



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

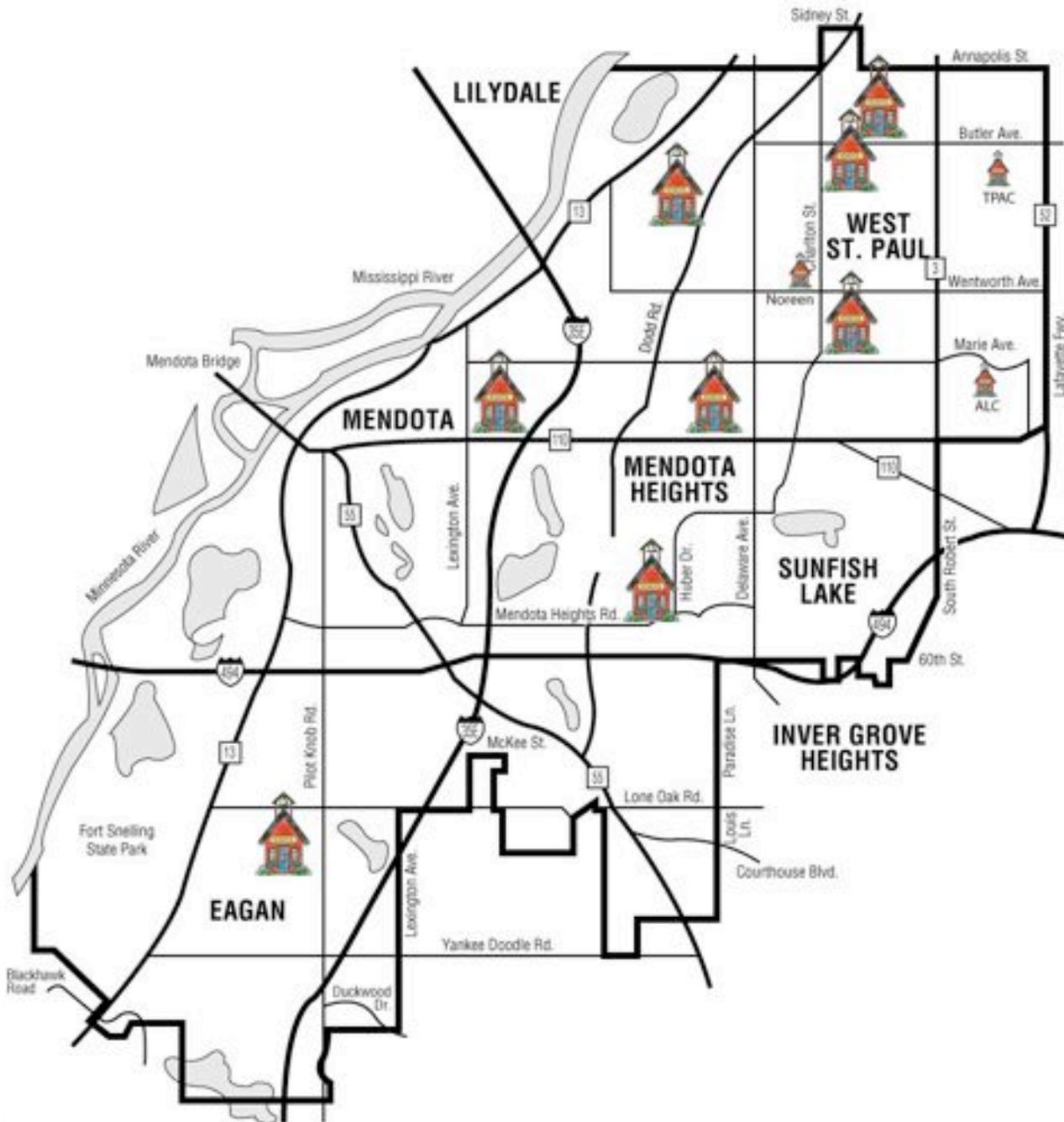
PROUD PAST. BOLD FUTURE.

School District 197

West St. Paul-Mendota Heights-Eagan

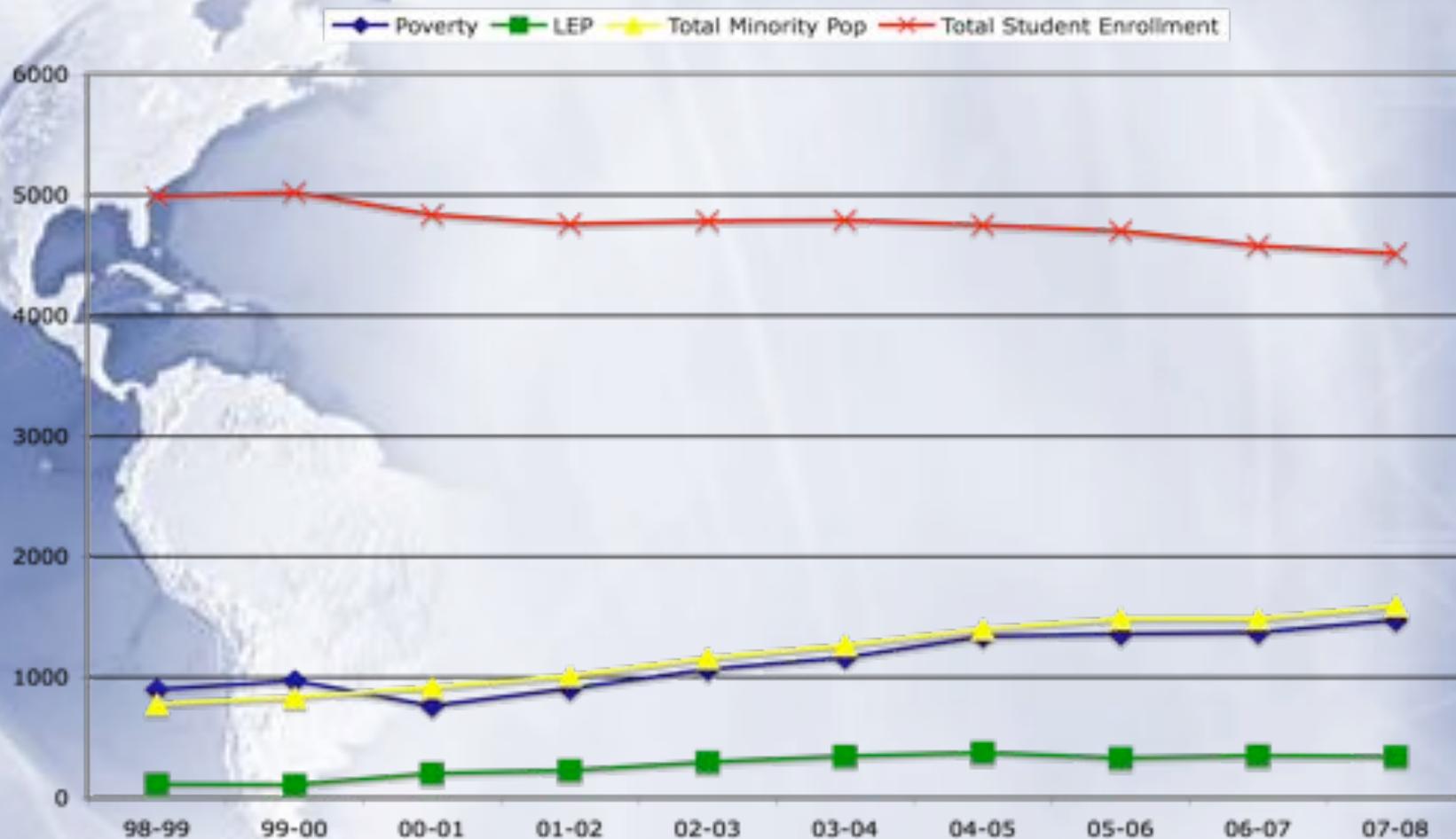


Also serving the communities of
Lilydale, Mendota, Sunfish Lake
and Inver Grove Heights



