

To: Savannah R-III Board
From: David Brax
Subject: Strategic Priorities/Goals/Action Steps
Date: September 8, 2015

Listed are the current Board Strategic Priorities (formerly called board goals) that were adopted in the fall of 2009 and updated in the fall of 2011 and the winter of 2015. Under each strategic priority are relevant goals and actions steps taken to meet the goals and priorities.

To expand input into these goals, especially in Strategic Priority #3, the Board held two community sessions seeking patron input. From these meetings ideas to actively involve the schools with the community were generated. In addition, a Communications Intern through Missouri Western was hired to enhance communication opportunities and messages.

Also, starting in the 2015-2016 school year, Board Committees were resurrected to get broader input. The committees are: curriculum; professional development; technology; policy; and a committee to enhance internal communication through the Teacher, Administrator, Board and Support Staff Committee (TABS).

Strategic Priority # 1: To seek individual student achievement and academic excellence

Goal 1/1: Update and create a challenging curriculum

Action Steps:

- In the 2012-2013 school year, Credit Recovery, a remedial class to help students gain credit, became embedded into the regular High School day. Fifty-one semester courses were completed. In the 2013-2014 school year, 81 semester courses were completed. In the 2014-2015 school year, 64 semester courses were completed. (In prior years the class was offered after school and only 24 semester classes were completed.)
- In the 2013-2014 school year an Advanced Placement class was instituted with English and Social Studies, 34 English and 18 Social Studies students enrolled in the initial year. In the 2014-2015 school year, Advanced Placement classes were offered in American History (9 students enrolled) and English (35 students enrolled). Also, an ACT Prep class was instituted for freshman and sophomore Students. In 2015-2016 school year AP Biology has been added.

- In the 2015-2016 school year College Calculus (MO Western credit) was offered with 8 students enrolled. Pre-Calculus was added back into the curriculum with 5 students enrolled.
- Dual credit enrollment with Missouri Western in Biology, Chemistry, Algebra, English, Western Civilization I and II has increased greatly. (2012-2013 had 102 students; 2013-2014 had 116 students; and 2014-2015 had 200 students. In 2015-2016 there are 167 students.)
- In 2013-2014, Forty-two students successfully completed 95 credits using the K-12 online courses (including Summer School). In 2014-2015, Forty-two students successfully completed 64 credits using the K-12 online courses.
- 21 students completed the Missouri Options program (a program for drop-out students to achieve a High School diploma) with a 100% graduation rate. The 2015-2016 currently has 11 students are enrolled.
- The 4 year High School graduation rate is up (2012 – 86.0%, 2013 – 89.3%, 2014 – 91.8%).
- The High School attendance rate is up (2012 – 94.3%, 2013 – 94.2%, and 2014 – 95.7%).
- Class within a class (CWC) classes have been added at the High School to allow special education students access to regular education curriculum. The percentage of special ed. students who receive 80% or greater of their education in regular ed. has increased (2012 – 38.8%, 2013 – 46.7%, and 2014 – 54.7%).
- An alternative classroom was initiated in the 2012-2013 school year for students with behavioral issues in grades 6 through 12. The purpose is to assist them to be successful and to transition them back to a regular school setting. Three students who received services in the Alternative Classroom graduated in May 2015. In the 2013-14 school year 10 students were served. At the end of the 2014-2015 school year the Alternative Classroom had 12 students enrolled. All students were successfully transitioned back to their regular schools to begin the 2015-2016 school year.
- The Middle School added two sections of 7th grade advanced math. In the 2013-2014 initial year, 50 students enrolled. In the 2014-2015 school year there were 45 students enrolled. This year there are 50 students enrolled.
- Starting with the 2013-2014 school year Algebra I was offered to 8th grade students. Fifty-two students enrolled and 49 chose to take the “End of Course” (EOC) state

assessment. Of the 49 students; 17 were ranked Advanced, 25 Proficient, and 7 were Basic. None were Below Basic. In the 2014-2015 school year 53 students took the EOC and 52 scored Proficient or Advanced. This year there are 43 students enrolled.

