

SIoux CITY COMMUNITY SCHOOL DISTRICT MULTI-YEAR STRATEGIC PLAN
BELIEVE . . . ACHIEVE . . . SUCCEED

The Sioux City Community School District exists to educate students to believe in their talents and skills, achieve academic excellence and succeed in reaching their potential.

STUDENT ACHIEVEMENT

OBJECTIVE 1: Ensure all district personnel can identify, monitor, and analyze relevant data elements in a timely manner to positively impact instructional strategies and educational outcomes.

Strategy	Action Steps	Timeline	Responsible Parties
A. Use variety of data sources and methods to proactively drive instructional decisions leading to student academic progress and a graduation rate for year 2012 to exceed 83%. Reduce the gaps in the graduation rate by 2% for all subgroups of student population.	1 Work with individual school principals and teachers to monitor (through the use of the Pinnacle Information System) and ensure compliance with the state target on average daily attendance.	Quarterly, with completion in April 2012.	Mary Jo Salem, Jim Vanderloo
	2 Finalize and implement district dashboards for administrators and teachers, using the Pinnacle Information System.	January 2012	Neil Schroeder, Jim Vanderloo, Mary Jo Salem, and Carole Collins Ayanlaja
	3 Continue administrative walk through process including thorough use of walk through data for the individual teacher and all staff on a monthly basis.	Monthly, concluding May 2012	Mary Jo Salem, Jim Vanderloo, and Building Principals
	4 Cabinet level leadership will conduct strategic school improvement plan review meetings and scheduled on-site monitoring visits to formatively support the improvement of district wide achievement in each building.	December 2011 through March 2012	Carole Collins Ayanlaja
	5 Conduct a review of semester credit counts to identify students off track to graduate who earn less than 5.5 credits per semester; monitor instructional intervention steps to meet student academic needs in order to ensure a graduation rate of 83% or above. Reduce the gaps in the graduation rate by 2% for all subgroups of student population.	January 2012 through May 2012	Jim Vanderloo, HS Principals

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OBJECTIVE 2: Use assessments to drive instructional decisions related to the engagement of student academic progress.

	Strategy	Action Steps	Timeline	Responsible Parties
A.	Improve the implementation of current assessments, using data to enhance instruction.	1. Complete the development and implementation of common assessments 6-12 in all subjects.	June 2012	Carole Collins Ayanlaja, Head Teachers
		2. Implement Skills Iowa in selected schools.	June 2012	Carole Collins Ayanlaja, Mary Jo Salem, Principals
		3. Hold principal/teacher individual meetings to discuss assessment results and make changes in instructional strategies based on differentiation.	At least quarterly	Mary Jo Salem and James Vanderloo
		4. Use ICAT (Iowa Core Alignment Tool) to verify alignment between curriculum and revised form of ITBS/ITED and college readiness standards.	June 2012	Head Teachers
		5. Include authentic assessments through the expansion of science fairs and history fairs at school sites.	June 2012	Science Head Teachers, Social Science Head Teachers, Carole Collins Ayanlaja, Principals, Classroom Teachers

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OBJECTIVE 3: Increase student achievement through creation of a smooth transition between elementary and middle school, as well as middle and high school.

Strategy	Action Steps	Timeline	Responsible Parties
A. Use transition planning to build relationships and maximize the use of data for increased student achievement of students in Grades 6 and 9.	1. Ensure that each sixth and ninth grade students are assigned a mentor.	September 2011	Middle and High School Principals and Counselors
	2. Each feeder system will collaboratively develop and implement transition activities that involve parents and students.	January 2012 - August 2012	Building Principals, Counselors
	3. Attendance and assessment data is shared between fifth and sixth grade teachers and eighth and ninth grade teachers.	September - October 2011 and April - May 2012	Building Principals, Counselors, Mary Jo Salem, and James Vanderloo
	4. Continue Jumpstart Camp for incoming 6th grade students who scored below the 40th percentile in reading and math.	Summer 2012	Middle School Principals, Counselors, Reading and Math Teachers
	5. Conduct a program review of all Athletic programs to determine level of student engagement.	May-12	Jim Vanderloo and Activity Directors
	6. Conduct a program review of all Activity programs to determine level of student engagement.	May-12	Jim Vanderloo and Activity Directors

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OBJECTIVE 4: Provide a safe and secure climate to increase student Achievement.