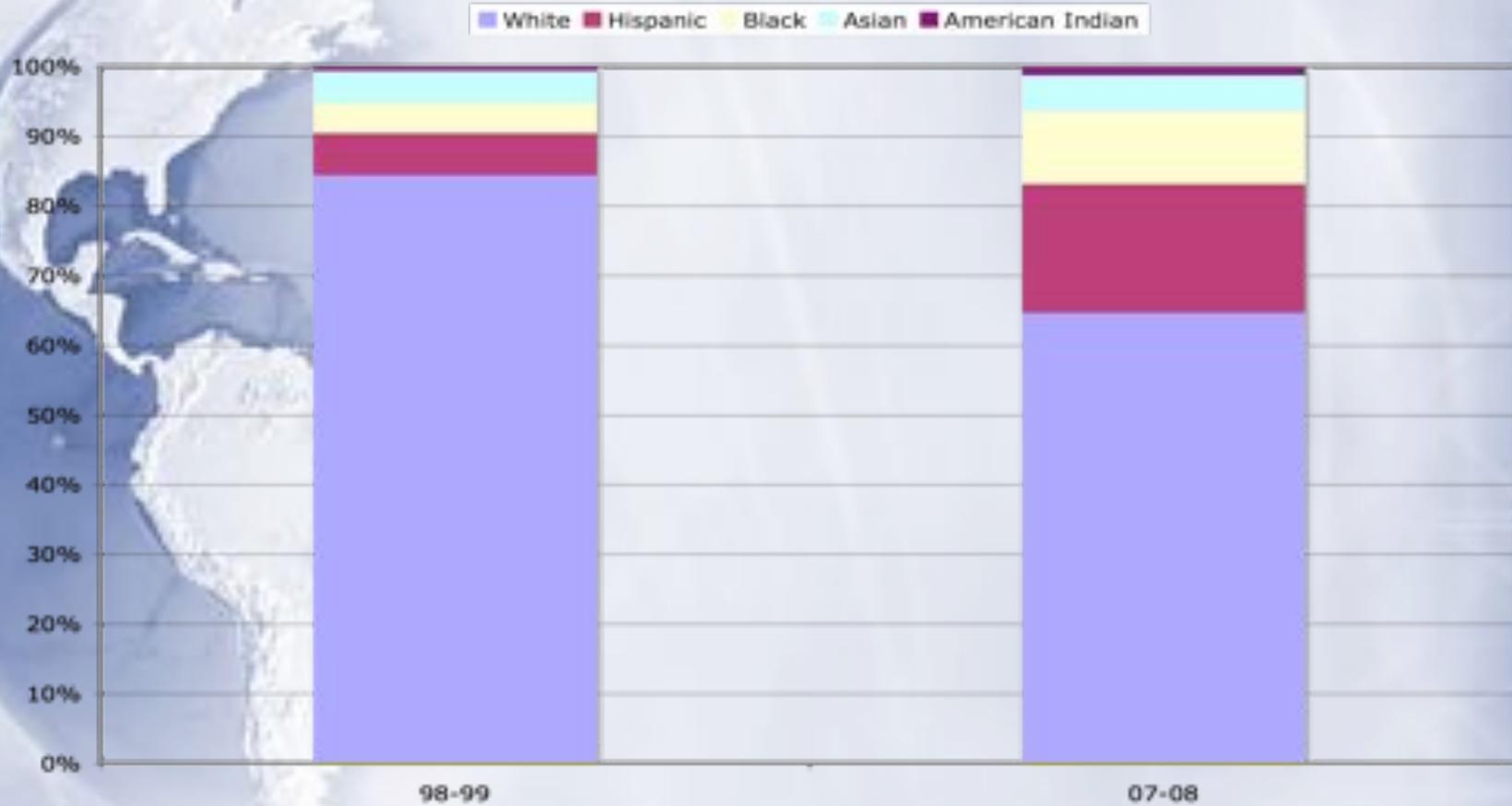
Enrollment Trends

Enrollment Trends (98-99 to 08-09)



Ethnicity Trends

Ethnicity Trend (98-99 to 08-09)



Independent School District 197

West St. Paul, Mendota Heights, Eagan



2007-08 Calendar

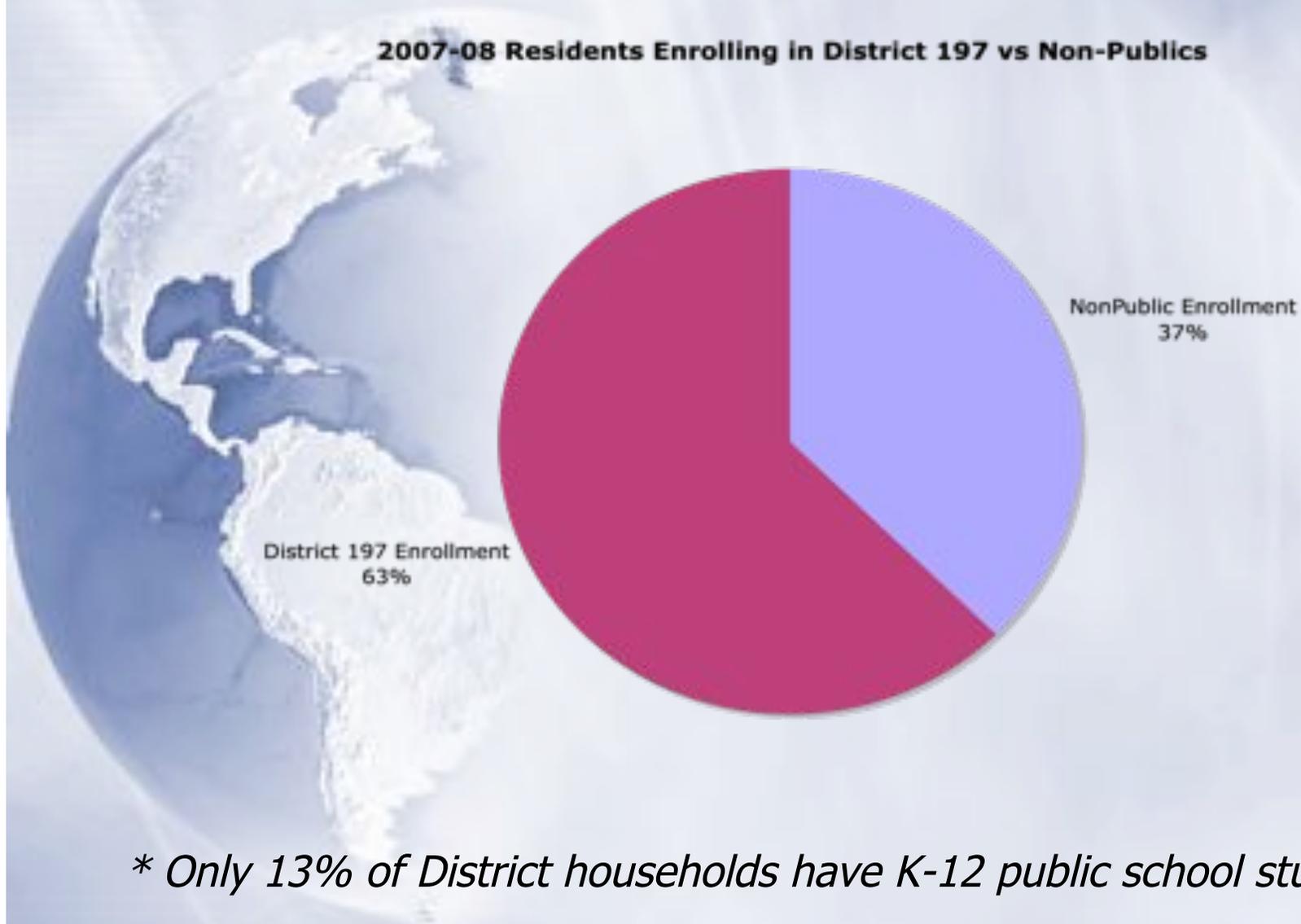
Featuring Opportunities for Greatness



See center pull-out for 2007-08 district information
(including application for free or reduced-price lunch)