- STAR reading and math programs were implemented in the 2014-2015 school year and will continue in the current school year. This will allow us to obtain valid, reliable and actionable data on each student in grades 1st through 8th grade.
- Compass Learning will be integrated with the STAR reading and math to meet the students' needs who are at the 25% and below, as well as the students in advanced levels.
- "Early Literacy" software program assesses students in grades K-1 for reading strengths and weaknesses. This allows us to more effectively teach all students.
- The Accelerated Reader program motivates students to read literature at their individual reading levels in grades 1-5. This program gives a true sense of comprehension from the books read.
- In 2014-2015, 32,491 of Accelerated Reader tests passed district-wide in grades 1-5.
- Middle School will also be using Accelerated Reader in the 2015-2016 school year for 6th grade students.
- Administration and staff members will continue to be trained on the STAR and Accelerated Reader programs as needed to continue effective implementation of the program.
- In 2015, Elementary Summer School was held for the first time in all of our schools with a total enrollment of 600 students.
- In 2015, 101 middle school students were enrolled in Summer School.
- In 2015, 281 high school students participating in Summer School of which 131 earned credit using Compass on-line learning.
- Some aspects and components of Compass Learning will be incorporated in Kindergarten through 5th grade and in 9th-12th grades.
- District teachers for English Language Arts (ELA) have participated in three years of training in the Missouri State Learning Standards.

- “Kinder Club, a kindergarten readiness program through a partnership with St. Joe United Way, continues to grow each year. The attendance numbers were 2012-58 students, 2013-73students, 2014-83students, and 2015-153students.
- Components of Response to Intervention (RTI) have been developed and implemented at all of the elementary schools in the areas of Communication Arts and Math at the secondary schools.

Strategic Priority #2: To retain and attract high quality personnel

Goal # 2/1: Develop a health and wellness program for staff

Action Steps:

- An incentive program for wellness was instituted with required components.
- Mosaic Health Dieticians provides weekly healthy recipes.
- The Board adopted wellness requirements for the staff to complete or they will pay a premium surcharge.
- With assistance from the district nursing staff and Cigna Wellness Resources, we have conducted “Maintain Don’t Gain” initiatives at all of the schools.
- Savannah R-III School District, with the assistance of MPR, is conducting fitness incentives competitions/challenges for all district employees.
- The District has hosted and will continue to host fitness classes for the staff. B-Fit Cross Training courses have been offered for the fall semester. Savannah R-III staff members will be utilized to offer additional fitness courses to help meet staff needs in various fitness areas.
- The High School fitness center continues to be available for staff use.
- Staff baseline data on health issues was collected and priority ranked. Ongoing examination of this data will help guide wellness classes and assist us to target strategic healthy living initiatives.
- Thomas McGee/Midwest Public Risk/Savannah R-III, continue to examine wellness initiatives for Savannah R-III employees. We meet quarterly to review plan usage and to evaluate/examine wellness opportunities.
- Health Screenings and Flu shots are conducted on site for all district employees in partnership with Midwest Public Risk/Cigna.

- Salad bars or salad offerings are available for staff at all of the schools for a noon lunch.
- Paleo meals are offered to staff for a healthy offering that staff pay to have delivered to them.

Goal #2/2: Increase professional development and collaboration time for staff members

Actions Steps:

- Elementary vertical/grade level team meetings are scheduled regularly at each school.
- Data Team Meetings were held monthly at all Elementary Schools.
- Collaboration Teams meet daily at the Middle Schools to address curriculum and student needs.
- All elementary principals attended the Administrators Leadership Academy through DESE.
- Special Ed. professional development on accommodations/modifications for MAP/MAP-A and EOC was held.
- By the end of 2015-2016, all district teachers will have Active Learning (Kagan) cooperative learning training. As part of our district PD Plan we will develop a plan to continue Kagan strategies for group/individual engagement in place for multiple years and continue to add grade levels and buildings to create a district wide “learning language” for all teachers/staff to utilize.
- District Administrators are attending specialized training for Missouri Learning Standards for ELA and Math.
- District Administrators are attending the Student Learning Outcome professional development.
- The District has ongoing training for the new State of Missouri Educator Evaluation System.
- All Elementary Schools are going through a data cycle process using the STAR information to determine areas of need in the reading, math, and early literacy. Small group/specialized instruction is provided from this data.
- Middle School will be using the STAR data in reading and math to determine areas of need in the reading and math.