Strategy	Action Steps	Timeline	Responsible Parties
A. Use professional development and research-based strategies to create a safe and secure learning climate that decreases the number of bullying/harassment incidents.	1. Train all new teachers in grades K-8 on the Second Step (bully prevention) Curriculum.	End of First Semester 2011	Mary Jo Salem, Marilyn Charging, Counselors
	2. Monitor the implementation of Second Step in grades K-8, as part of building walk-throughs and building visits.	September 2011-May 2012	LEAD Team, Elementary and Middle School Principals
	3. Increase the number of students who are trained in the Mentors in Violence Prevention Program at each of the high schools.	Fall 2011	Marilyn Charging, Jim Vanderloo, High School Counselors, Waitt Family Foundation
	4. Provide training to all administrators on documenting bullying/harassment incidents in Pinnacle and utilizing data to improve school climate.	September-October 2011	Dan Spahn, Cathy Vellinga, David Gleiser, Marilyn Charging
	5. Work with United Way, Siouxland Cares, and Siouxland Anti-bullying Coalition to implement the Second Step Parent Component for grades K-5.	August 2011-May 2012	Marilyn Charging, Mary Jo Salem, Alison Benson and Dr. Linda Madison

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OBJECTIVE 5: Increase student achievement through the implementation of differentiated instruction strategies.

Strategy	Action Steps	Timeline	Responsible Parties
<p>A. Monitor implementation of strategies for "Teaching to Learner Differences" (Differentiated Instruction), increasing implementation frequency and fidelity to meet learner needs.</p>	<p>1. Provide professional development that includes integration of technology to support differentiation (classroom suite of technology K-12, Netbooks 10-12).</p>	<p>August 2011-May 2012</p>	<p>Building Principals & BLT's, Janet Rohmiller, Neil Schroeder, LEAD Team</p>
	<p>2. Provide differentiated instruction resources and supports to meet identified needs based on data and conversations with principals and building leadership teams (BLTs). Based on data, identify specific areas of focus needed across the district, such as small group collaborative work, project-based learning, etc... to support differentiation of instruction.</p>	<p>September 2011-June 2012</p>	<p>Janet Rohmiller, LEAD Team</p>
	<p>3. Provide training and support to principals and BLTs on methods for monitoring strategy implementation and for using implementation and student data to plan professional development.</p>	<p>September 2011-May 2012</p>	<p>Janet Rohmiller</p>
	<p>4. Monitor the implementation of differentiation and use of technology through a variety of methods, including walk-throughs.</p>	<p>September 2011-May 2012</p>	<p>Building Principals, LEAD Team</p>
	<p>5. Employ instructional coaches (SCCSD, AEA, TAG, technology) and head teachers to provide intervention and support to teachers in implementation of differentiation and technology integration strategies.</p>	<p>August 2011-May 2012</p>	<p>Mary Jo Salem, Jim Vanderloo, Carole Collins Ayanlaja, Jean Peters, Neil Schroeder, Building Principals</p>
	<p>6. Examine possible revisions to the walk through format using the "Gold Paper" as a guiding lens for future changes and developments.</p>	<p>Begin November 2011. Complete by June 2012 for use in 2012-2013</p>	<p>Linda Madison, LEAD Team</p>

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EDUCATIONAL FACILITIES

OBJECTIVE 1: Remodel former science lab space at each of the high schools.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Complete the construction of the kitchen/cafeteria at West High School	1. Install equipment.	August 8 completion.	Mel McKern
B.	Create School-within-a-School and special education classrooms at East High School.	1. Finish floor covering.	August 12 completion.	Mel McKern
C.	Board approval of design and specs for remodel at North High School to house new FACS classrooms, study hall, computer lab and art class.	1. Prepare bid documents and go out for bid.	Bid September, Completion December 2011	Mel McKern