Market Share

2007-08 Residents Enrolling in District 197 vs Non-Publics

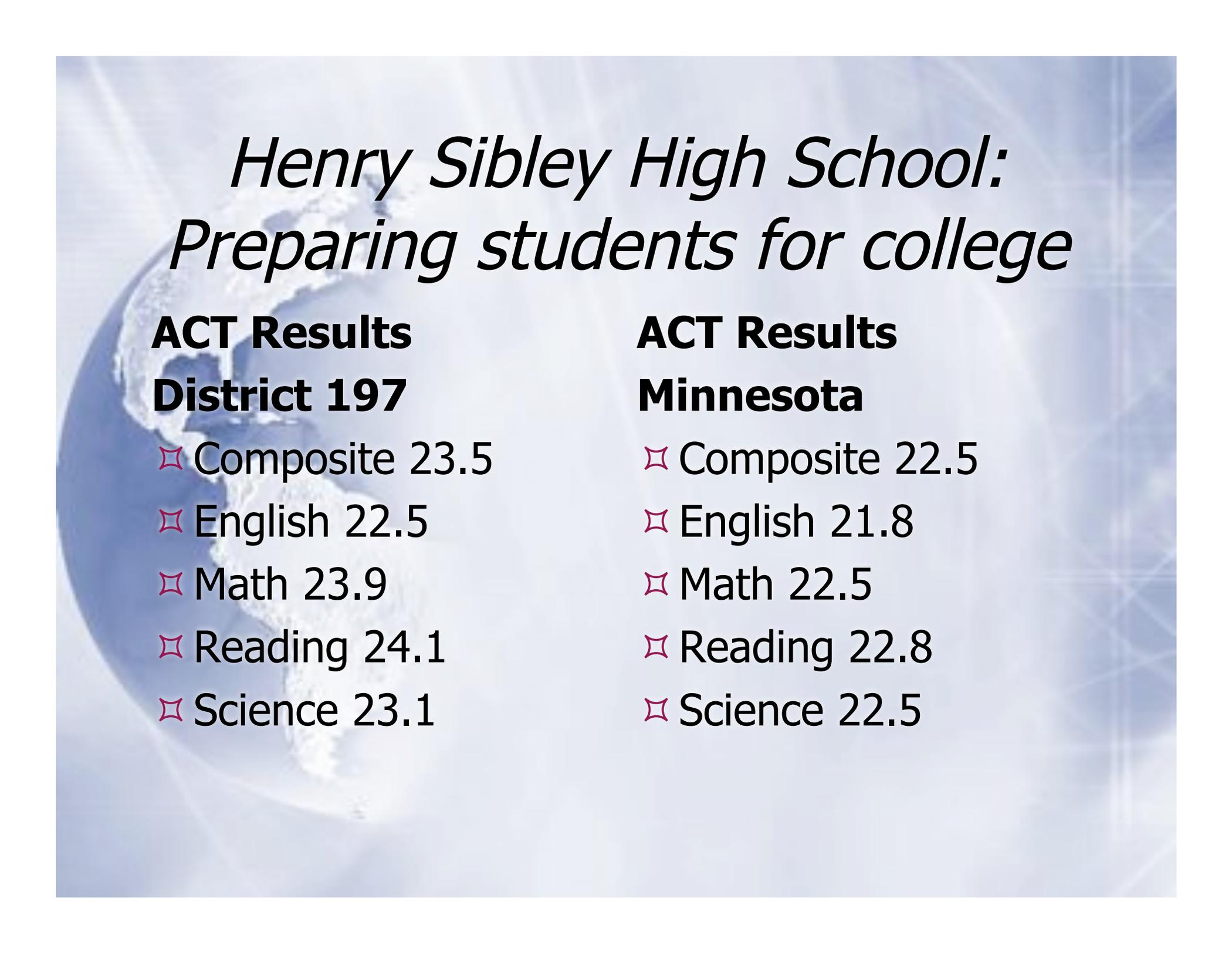


** Only 13% of District households have K-12 public school students*

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

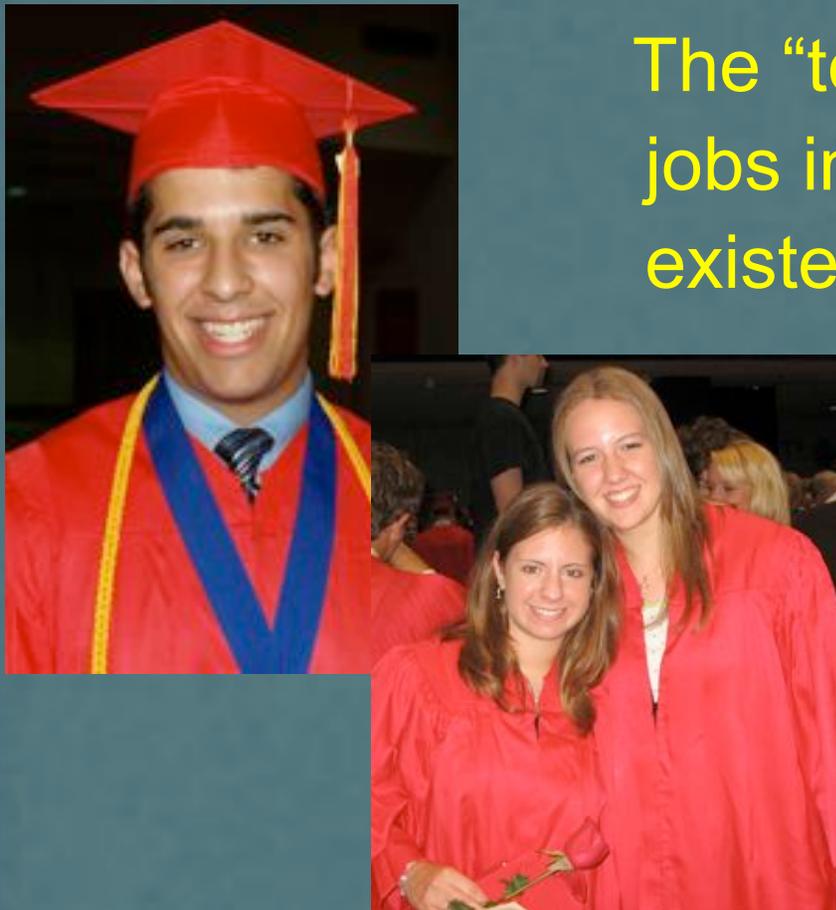


School District 197
West St. Paul
Mendota Heights
Eagan Area Schools





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



*Alice Seagren
Appointed MN
Commissioner of Education
by Gov. Pawlenty*

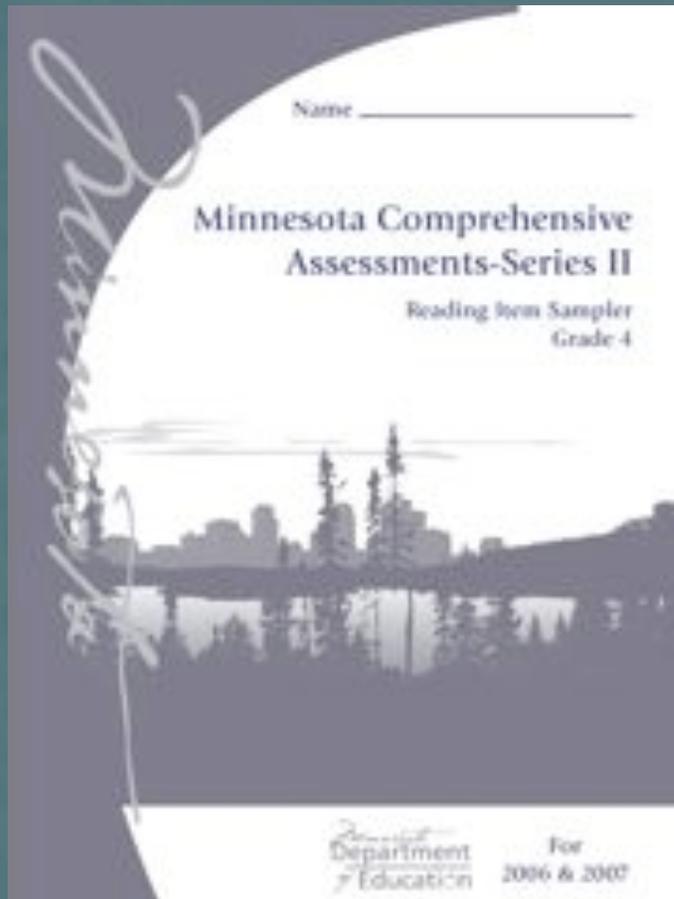
A FOUR-YEAR PLAN (2008-12)



- How will we MEASURE success?
- What data will be used? Stay tuned ...

Goal #1: TESTING

Measurable achievement for every student and subgroup



2

21. What does the poet say she could do on a visit to the field?

- A. Run in the sun
- B. Watch the sky
- C. Pick dandelions
- D. Look for eggs

22. From information in this poem, you can tell that the poet likes to

- A. sleep outside at night.
- B. hike through the woods.
- C. read books outside in the sun.
- D. watch the things around her.