- John Glenn is continuing to receive professional development with the “7 Habits.” This will continue into 2015-2016 with the new grant funds.
- John Glenn teachers and the “Lighthouse Team” train teachers and students in the “Leader in Me” process.
- Minnie Cline has hired Northwest RPDC Specialist to work with the staff on ELA.
- The Minnie Cline staff is doing a book study on Teach like a Champion. John Glenn staff is doing a book study on Teach like a Pirate. Helena staff will continue to embrace book studies on Teach Like a Champion and Teach Like a Pirate.
- Minnie Cline teachers were surveyed on engagement strategies that they wanted to implement from the book. They developed their understanding of the strategies and impacted instruction by implementing the strategies.
- Minnie Cline teachers participated in a “Walking Shoes” activity to see the learning environments of their peers on the first day of building meetings. They were also provided training and time for teaching the staff expectations of peer observations. These peer observations help staff see other teachers use the strategies that they observe.
- Helena will be working with Northwest RPDC on effective data analysis from the STAR and Early Literacy software programs.

Goal #2/3: Enhance/revise a teacher mentoring program/evaluation process

Action Steps:

- Starting in the 2015-2016 school year, all Savannah R-III beginning teachers will attend the MSTA Beginning Teacher Assistance (BTA) Program at Missouri Western State University. To date 33 beginning teachers have received the training.
- Emphasis was placed on master teachers as mentors not just by seniority.
- First and Second year teachers at Minnie Cline are participating in a Todd Whitaker book study, What Great Teachers do Differently.
- In the 2015-2016 school year, All first year teachers participated in a mentoring program. The program highlights important dates and ten experiences and monthly mentor meetings.
- District has purchased Talent Ed Perform to assist with handling/scheduling and providing immediate feedback information to district teaching and support staff. Training for the evaluation system will begin early in the school year.

Goal #2/4: Maintain and enhance our salaries for all staff

Action Steps:

- Teachers received yearly step increases on the salary schedule in the 2011-2012, 2012-2013, 2013-2014, 2014-2015 and the 2015-2016 school year.
- Teachers and classified staff received a 3.5% increase in wages for the 2014-2015 school year and administrators received a 3% increase.
- All staff received a 3% increase in salaries in the 2015-2016 school year.
- MSTA and district administrators will form a committee to examine and propose Career Ladder revisions for the 2016-17 school year.

Goal #2/5: Develop a means and procedures for collective bargaining

Action Steps:

- The Board recognized MSTA as the official bargaining group.
- Successful negotiations were completed in the spring of 2013, 2014 and 2015.
- An additional salary committee recommended some adjustments in pay that the Board adopted in the spring in 2013.
- A supplemental salary committee was formed and made recommendations to the Board in January 2015 for implementation.

Strategic Priority #3: To increase and maintain community partnerships

Goal #3/1: Create a District Foundation

Action Steps:

- To date the Foundation has raised over \$125,000 and was matched by Stephen Craig for a total of \$250,000.
- The Foundation awarded 13 mini-grants in the 2013-2014 school year and 7 in October 2014 and will award 10 in the 2015-2016 school year.

- The Savannah R-III Board of Education has representation on the Savannah Education Foundation.

Goal #3/2: Develop a means of enhancing community connections

Action Steps:

- Textcaster was instituted as a means for communication with students and parents.
- The Middle School has a ½ day Community Service event each year.
- Minnie Cline instituted a “Watch Dogs” program with over 100 volunteer dads.
- Minnie Cline has implemented more programs with the Andrew County Health Department. The health department wrote a grant to provide materials for the Minnie Cline school garden.
- Minnie Cline worked collaboratively with Pheasants Forever to provide third grade students with a wildlife habitat workshop and lessons.
- Elementary Summer School offerings were at all four elementary sites in 2015.
- “Kinder Club” a kindergarten readiness program has been in existence for four years with a partnership with the United Way. 153 incoming Kindergarten students attended Kinder Club in 2015.
- In 2015 Savannah R-III won a bronze award for United Way contributions of over \$11,000.
- A digital High School newspaper, “Savage Media” was started.
- The Middle School “Savage Weekly Report” was created and posted on the web.
- All elementary newsletters and monthly calendars are posted on the website to increase communication with their families.
- John Glenn Fifth Grade Student Leaders write a newspaper that goes to the parents.
- The High School Journalism class writes for the Savannah Reporter every two weeks.
- The Savage Media App was created to give all information about the High School.

