping students develop their strengths as overcome their weaknesses.

3. Every student deserves to be part of something great.

Change Realities

1. If this was easy, a develop a plan and carry it out process, than these outcomes would be universal. Δ

2. Schools are more a reflection of their community than the other way around.
FOUR NEW GOALS for the next FOUR YEARS (2008-12)

Defining and measuring success in a rapidly changing world
The four new goals

• TESTING
  Measurable achievement for every student and subgroup

• EXCELLENCE
  Acceleration of widespread excellence and individual strength development

• STEWARDSHIP
  Focused, transparent stewardship of resources

• CLIMATE
  Positive, respectful learning climate
Campaign for School Improvement

Key Groups
• City Councils (Televised)
• Chamber (40+ Leaders)
• Senior Citizen Centers
• Rotary
• Kiwanis
• Commercial Club
• Churches
• PTA’s (8)
• Private School Boards
• All Staff Meetings (8)
• Blue Ribbon Panel!

Key Communications
• Articles (Web & Print)
• Podcasts
• Newsletters (Dist & Sch)
• List Serves
• Community Forums
• School Events
• District Calendar
• Web Site!

Budget Process
Twitter
The “top 10” in-demand jobs in 2010 will not have existed in 2004.

Alice Seagren
Appointed MN Commissioner of Education
by Gov. Pawlenty
How will we MEASURE success?
What data will be used? Stay tuned …
Goal #1: TESTING
Measurable achievement for every student and subgroup
What about students who struggle to achieve proficiency on these tests?
Other learning-style models that can lead to successful lives

Linguistic: T.S. Eliot

Musical: Igor Stravinsky

Visual-Spatial: Pablo Picasso

Mathematical: Albert Einstein

Intrapersonal: Sigmund Freud

Bodily-Kinesthetic: Martha Graham

Interpersonal: Mahatma Gandhi
Left Brain, Right Brain
Another way of looking at learning styles
CQ + PQ > IQ
How will we measure excellence?
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How will we measure excellence?
Goal #2: EXCELLENCE
Strategies for success
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Strategies for success
Goal #2: EXCELLENCE

Strategies for success
Goal #3: STEWARDSHIP

Focused, transparent stewardship of resources
Goal #3: STEWARDSHIP

How will we measure success?
Goal #3: STEWARDSHIP
Strategies for success
Goal #4: CLIMATE

Positive, respectful learning climate

- Students are excited about learning
- Employees want to work here
- Parents see themselves as partners
- Community members feel supportive and proud of their public schools
Goal #4: CLIMATE

How will we measure success?
Goal #4: CLIMATE

How will we measure success?
For more information, visit our goals website at

www.isd197.org

(coming soon)
Campaign #2

Fall, 2008
Looking back at where we’ve been … and where we’re headed

Dakota-Scott Workforce Investment Board
Friday September 19th, 2008
Proud Past: 2007-08

A year of changes, a tradition of success

- **Digital Learning** -
  - 1,000 new Apple computers, including laptops for teachers
  - Wireless network spanning entire district, putting online resources in every classroom.

- **School Choice** -
  - Opening of Garlough Environmental Magnet School in partnership with Dodge Nature Center
  - Opening of new Alternative Learning Center

- **Increased Focus on Individual Student Needs** -
  - Free after-school programs for struggling students
  - Low-cost enrichment programs for all students
  - New school hours better suited to student needs
Looking ahead

Renewing our commitment to excellence by every staff, for every student

• District Mission
  *Provide a supportive and challenging learning environment that assures lifelong success and high achievement for all community learners*

• District Vision
  *A commitment to excellence providing a variety of learning opportunities for all students; best practice programming and instruction; resources to support exemplary offerings; a welcoming environment that embraces diversity.*

• District Values
  *A highly qualified and compassionate staff; life-long learning; data-driven decisions; transparency in operations and communication; global perspectives; collaboration and innovation.*
What does the future hold?

We are preparing students for a world we cannot even imagine today.

- For the first time in history, the old will outnumber the young and majorities will become minorities.
- Social and intellectual capital will become economic drivers, intensifying competition for well educated people.
- Standards and high stakes tests will fuel a demand for personalization in an education system increasingly committed to lifelong human development.
- Continuous improvement and collaboration will replace quick fixes and defense of the status quo.
- Technology will increase the speed of communication and the pace of advancement or decline.
- Pressure will grow for society to prepare people for jobs and careers that may not currently exist.
Why a strategic roadmap?

Must continue to focus on the future to ensure our students are prepared for an ever-changing world.

- **Student Focus**
  
  *A roadmap helps keep our focus on what is best for kids and what they need to be successful.*

- **Accountability**
  
  *A roadmap holds ourselves accountable to our students, staff, families, and community.*

- **Maximization of resources**
  
  *Limited financial resources mean we must be smart about how we spend taxpayer money to ensure maximum results.*
District Goals (2008-2012)

Our roadmap to ensure individual excellence and universal achievement

• Academic Achievement
  We will be a district that demonstrates measurable achievement for each and every student.