23. The poet included lines 13–16 mostly to show that she

- A. wishes she could stay home.
- B. enjoys lying in the field.
- C. likes to watch butterflies.
- D. knows the sky is cloudy.

24. In lines 1–4, which lines rhyme?

- A. First and second line
- B. First and third line
- C. Second and third line
- D. Second and fourth line

22

Go on to the next page. →



**What about students who
struggle to achieve proficiency
on these tests?**





Other learning-style models that can lead to successful lives



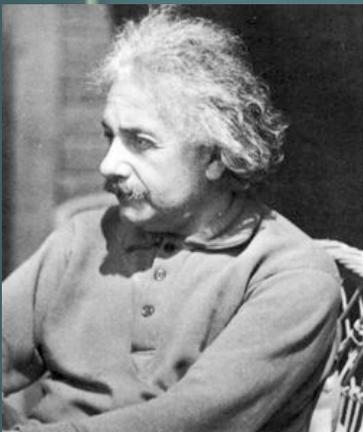
Linguistic: T.S. Eliot



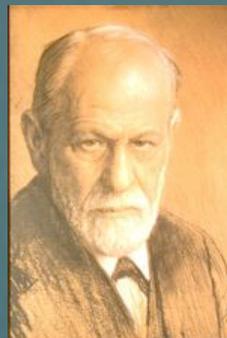
Musical: Igor Stravinsky



Visual-Spatial: Pablo Picasso



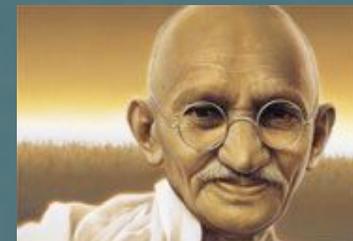
Mathematical:
Albert Einstein



Intrapersonal:
Sigmund Freud



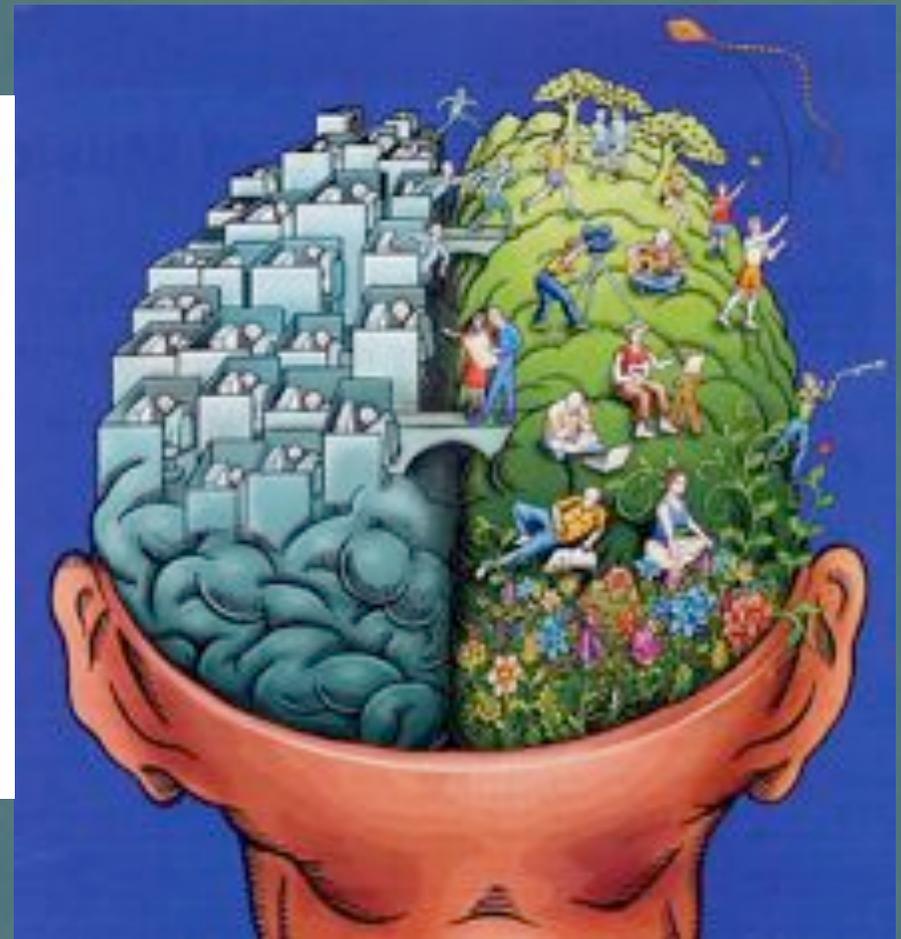
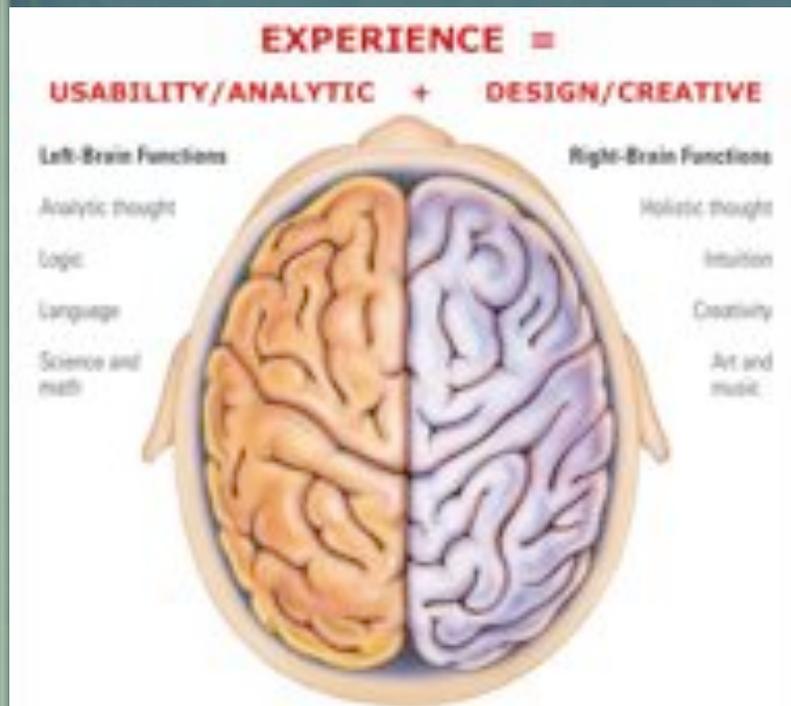
Bodily-Kinesthetic:
Martha Graham



Interpersonal:
Mahatma Gandhi

Left Brain, Right Brain

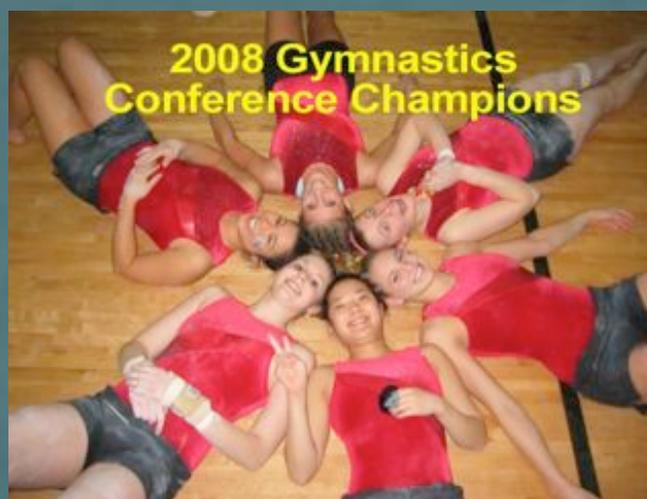
Another way of looking at learning styles



