Executive Summary

Purpose of Report: To provide an update to the Sioux Falls School District Strategic Plan.

As the Sioux Falls School District continues in its current five-year Strategic Plan, many measurable goals are trending positive and dozens of strategies for improving student achievement are in progress.

The District began the strategic planning process in fall of 2015. In February 2017, the planning process was completed and priorities and goals were identified. Four priority areas – Student Outcomes, School Climate and Culture, Staff, and Community Engagement – were identified and measurable goals were defined. In 2016-17, some of the measurable goal highlights included increasing the graduation rate, increasing the high school completion rate, increasing the numbers of students scoring a 3 or higher on Advanced Placement exams, increasing the average ACT score, and increasing the math proficiency rate at 8th grade.

The District continues to work to achieve goals in each of the priority areas through innovative combinations of internship opportunities, relationship building, pilot programs, partnerships with universities, reevaluation of current programming, and fostering opportunities for community engagement.

Administrative Recommendation to School Board: Acknowledge the SFSD Strategic Plan update.
Strategic Plan Update

Purpose of Report: To provide an update to the Sioux Falls School District Strategic Plan.

Priority Area: All District Priority Areas are impacted

Explanation: In the fall of 2015, the SFSD embarked on a strategic planning process. In February 2017, the planning process was completed with District priorities and goals identified. The plan covers a five-year period reaching out to 2020.

Periodic updates will be provided to the Board of Education to monitor progress, maintain transparency, and provide accountability.

Measurable Goal Highlights:

Highlights from the 2016-17 year are as follows:

Trending positive:
- The District overall four-year graduation rate has increased from 80.55% to 83.85%.
- The District overall high school completion rate has increased from 86.75% to 87.50%.
- The four-year cohort graduation rate for each subgroup increased.
- The difference in the District’s four-year cohort graduation rate between FRPL students and students without economic disadvantages has decreased by 5.94 percentage points.
- The percentage of students scoring a 3 or higher on the AP exam increased from 70.6% to 71.6%.
- The number of graduates scoring 24 or higher on the ACT increased from 46.1% to 47.1%.
- Students proficient in math at the 8th grade level increased by 2.32%, and outpace the State average by 7.61%.

No measured growth:
- The number of K – 8 students who did not attend school at least 94% of the time [their enrolled days] declined slightly from 80.3% to 78.9%.
- District 3rd grade reading scores continue to lag the state by 2-3 percentage points.
- Other goals were baselined to the 2016-17 school year and progress will be measured and reported after the 2017-18 school year.

Priority Area 1: Student Outcomes

- SFSD will provide rigorous, effective, and engaging curriculum and instruction for all students to emphasize growth and reduce the achievement gap, with special focus on the following areas:
  - Literacy, particularly in early years, to build a strong foundation for academic success across all subject areas and across all grades
  - Maximized time on instruction and learning
Differentiated and engaging pathways
- Equitable access to highly effective programs
- College readiness and/or career preparedness
- Holding all schools to high expectations for students' social and emotional growth and development
- SFSD will continue to foster an environment of high expectations combined with focused interventions and support in order to meet the learning needs of all students.

Priority Area 1 Strategies in Progress:

- Monitor students at risk for not graduating: Each high school has a team who meets regularly to discuss students who are at-risk of not graduating. The team develops individual plans for each student identified.

- Struggling Readers Study: Currently, the District is conducting an AROI study to examine different models of interventions at the elementary level. Students were identified using the fall MAP data and are receiving a blend of services that include LIA, Lexia Core5 and Imagine Learning instruction.

- The District's Summer Climb School Pilot will complete the third year of programming during the summer of 2018.

- The District's capacity for data-driven decision expanded during the 2017-18 school year to include NWEA MAP assessment in grades K-6. The District is currently exploring the option of expanding the MAP assessment into 7th and 8th grades for the 2018-19 school year.

- ELLevation tool was implemented at all ELL Center sites to collect language acquisition and student achievement data. The ELLevation tool allows for quick access to student data and progress to inform teaching instruction.

- SFSD continues to explore multiple pathways for students. Code to the Future was implemented in 3 elementary buildings during the 2017-18 school year and will expand into 2 middle schools in the fall of 2018.

- SD PaSS is a partnership created between DSU, SFSD, and STI. The partnership develops a computer science pathway from elementary to post-secondary. Students have the opportunity to earn stackable certificates and dual credit in high school in the areas of software development, network security, and cyber security. The certificates and credits are transferable to STI and DSU.

- Student internship program was developed and implemented during the 2nd semester of 2017-18. Four career advisors were provided by the State Department of Labor and a career coach through the CITI grant were added to the high schools to meet with students to discuss career plans and goals. The advisors will also set up job shadows, internships, and teach a soft skills curriculum.