OBJECTIVE 2: Develop design for a new school to replace Roosevelt and Emerson Elementary Schools.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Hire architect to design the elementary school.	1. Review ed. spec. with Superintendent and Cabinet Members.	August 2011	Paul Gausman, Mel McKern
		2. Get Board approval of design.	August 2011	Mel McKern

OBJECTIVE 3: Acquire a portion of Leif Erickson Park for the construction of a new school to replace Bryant.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Enter into agreement with the City of Sioux City to achieve objective.	1. Create a 28E agreement between the City and the District.	January 2013	Mel McKern

OBJECTIVE 4: Continue to work on sites to local a new school for Hunt Elementary and to determine the use of the Hoover School site.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Look for sites that would be in the attendance boundaries of each school.	1. Work with civil engineer on possibilities of sites.	Ongoing	Paul Gausman, Mel McKern

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FINANCIAL ACCOUNTABILITY

OBJECTIVE 1: Continue to improve the district's solvency ratio to the target rate of 10%

Strategy		Action Steps	Timeline	Responsible Parties
A.	Adopt a balanced budget for FY13 aligning resources to the District Strategic Plan to increase student achievement.	1. As the FY2013 budget is developed recommend expenditure reductions or revenue increases to both improve the solvency ratio and adopt a balanced budget.	November 2011 - March 2012.	Gordon Winterlin
		2. Establish a budget review team to ensure resources align with strategic plan as a whole.	November 2011 - March 2012.	Gordon Winterlin

OBJECTIVE 2: Develop a comprehensive financing plan for the construction of the Emerson/Roosevelt replacement elementary school and the construction/renovation of the next buildings(s).

Strategy		Action Steps	Timeline	Responsible Parties
A.	Analyze long term financing options to minimize the interest rates, including a possible refinancing of our existing long-term debt (bonds) to reduce the parity test requirements.	1. Work with Financial Advisor, Bond Counsel and District Construction Director on timelines and debt options.	September 2011-December 2011.	Gordon Winterlin

OBJECTIVE 3: Create operating efficiency in the Finance Department.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Perform business process review of Finance Department.	1. Implement recommendations from review and reduce the number of paper documents prepared and retained.	September 2011 - December 2011	Gordon Winterlin

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OBJECTIVE 4: Assist in the creation of community support for a voter approved PPEL.

Strategy	Action Steps	Timeline	Responsible Parties
A. Assist in the design and implementation of a plan to obtain a voter approved PPEL.	1. Work with Superintendent, Communications Director and others from districts and organizations who have been successful at creating public support for a voter approved PPEL to develop a strategy for a successful election. Develop a simple communication plan to market the need for a voter approved PPEL in our community.	Dependent on Board approval of the plan to proceed with a voter approved PPEL election.	Gordon Winterlin
	2. Create a list of projects that will be accomplished with a voter approved PPEL and conversely, a list of projects that will not be able to be funded if a voter approved PPEL is not approved.	31-Oct-11	Gordon Winterlin, Mel McKern, Alison Benson, and Dr. Paul Gausman

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HUMAN RESOURCES

OBJECTIVE 1: Continue working on increasing staff diversity at all levels.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Review work completed to determine impact as well as future path.	1. Work with Steve Crary to review steps completed last year and determine next steps.	July/August	Jill Knuth
		2. Continue to seek certified applicants who are bilingual, disabled, ethnically, or gender diverse to more closely mirror student diversity district-wide.	On-going	Jill Knuth
B.	Implement steps toward a "Grow Your Own" program.	1. Work with Nelson Ayanlaja and HS Counselors to contact students interested in education career.	August/September	Jill Knuth/ HS Counselors
		2. Start a cohort of students from each HS - a Future Teachers of America chapter.	On-going	Jill Knuth/ HS Counselors
		3. Work with various entities to seek opportunities for financial support/partnerships for interested students.	On-going	Jill Knuth

OBJECTIVE 2: Implement on-line safety training program for employees.