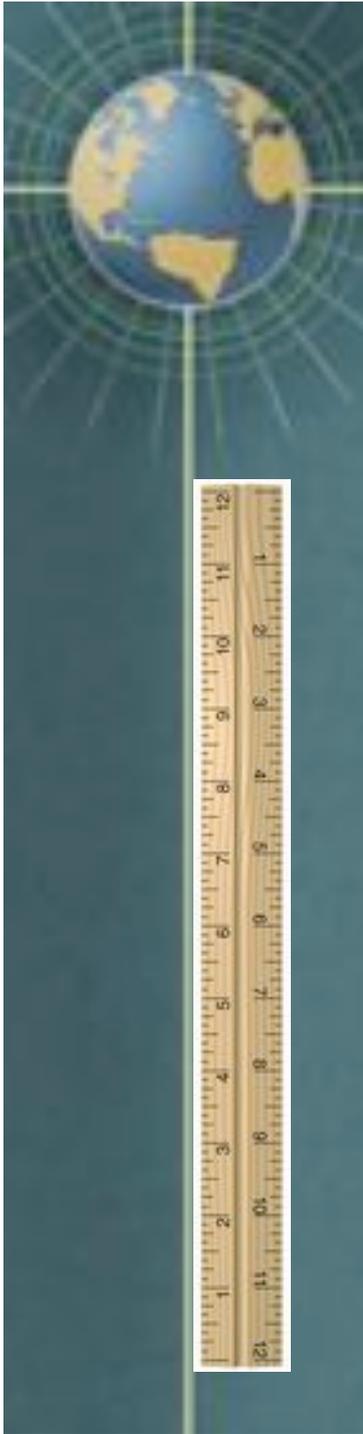
CQ + PQ > IQ



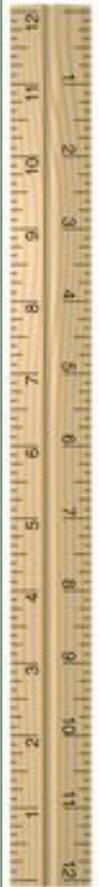
How will we measure excellence?



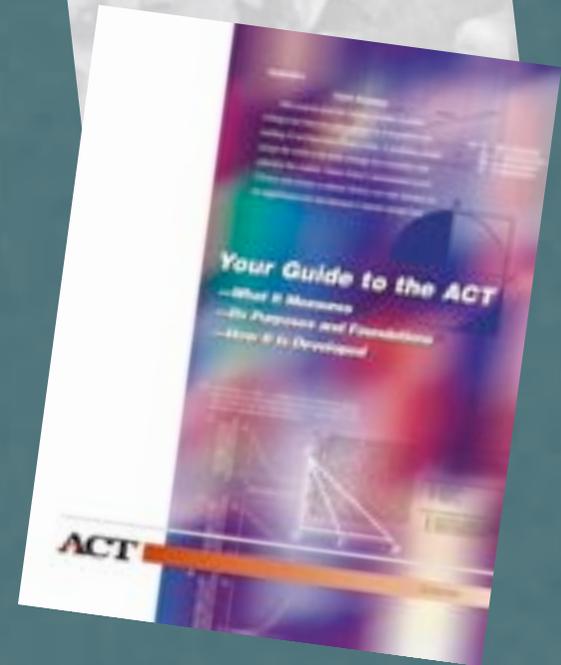
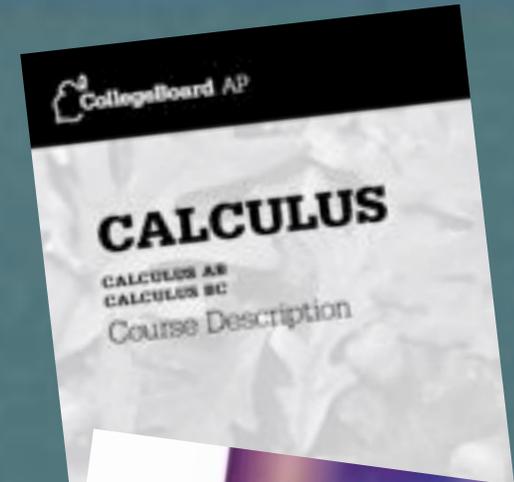
How will we measure excellence?



How will we measure excellence?



How will we measure excellence?



How will we measure excellence?



Goal #2: EXCELLENCE

Strategies for success



Goal #2: EXCELLENCE

Strategies for success



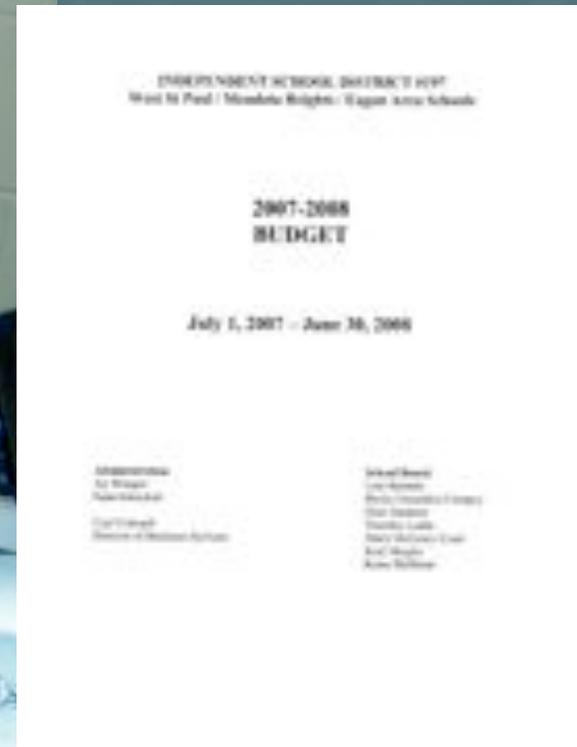
Goal #2: EXCELLENCE

Strategies for success



Goal #3: STEWARDSHIP

Focused, transparent stewardship
of resources



Goal #3: STEWARDSHIP

How will we measure success?



Elementary and Secondary School Counseling Program Grant Competition

(2012-2013)

Information and Application Procedures for Fiscal Year 2013
OMB No. 1820-0007 | Department No. 1820-0007

Application Deadline: January 28, 2013



Departmental Budget Information
Pages 20-22

U.S. Department of Education

Office of Safe and Drug-Free Schools

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?



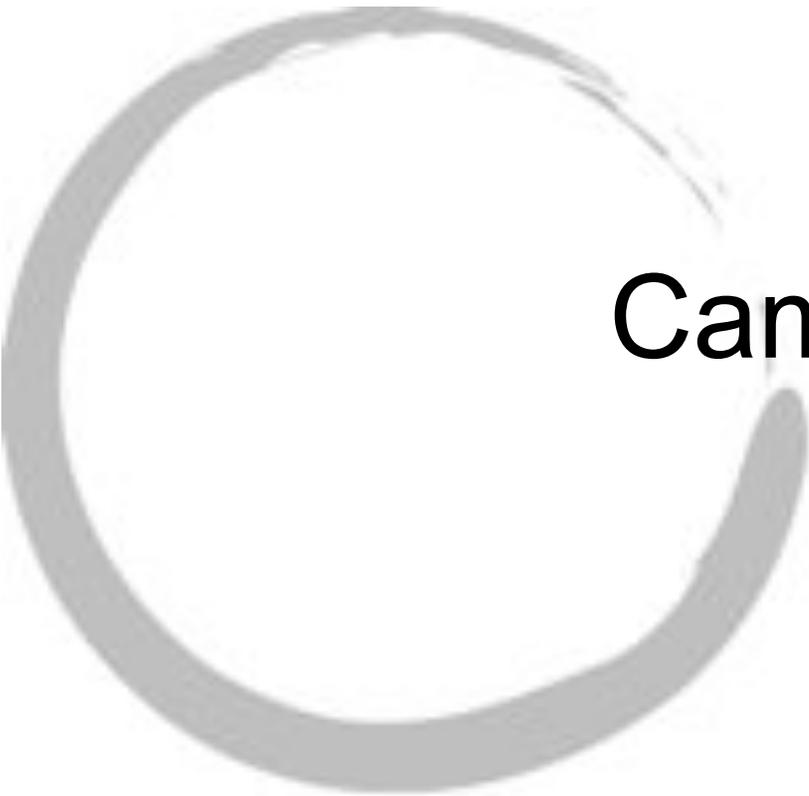


For more information,
visit our goals website
at

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.

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

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!