- The District continues to use Chamber Bucks as incentives and rewards for students and staff. The amounts given by year are: 2012 was \$34,650; 2013 was \$34,050; 2014 was \$39,650, and 2015 was \$44,500.
- Dewsley will be used in providing information about our schools, teachers, and parents.
- Email updates to parents and students occur monthly or as needed at the High School.
- Savannah R-III Facebook and Twitter accounts were established. There are 1,628 likes on Facebook and 487 followers on Twitter.
- A partnership was developed with the Andrew Co. Extension Office. Food Power will be offered fall 2014 at our elementary schools.
- The High School donated 6,000 lbs. of food to the Andrew County Food Bank.
- Amazonia was recognized and received \$50.00 per teacher by Sam's Club for teacher dedication and hard work.
- The University of Missouri Extension provides weekly lessons for K-3 Amazonia and Minnie Cline students on proper nutrition for 6 weeks.
- DARE is offered for all elementary fifth grade students.
- High School boys' locker room, girls' locker room and training room were renovated through parent volunteers.
- Savannah R-III and the City split the costs to renovate the tennis courts.
- A Watch Dogs program was instituted at Minnie Cline and Helena.
- The High School Health Occupations students partner with LaVerna Village for clinical experiences.
- The High School holds multiple blood drives throughout the school year.
- Helena students continue to work with Shady Lawn and Helena United Methodist Church on community partnership activities.
- Minnie Cline PTO is actively raising funds for a new playground.

Goal#3/3: Improve/Increase Community Outreach and Communication

***This was created from our two community meetings in the 2014-2015 school year.**

Targets are:

- Serve on Community Boards –
 - Superintendent is on the Savannah Area Chamber of Commerce Executive Board.
 - Superintendent serves on the Public Utilities Advisory Board for the City.
 - Superintendent is an ex-officio member of the Savannah Ed. Foundation.
 - The superintendent regularly attended all monthly Chamber meetings.
 - The superintendent is a member of the First Christian Church in Savannah and serves as chairman of the property committee and is a Trustee.

- Create Business Partnerships

- Create Senior Citizen/Student Opportunities (Paired learning activities)

- Serve as a Liaison for community – between district and local organizations
 - ✓ Coordinate Job Shadow opportunities for our students
 - ✓ Develop Mentoring/Internship opportunities for our students in the community
 - ✓ Find Job Placement opportunities for students

- Coordinate Outreach classes to be facilitated by Staff, Parents, Patrons, Students
 - ✓ Survey Community for interest for Community Ed classes
 - ✓ Identify Locations
 - ✓ Compensation for Educators
 - ✓ Funding Sources (fees?)
 - ✓ GED Classes for Adults

- Pursue and Coordinate Grant Writing (Possibilities: Including Preschool Programs)

- Create, Update and Maintain Social Media/Mass Media (A communications intern was hired in the spring of 2014)

Strategic Priority #4: To provide a high quality learning environment.

Goal #4/1 Enhance facilities

Action Steps:

- A new greenhouse was installed at the High School.
- Maintenance coating of the roofs at Minnie Cline, John Glenn, Helena and Amazonia has been completed.
- A guaranteed energy savings plan was completed in the spring of 2013. The major components were:
 - Lighting upgrades in certain areas of each school
 - Water conservation measures at Savannah High School, Savannah Middle School, Minnie Cline Elementary and John Glenn Elementary.
 - Heating, ventilation and air-conditioning (HVAC) upgrades in certain areas of the High School.
 - Web-based heating and cooling thermostats throughout the district.
 - New windows in the 1988 Minnie Cline addition.
 - Fire suppression hoods in the kitchens at the High School, John Glenn, Helena, and Amazonia.
 - New stadium lights at the High School.
- A long-term master facilities plan was developed.
- The High School football sound system was upgraded.
- Fencing projects were completed at the High School, Minnie Cline, Amazonia and Helena.
- High School restroom renovation was completed in the summer of 2012.
- A new football scoreboard was paid through advertising.
- The Special Education restroom was renovated and painted at the High School.
- The High School is renovated an old storage room into a school store as a DECA project.
- In 2014 the high school track was resurfaced.

- In 2015 the high school tennis courts were resurfaced.
- In Summer 2015, John Glenn baseball bleachers were re-built through parent volunteers.
- A FEMA storm shelter grant is being pursued.