Strategy		Action Steps	Timeline	Responsible Parties
A.	Roll out safety training program to district employees based upon OSHA requirements and District needs.	1. Work with Debi VanMeter to determine immediate needs based on OSHA requirements.	August/September	Jill Knuth
		2. Work with Janet Rohmiller to determine District needs/professional development opportunities.	August/September	Jill Knuth
B.	Implement use of various training modules as related to worker's compensation injuries	1. Require injured employees to complete safety related modules as part of the return-to-work program.	On-going	Jill Knuth/ Lori Thornton

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COMMUNITY ENGAGEMENT

OBJECTIVE 1: Increase communication with external and internal audiences.

Strategy		Action Steps	Timeline	Responsible Party
A.	Create and send quarterly email newsletters to parents, guardians and the general public.	1. Work with Matt Pointer to ensure Pinnacle can pull the necessary records needed to upload into the Constant Contact database.	August	Alison Benson & Matt Pointer
		2. Work with school staff to ensure parents are entering email addresses.	August	Alison Benson
		3. Create template in Constant Contact.	Summer	Alison Benson
		4. Work with schools and Cabinet on articles or other featured items.	Ongoing	Alison Benson
		5. Promote newsletter via Facebook, Twitter, District website, etc.	Ongoing	Alison Benson
		6. Print off newsletter and send to Siouxland Aging Agency, Siouxland Center For Active Generations, and area churches.	Ongoing	Alison Benson
B.	Create and send monthly email newsletters to all employees and school board members.	1. Work with Ted to upload all email employee and school board member addresses into Constant Contact.	Sept.	Alison Benson & Ted Katseres
		2. Work with Cabinet and other Administrators on stories to feature.	Ongoing	Alison Benson
C.	Continue to utilize social media (Facebook, Twitter, YouTube) to enhance communication.	1. Work with Neil Schroeder and Layne Henn on various technology applications to ensure a wide variety of communication channels.	Ongoing	Alison Benson
D.	Arrange for Superintendent, Associate Superintendent, and Director of Secondary Education to meet with the each middle school student council.	1. Work with Cyndi Lloyd and middle school principals to arrange date.	July	Alison Benson
		2. Work with middle school principals and student council advisors on expectations.	Ongoing	Alison Benson
E.	Work with ESL office, OURS parent group, and Equity to ensure all parents receive communication.	1. Meet with each group to determine their needs and methods to address their needs.	Ongoing	Alison Benson

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OBJECTIVE 2: Continue to strengthen community perception of the district.

Strategy		Action Steps	Timeline	Responsible Party
A.	Roll out a new District website.	1. Create a committee of internal and external stakeholders to determine website needs for District.	Sept.	Alison Benson
		2. Demo various website providers to determine if would be able to meet the needs of the District.	Oct.	Alison Benson
		3. Committee presents to school board.	Nov.	Alison Benson
		4. Work with company on design and layout of new website.	Dec-March	Alison Benson
		5. Roll out new website.	April	Alison Benson
B.	Continue to utilize campaign "Where Great Things Happen" to tell the stories of the District.	1. Work with Full Effects Production to produce at least four commercials highlighting great things.	Ongoing	Alison Benson
		2. Work with Poulson Advertising Agency on placement of commercials to meet specific demographics.	Ongoing	Alison Benson
		3. Work with Avery Outdoor on new billboards placed in strategic location.	June/July	Alison Benson
C.	Engage the community through a comprehensive strategic process by garnering input, comments, and suggestions for various District goals and objectives.	1. Identify potential consultants to utilize.	June	Alison Benson
		2. Interview three consultants.	July/ August	Alison Benson
		3. Start strategic planning process.	Sept-?	Alison Benson
D.	Expand school-business community partnership program.	1. Reach out to businesses in community through Siouxland Chamber and social media for business partners.	Ongoing	Alison Benson
		2. Ensure that every school has at least one business partner.	Ongoing	Alison Benson
		3. Ensure business partnerships are mutually beneficial to school and partner.	Ongoing	Alison Benson