EXCELLENCE

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

<u><i>Data Source</i></u>	<u><i>Baseline</i></u>	<u><i>2012 Target/Objectives</i></u>
Personalized Learning Plans (PLP)	TBD	100% of students will have PLPs
Volunteer Service	TBD	Greater than 75% participation with student demographics represented
Co-Curricular Participation	TBD	Greater than 75% participation with student demographics represented
College-level Course Participation	TBD	Greater than 75% participation with student demographics represented

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

STEWARDSHIP

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

<u><i>Data Source</i></u>	<u><i>Baseline</i></u>	<u><i>2012 Target/Objectives</i></u>
K-12 Enrollment	TBD	A 2% increase in total resident students adjusted for demographic changes
Unreserved Fund Balance	.07% <i>(projected)</i>	Increase fund balance to 2% of operating costs
Grants and Partnerships	TBD	Increase the number of grants and partnerships by 25%
Transportation Costs	\$479,600	Reduce the gap in state transportation funding versus expenditures by 20%

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.**

CLIMATE

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

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

ORDINARY PEOPLE DOING *Extraordinary*



THINGS



Results



Capacity to Change 2007-2009

"One Small School District"

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!



Community Survey, February 2009

Dr. Bill Morris, Decision Resources

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.”

Community Survey, February 2009

Dr. Bill Morris, Decision Resources

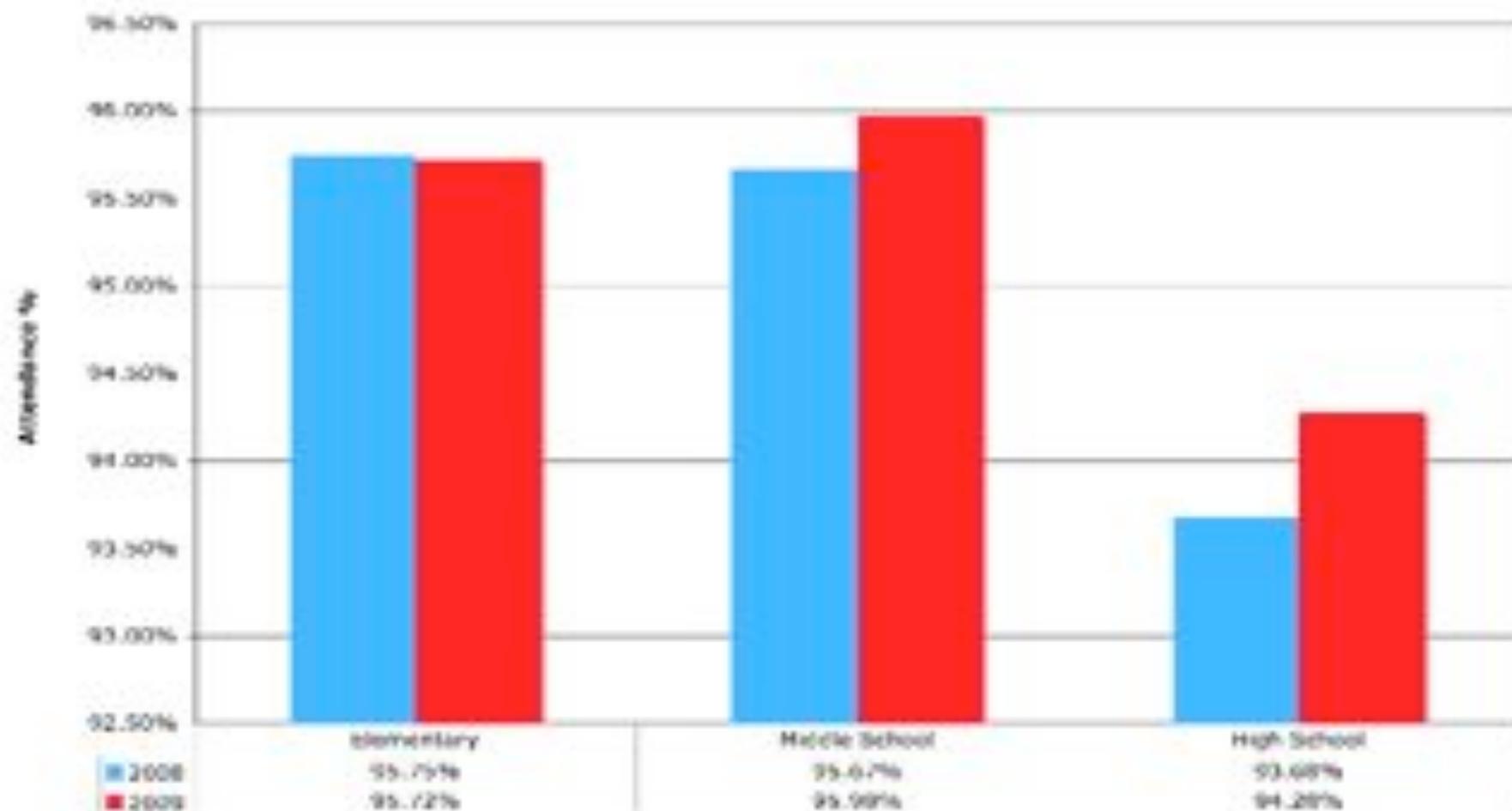
By a high 68%-16% margin, residents agree “District 197 does a good job of communicating important issues and decisions to the residents of this area.”

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.”