• Excellence
  We will be a district that helps all students develop their individual strengths and prepares them to be productive members of society.

• Stewardship
  We will be a district that is committed to fiscal responsibility and transparent stewardship of its resources.

• Climate
  We will be a district that provides a safe, welcoming and respectful learning climate for all students, staff and community.

• Partnership
  Engaged and committed partnership around the District Vision between parents, students, public, staff, administration and School Board
**Academic Achievement**

We will be a district that demonstrates measurable achievement for each and every student.

<table>
<thead>
<tr>
<th>Data Source</th>
<th>Baseline</th>
<th>2012 Target/Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCA-IIs</td>
<td>98%</td>
<td>District proficiency rates will be above 102% of state average</td>
</tr>
<tr>
<td>MAC-II Achievement Gap</td>
<td>70%</td>
<td>Ethnic subgroups will achieve 90% of the district proficiency average</td>
</tr>
<tr>
<td>MAP individual growth Reading</td>
<td>58.8%</td>
<td>Greater than 70% of students will meet or exceed growth targets</td>
</tr>
<tr>
<td>(fall-spring)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAP individual Math (fall-spring)</td>
<td>65.5%</td>
<td>Greater than 75% of students will meet or exceed growth targets</td>
</tr>
</tbody>
</table>
Academic Achievement

We’re already making progress …

- 100% of students in Faye Dragich’s 3rd grade class at Pilot Knob met or exceeded their individual MAP growth targets last year!
We will be a district that helps all students develop their individual strengths and prepares them to be productive members of society.

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<tr>
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<tbody>
<tr>
<td>Personalized Learning Plans (PLP)</td>
<td>TBD</td>
<td>100% of students will have PLPs</td>
</tr>
<tr>
<td>Volunteer Service</td>
<td>TBD</td>
<td>Greater than 75% participation with student demographics represented</td>
</tr>
<tr>
<td>Co-Curricular Participation</td>
<td>TBD</td>
<td>Greater than 75% participation with student demographics represented</td>
</tr>
<tr>
<td>College-level Course Participation</td>
<td>TBD</td>
<td>Greater than 75% participation with student demographics represented</td>
</tr>
</tbody>
</table>
Excellence

We’re already making progress …

- 100% of students in two AP courses earned a passing score (and thus college credit) on their AP exams!
  - AP Physics - Peter Bohacek
  - AP Calculus - Erik Kluznik
We will be a district that is committed to fiscal responsibility and transparent stewardship of its resources.

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<tr>
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<tr>
<td>K-12 Enrollment</td>
<td>TBD</td>
<td>A 2% increase in total resident students adjusted for demographic changes</td>
</tr>
<tr>
<td>Unreserved Fund Balance</td>
<td>.07% (projected)</td>
<td>Increase fund balance to 2% of operating costs</td>
</tr>
<tr>
<td>Grants and Partnerships</td>
<td>TBD</td>
<td>Increase the number of grants and partnerships by 25%</td>
</tr>
<tr>
<td>Transportation Costs</td>
<td>$479,600</td>
<td>Reduce the gap in state transportation funding versus expenditures by 20%</td>
</tr>
</tbody>
</table>
Stewardship

We’re already making progress …

We’ve completed the construction projects at all district sites. And, they came in ahead of schedule and under budget!
Stewardship

We’re already making progress …

- **Kindness Project - $1.2 million federal grant allows for the staffing of counselors at each elementary building.**
  - Three year grant
  - One of only two districts in the state (1 of 57 in nation) to receive the grant.
We will be a district that provides a safe, welcoming and respectful learning climate for all students, staff and community.

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<tr>
<th>Data Source</th>
<th>Baseline</th>
<th>2012 Target/Objectives</th>
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<tr>
<td>Student Climate Survey (grades 5-12)</td>
<td>54%</td>
<td>75% of students report bullying is not a problem</td>
</tr>
<tr>
<td>Student Attendance</td>
<td>64%</td>
<td>90% of students will attend school 95% of the time</td>
</tr>
<tr>
<td>Staff Diversity</td>
<td>Cert - 14</td>
<td>The number of multi-cultural staff will increase (certified - at least 10; non-certified - at least 15) over baseline</td>
</tr>
<tr>
<td></td>
<td>Noncert - 26</td>
<td></td>
</tr>
<tr>
<td>Professional Development</td>
<td>TBD</td>
<td>90% of non-certified staff will have participated in at least one professional development activity aligned with district goals.</td>
</tr>
</tbody>
</table>
ORDINARY PEOPLE DOING EXTRAORDINARY THINGS
Results
“One Small School District”

Capacity to Change
2007-2009

Started an ALC (Alternative Learning Program)
Began Targeted Service in 7 Schools
Kindness Project in 5 Schools
GEMS (Garlough Environmental Magnet School)
Adopted Strategic Roadmap, Scorecards, and Governance Policies
Complete Change of Start and End Times for Every School