- SFSD's ongoing program evaluation includes a review of existing programming. The Gifted Education Program is being reviewed and researching different tools to identify gifted students.
✓ Spanish Immersion is currently in the tenth year of programing in the SFSD. The American Council on the Teaching of Foreign Languages, ACTFL, is conducting a program review.

Priority Area 2: School Climate & Culture

- SFSD will provide a nurturing and safe learning experience for all.
- SFSD will develop strategies to enhance a culturally responsive workforce.

Priority Area 2 Strategies in Progress:

✓ The District Attendance Council is formed and has met twice with future meetings scheduled in March and May.

✓ SFSD’s truancy protocols are updated compliantly with the July 1, 2017 Juvenile Justice Act changes and are being implemented by District staff.

✓ Training with the KinVolved application has occurred, technology integration in place and the application is implemented at five pilot schools (Washington High School, Whittier Middle School, Laura B. Anderson Elementary School, Hawthorne Elementary School and Hayward Elementary School). Evaluation of the tool will occur over the next semester.

✓ The elementary Tier 2 program expanded to Laura Wilder Elementary with staff hired and trained and implemented in September.

✓ Principals and District leaders are evaluating the impact of Tier 2 programming at the elementary level for June 2018 reporting to the school board.

✓ District leadership representatives are involved in dialogue with Minnehaha County officials, law enforcement, and the Minnehaha County court officials to establish a memorandum of agreement in implementing the Juvenile Justice Act.

✓ Four SFSD school leadership teams (Oscar Howe Elementary, Susan B. Anthony Elementary, Edison Middle School, and Roosevelt High School) participated in a 16-hour course led by the University of South Dakota regarding culturally responsive practices and are now developing a plan to implement practices for their school.

✓ An evaluation of the SFSD Success Coordinator program is happening second semester 2018 for report to the school board in June 2018.

✓ Procedures and tools were developed and implemented with training provided in August 2017 to promote safety with itinerant staff. In addition, the Alertus software has been implemented for staff traveling between sites.
Priority Area 3: Staff

- SFSD will develop strategies to enhance the quality and diversity of its workforce.
- SFSD will explore strategies to retain high-quality staff. SFSD will support and train staff to encourage innovation and enable them to grow throughout their careers.

Priority Area 3 Strategies in Progress:

- Teacher Internship Program: Six adult interns have been placed in classrooms for a nine-week internship and four of the six have enrolled in a university master's program to be certified teachers. Two are pursuing alternative certification.
- The Teacher Pathway Program team is in the process of writing the curriculum to have the course ready for the start of the 2018-19 school year. The team is also working with local universities for dual credit options for the course.
- A revision was made in the spring of 2017 to the teacher evaluation process by a collaborative team comprised of district leadership and teachers.
- The annual Gallup Engagement Survey results will be shared with the school board and community in February. Participation was up 10% this year with a 94% participation rate.
- The implementation of the K-5 elementary instructional day study will be reviewed at the conclusion of this school year.
- The building technology integration team leader's implementation and model will be reviewed in May of 2018.
- The school district run state mentor program will be reviewed in June of 2018.

Priority Area 4: Community Engagement

- SFSD will equip staff with knowledge and tools necessary to effectively engage with families, partners, and the community to foster shared responsibility for student success.

Priority Area 4 Strategies in progress:

- Gathering feedback from all stakeholders: The District holds focus groups with teachers, classified staff and parents each spring to get specific feedback on Strategic Plan Initiatives regarding attendance, behavior, graduation rates, and general working environment. A survey regarding the professional development needs of education assistants was administered in August. High schools in the accreditation process also survey parents.
- Engaging the community in dialogue about enrollment trends: Presentations were made to the Sioux Falls Public Schools Education Foundation, staff and other community groups regarding the future facility needs. Additional focus
groups on this topic included teachers from all levels, technology staff, instructional coaches and parents. The Donovan Group will facilitate community discussions in Spring/Summer 2018.

✓ Equip staff with the knowledge and tools to support and participate in District initiatives: A video created in August 2017 to help new staff members navigate the website and other resources has been viewed 157 times.

Committee Participation: All District committees’ strategies are aligned to the District’s Strategic Plan.

Summary: After one year, the District has shown solid results against the goals it has established as part of the Strategic Plan. Graduation rates have increased at all levels. Advanced Placement and ACT test results continue to trend upward. Eighth grade math scores increased and outpace the state significantly. Third grade reading scores continue to lag the state average and remains a focus of the District. The School Board will continue to receive updates on the progress throughout the life of the Strategic Plan.

Administrative Recommendation to the School Board: Acknowledge the SFSD Strategic Plan update.