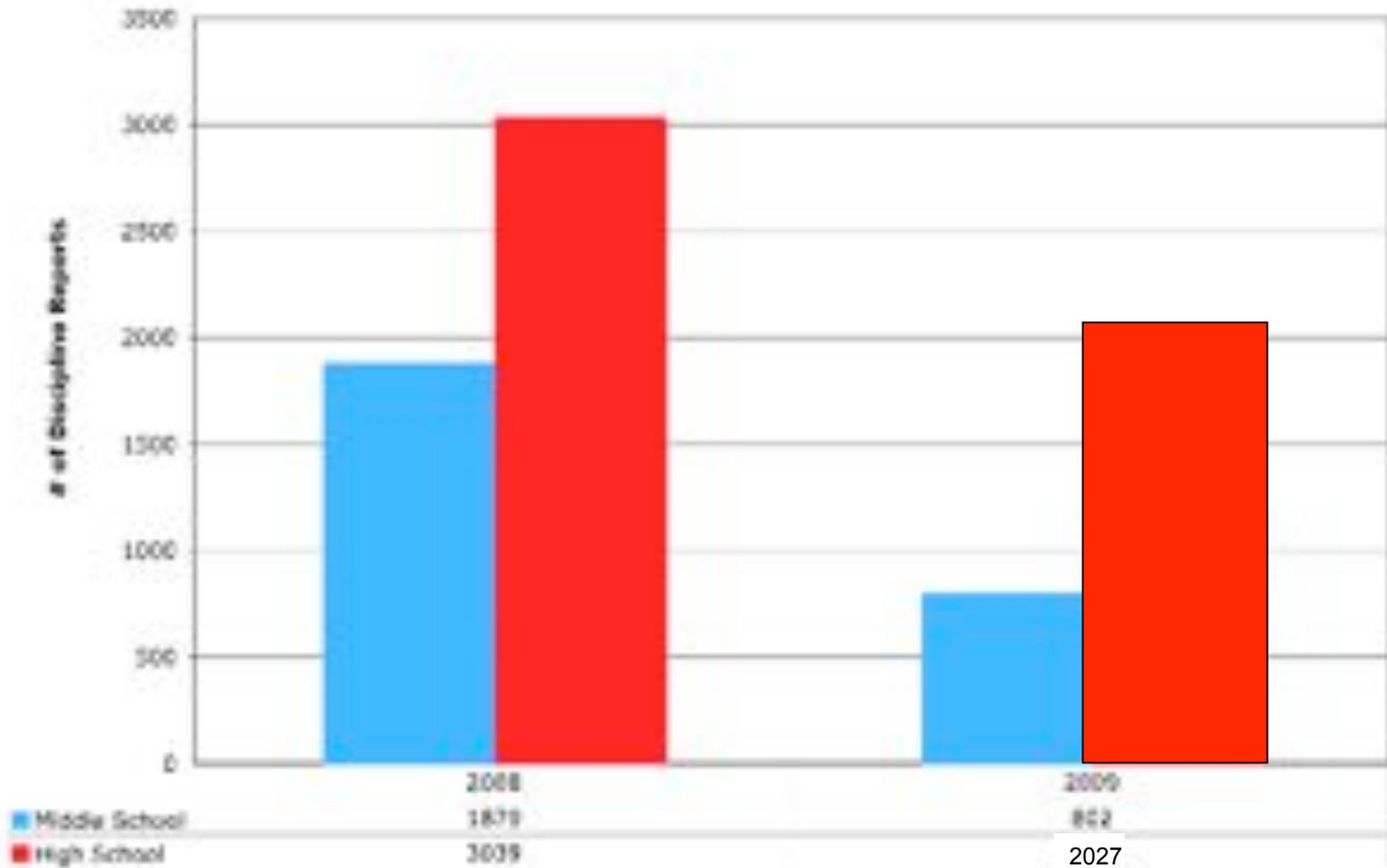
Average Attendance

Attendance 2008 to 2009



Student Discipline

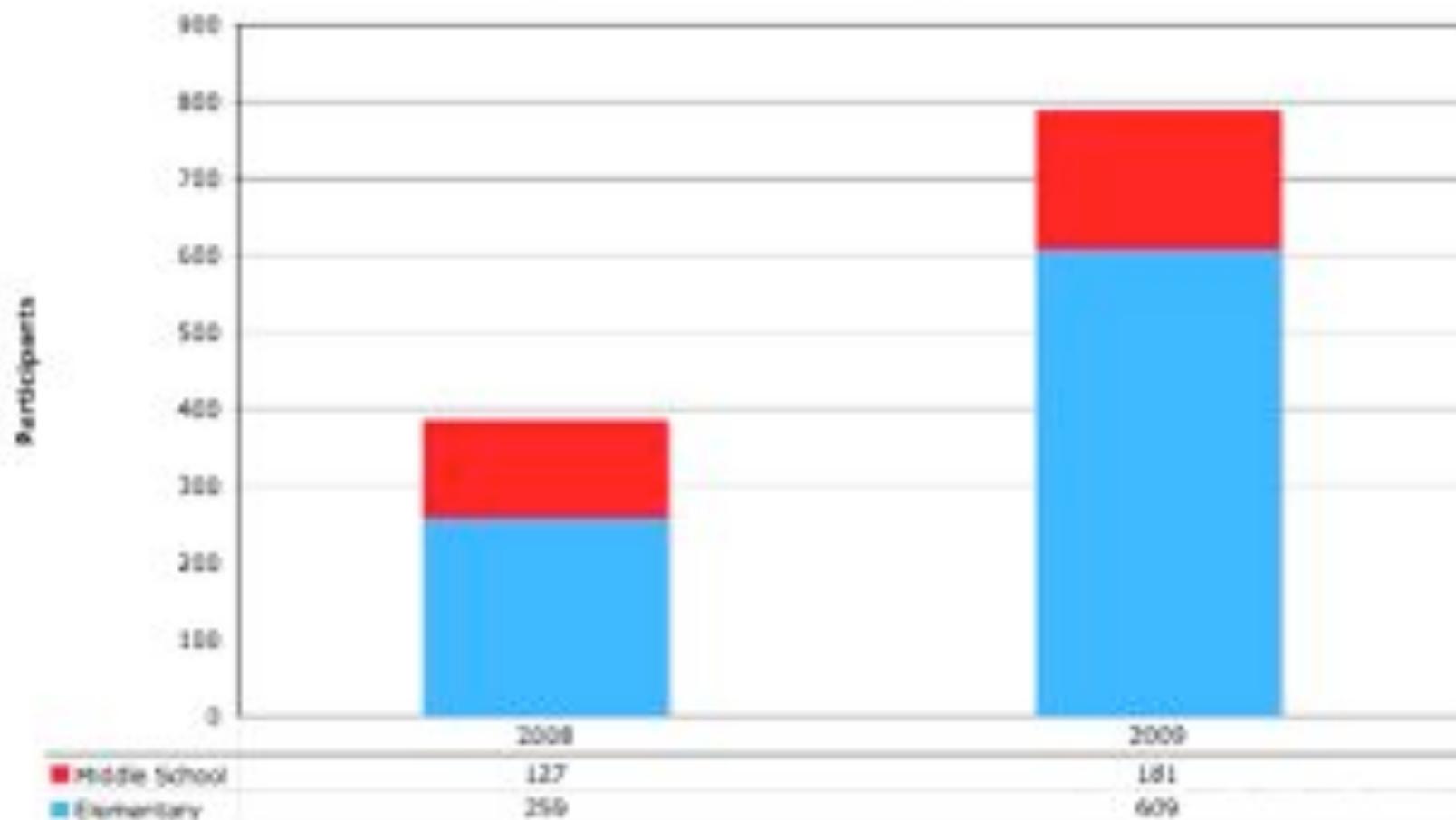
Discipline 2008 to 2009



Targeted Services Offerings

Targeted Services 2008 to 2009
of Kids Served

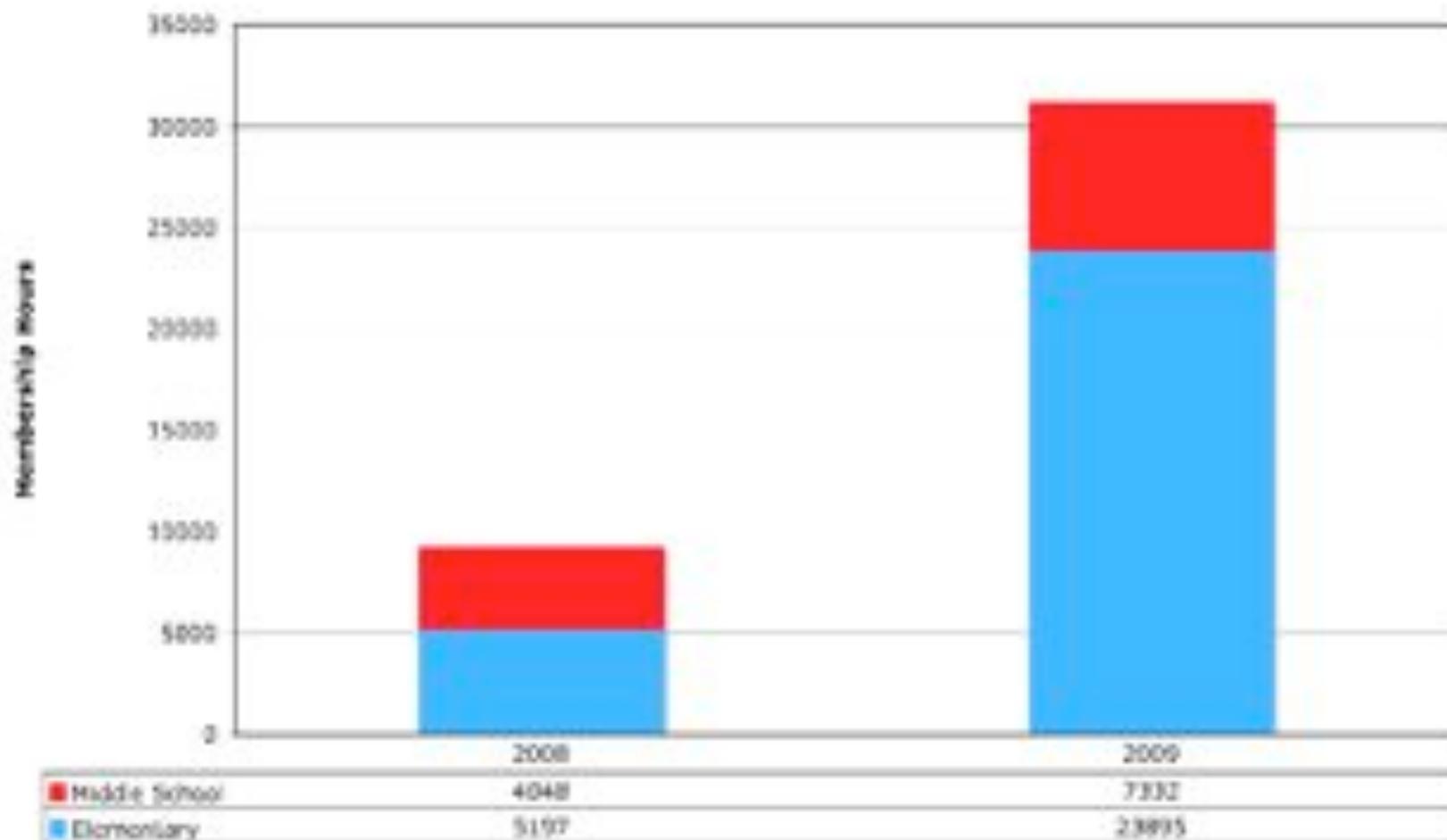
* complete numbers for 2009 not yet



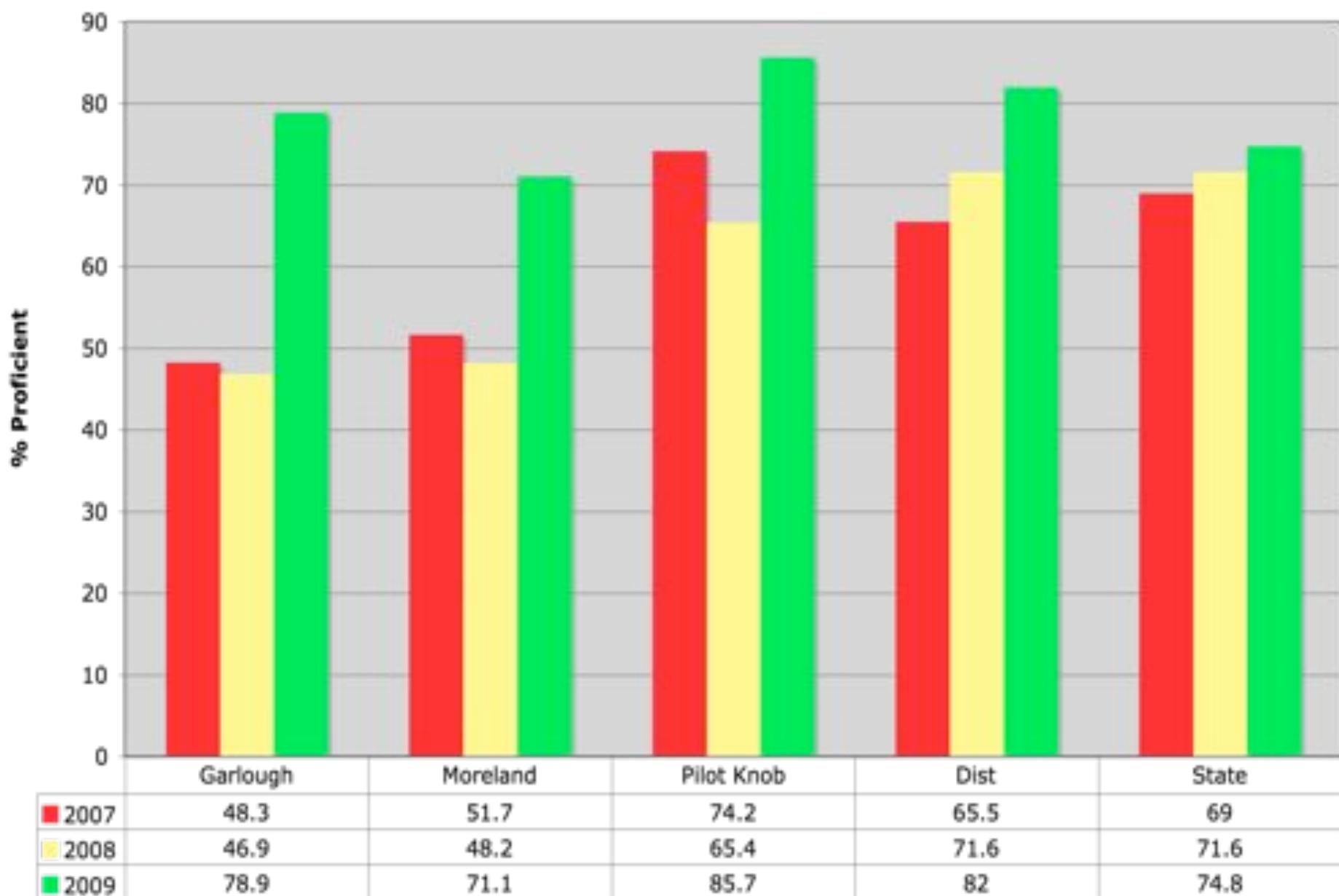
Targeted Services Offerings