“Universal” Application of (District Way):
PC to Mac & Anytime/Anywhere Access - 2X capacity/10X expectation
District Adopted Curriculum
Differentiation
Data Directed Decision-Making
ATPPS and AYP Plans
PLC, CGI, RTI, PLP

Sparks!
63% At least somewhat familiar - (“Unusually High”)

51% Agree that during the last couple of years, the District Administration and Board have spend money effectively and efficiently -(“11% Higher than State Average”)

By a 55% - 22% margin, residents agree they are satisfied with District’s decision-making process of adopting new policies and making financial judgments - (“The 5 to 2 Margin is well above the Metro Area Suburban Norm”)

By a very solid 61% - 12% margin, residents agree “District 197 is held accountable enough for the quality of education provided to their students.”
By a high 68%-16% margin, residents agree “District 197 does a good job of communicating important issues and decisions to the residents of this area.”

By a 74%-7% margin, residents agree “I am proud of District 197 Public Schools and would recommend them to friends.” The ten-to-one ratio is among the highest in the Metropolitan Area.

And, by a stunning 80%-8% margin, residents agree “Our community receives a good value from its investment in local public schools.”
Targeted Services Offerings

Targeted Services 2008 to 2009
# of Kids Served
* complete numbers for 2009 not yet

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle School</td>
<td>259</td>
<td>481</td>
</tr>
<tr>
<td>Elementary</td>
<td>127</td>
<td>181</td>
</tr>
<tr>
<td>Total</td>
<td>386</td>
<td>662</td>
</tr>
</tbody>
</table>
Targeted Services Offerings

Targeted Services 2008 to 2009
# of Hours Served
* complete 2009 numbers not yet received

<table>
<thead>
<tr>
<th></th>
<th>Membership Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>4048</td>
</tr>
<tr>
<td>2009</td>
<td>7332</td>
</tr>
<tr>
<td>Elementary</td>
<td>23895</td>
</tr>
<tr>
<td>Middle School</td>
<td>51175</td>
</tr>
</tbody>
</table>
Grade 4 Reading Trend by Building

<table>
<thead>
<tr>
<th></th>
<th>Garlough</th>
<th>Moreland</th>
<th>Pilot Knob</th>
<th>District</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>38.9</td>
<td>59.6</td>
<td>74.2</td>
<td>68.7</td>
<td>72.2</td>
</tr>
<tr>
<td>2008</td>
<td>50.1</td>
<td>49.1</td>
<td>59</td>
<td>67.4</td>
<td>72.2</td>
</tr>
<tr>
<td>2009</td>
<td>67.3</td>
<td>72.3</td>
<td>83.3</td>
<td>81.3</td>
<td>74.5</td>
</tr>
</tbody>
</table>
Strength Finders & Spark

• Develop human potential in adults and youth by identifying and building upon individual strengths and passions

What’s Next?
For more information, visit our goals us at

www.isd197.org
## District Strategic Roadmap

**Independent School District 197**  
**Strategic Roadmap DRAFT**  
**December 15, 2008**

### Mission Statement  
**Our Core Purpose**  
ISD 197 exists to be the public learning institution in the West Saint Paul – Mendota Heights - Eagan area providing a challenging and supportive learning environment assuring lifelong success and high achievement for all learners.

### Core Values  
**What Drives Our Words and Actions**

- **Accountability:** upholding a commitment to achieving goals, measurable results and transparent communication
- **Compassion:** engaging with others in ways that show awareness of and honor their gifts, talents and lives
- **Equity:** providing all students with equitable access to our educational resources and opportunities
- **Excellence:** striving for the highest standards with continuous improvement in what we do and how we do it.
- **Lifelong Learning:** instilling a desire and passion for learning and development across our entire lives
- **Partnership:** engaging in our relationships and shared work with trust, competence, transparency and interdependency while fulfilling our unique roles
- **Respect:** demonstrating high regard to ourselves, others and the world through our thoughts and actions

### Vision  
**What We Intend to Create**

ISD 197 will put students first by:

1. **Providing** academic, co-curricular, and personal success through exemplary and comprehensive program and services
2. **Providing** robust and rigorous curriculum and instruction based on current research and best practices
3. **Assuring** a safe, welcoming and respectful learning and working climate for all students, staff and community members
4. **Accepting**, integrating and celebrating our diverse community and the needs of our learners
5. **Managing** effective and efficient staffing, facilities, technology, and financial resources
6. **Being** the leading choice for lifelong education in the area based on performance, trust, leadership and partnership

### Strategic Directions  
**Focus of Resources in the Next 18 months**

- **Increasing** measurable achievement for every student and student group
- **Finding** and nurturing the “spark” in each student that will lead to personal success
- **Focused, transparent** stewardship of resources
- **Positive** and respectful learning and working environment
- **Engaged** and committed partnership around the District Vision between parents, students, staff, administration, public and School Board