Goal #4/2: Develop a technology plan to meet current and future needs

Action Steps:

The following section lists technology acquisitions/improvements made in the past year:

- Amazonia - added caching server for state testing.
- Helena - added 30 Chromebooks added visually impaired equipment, added caching server for state testing.
- John Glenn - added 60 Chromebooks, added Wi-Fi to the entire building, added caching server for state testing.
- Minnie Cline - added 60 Chromebooks, added Wi-Fi to the entire building, transitioned the lab from zero clients to Chromebooks, added caching server for state testing.
- Middle School - reimaged laptops transitioned the keyboarding room and library circulation machines from thin clients to zero clients, added caching server for state testing.
- High School - added 90 Chromebooks in 3 carts, transitioned 2 classrooms from zero clients to desktop machines, added 8 zero clients to the debate room.
- District – upgraded data storage space from 8Tb to 16Tb, transitioned to a new web filter, transitioned to a new student notification platform, upgraded the fiber serving CO, MCES, JGES, SMS, and SHS to Gb connections to/from each location and increased bandwidth from 20 to 100 Mb/s.
- In the 2014-2014 school year the technology budget was increased by \$70,000. This additional funding continues in this current fiscal year.
- All schools have wireless internet.
- In 2013, A vocational business grant for \$224,170 was received to upgrade the High School business department.

- The Journeys communication arts program and Math Expression includes on-line resources for parents and students.
- Student email accounts are being used in grades 3-12.
- Staff members district-wide continue to be trained in Google Docs.
- Four Special Education teachers wrote and received a grant for \$500 each to buy I-Pads and apps for their classroom students.
- A grant has been written to increase more technology in the Minnie Cline Library. At this time, three Kindles have been purchased and e-books have been added for students to check out to read.
- In 2014-2015, the high school journalism department received a \$4,000 grant to enhance production.

Goal #4/3: Enhance safety for students and staff in all of our schools

Action Steps:

- In cooperation with local law enforcement, all staff (297) participated in armed intruder active shooter training in August 2014.
- All floor plans of the district buildings have been updated and provided to appropriate law enforcement personnel.
- The District Crisis Plan was updated in the fall of 2014.
- A new drop-off and pick-up system was instituted at John Glenn, Minnie Cline and Savannah Middle School.
- All schools have anti-bullying programs and practices.
- The district is participating in the 5 year redevelopment of the Andrew County Hazard Mitigation Plan.
- Elementary fencing was installed at Minnie Cline and Amazonia.

Strategic Priority #5 Fiscal Responsibility and Revenue Generation

Goal #5/1: Find alternative resources of funding

Action Steps:

- A School Age Childcare (SACC) Grant was secured for the 2011-2012, 2012-2013, 2013-2014 and the 2014-2015 school years. Each year the grant amount was \$60,000 for a total of \$240,000.
- In the 2011-2012 school year we secured a Vocational Enhancement Grant to upgrade the High School Business Department that totaled \$224,170. The state pays 75% of the cost for these grants.
- In the 2013-2014 school year the High School Ag. Department secured a \$116,081 Vocational Enhancement Grant to build a new greenhouse and technology upgrades.
- Each year we have secured FV4 Vocational Grants for the Business Department, Ag. Department and FACS Department. The state pays 50% of these grants. The amounts by year were: 2011-2012 was \$42,339; 2012-2013 was \$19,032; 2013-2014 was \$30,445; 2014-2015 was \$40,440 and the 2015-2016 grant was \$41,300 for a total of \$173,556.
- The Board entered a 15 year guaranteed energy savings lease/purchase contract for \$1,150,526 to upgrade our facilities.
- The guaranteed energy savings each year is \$90,146 and actual savings for each year has surpassed that amount.
- A grant writer was used in the Title II D grant application. Secured \$94,000 in funding.
- The Savannah Educational Education Foundation supports students who qualify for national competition by giving each student \$200 for expenses. In addition, they fund “teacher mini-grants”.
- John Glenn received a \$25,000 “Leader in Me” grant to be implemented for five years.
- The District is pursuing a FEMA saferoom grant. The FEMA share of money is 80% (\$1,053,000) and the district amount is \$351,000.

Goal #5/2: Examine purchasing procedures

Action Steps:

- New accounting software was installed to better track purchases and budgets.
- We changed phone companies resulting in \$900 in savings.
- The bus lease was bid in April of 2014 resulting in a 3% savings for the 2014-2015 school year (a drop in cost of \$19,925) and only a 2% increase in the remaining 2 years of the contract (in 2015-2016 the cost is still lower than the 2013-2014 cost by \$6,642).
- Bulk purchasing of standard supplies was explored in the spring of 2012, but could not match School Specialty in price or service.