Targeted Services 2008 to 2009
of Hours Served

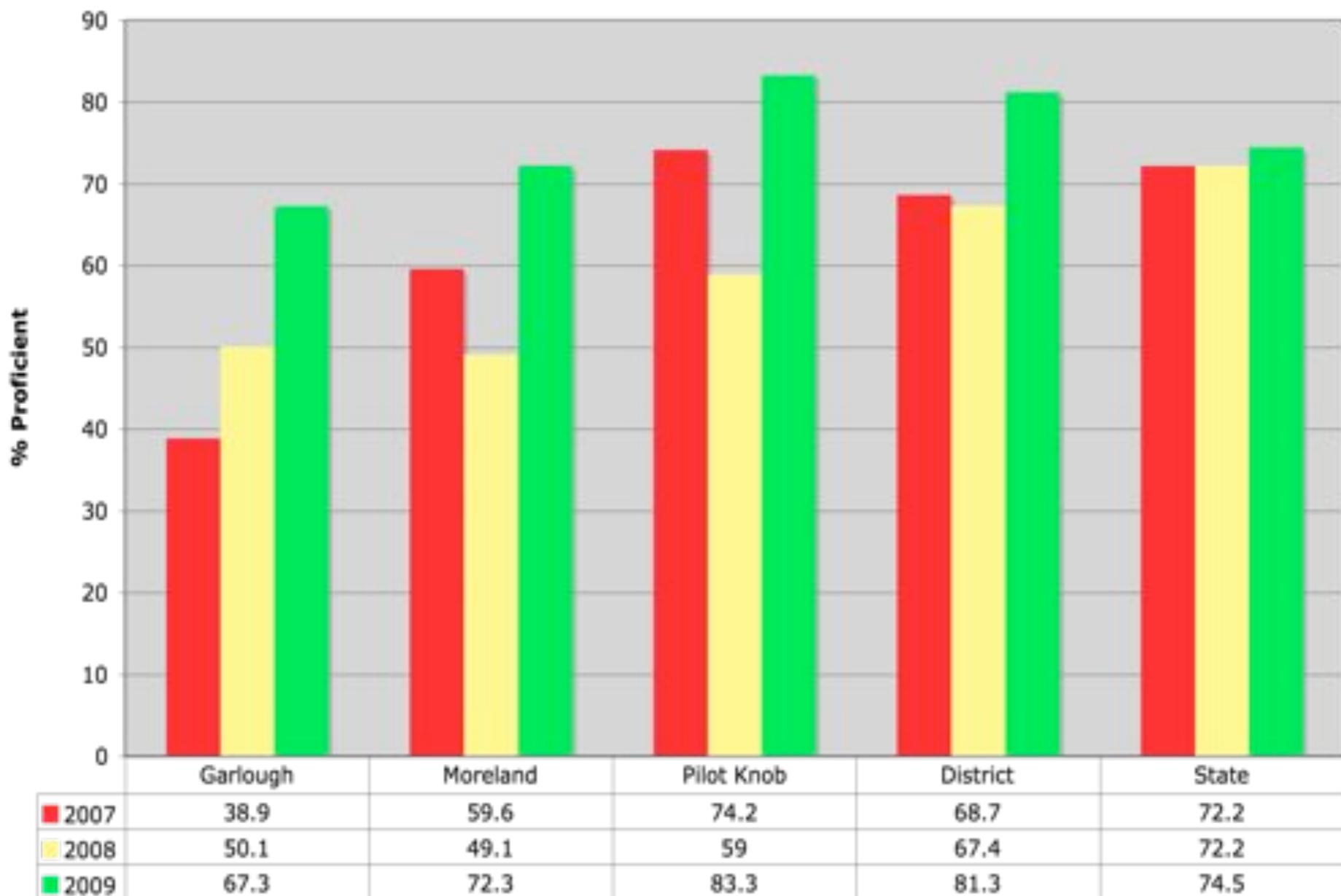
* complete 2009 numbers not yet received



Grade 4 Math Trend by Bldg



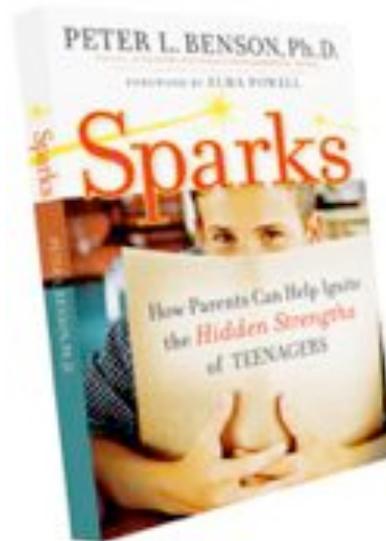
Grade 4 Reading Trend by Building



What's Next?

Strength Finders & Spark

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





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