

COMPREHENSIVE SCHOOL IMPROVEMENT - ROLLING PLAN

Special School District of St. Louis County

FY11 - FY15



SSD Administrative Offices
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Superintendent of Schools

Special School District of St. Louis County

Comprehensive School Improvement Plan FY11 – FY15

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Value Statements

Student Success

- We will strive to actualize student potential and facilitate student success.

Collaboration

- We will work collaboratively with parents, students, partner districts and community resources to benefit students.

Integrity

- We will seek to create a fiscally responsible, honest, responsive and compassionate environment valuing and appreciating all people.

Stewardship

- We will be good stewards of the students, the resources and the educational initiatives entrusted to us.

Mission

In collaboration with partner districts, we provide technical education and a wide variety of individualized educational and support services designed to ensure the student's successful contribution to our community.

Vision

The educational needs of all children are anticipated, accommodated and met successfully.

Special School District Strategic Planning Process

SSD's Comprehensive School Improvement/Rolling Plan (CSIP) directs the overall improvement of its educational programs and services. It is written in accordance with guidelines from Missouri's Department of Elementary and Secondary Education and Missouri statute (RsMo 162.856). The guidelines require goals to direct district improvement efforts for at least a five-year period.

The SSD Board of Education had adopted the Baldrige Education Criteria for Performance Excellence as a foundation for organizational improvement. The requirements of the criteria are embodied in seven categories.

Categories

- 1 Leadership
- 2 Strategic Planning
- 3 Customer Focus
- 4 Measurement, Analysis and Knowledge Management
- 5 Workforce Focus
- 6 Process Management
- 7 Results

The Education Criteria are built on a set of interrelated core values and concepts that support continual improvement:

Core Values and Concepts

- Visionary leadership
- Learning-centered education
- Valuing workforce members and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Societal responsibility
- Focus on results and creating value
- Systems perspective



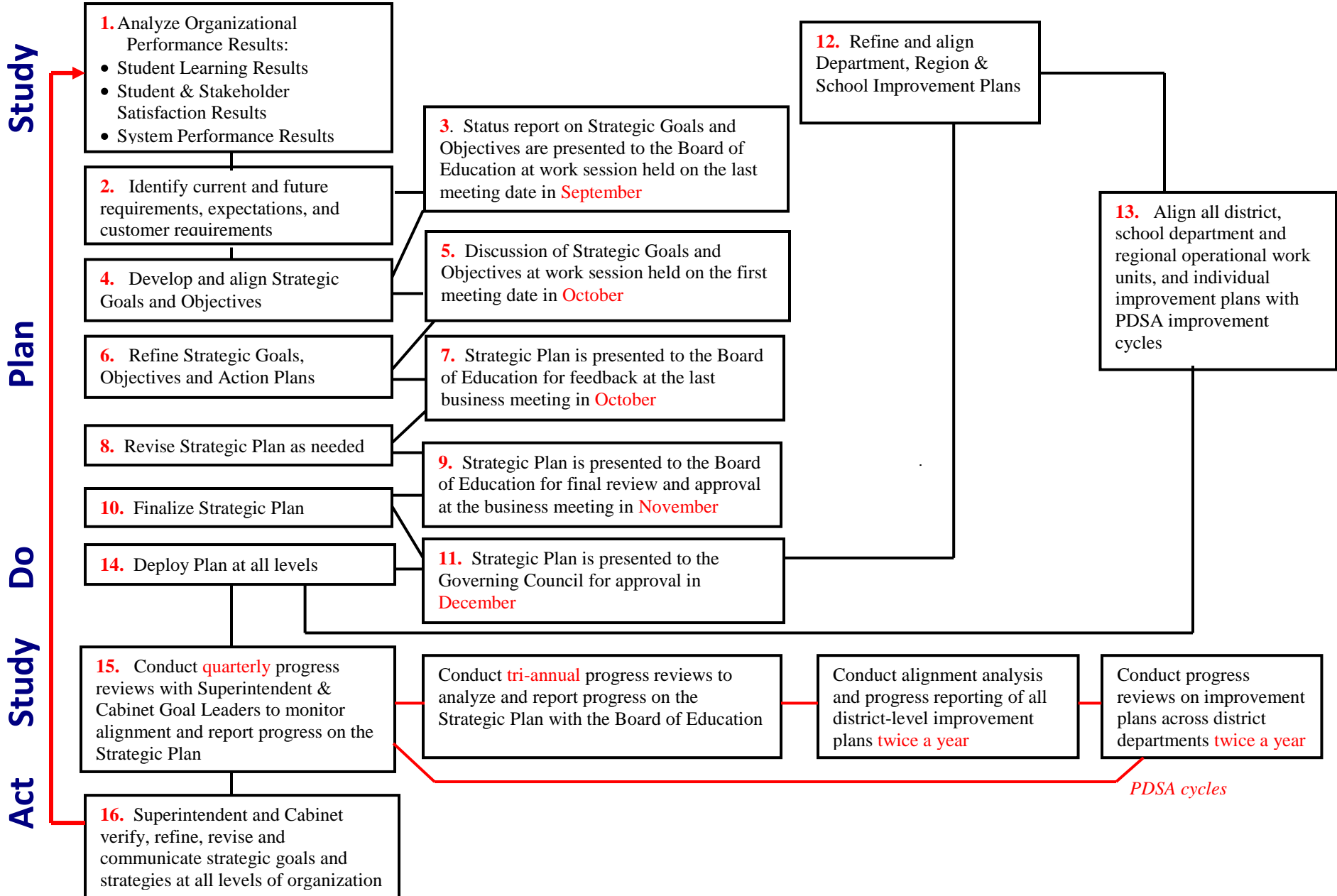
Special School District Strategic Planning and Annual Review Process

Superintendent & Cabinet

Board of Education

District & School Improvement Leaders / Teams

Operational Work Units & Individuals





Special School District of St. Louis County
Comprehensive School Improvement / Rolling Plan FY 11 – FY 15

Mission: In collaboration with partner districts, we provide technical education and a wide variety of individualized educational and support services designed to ensure the student’s successful contribution to our community.

Goal Areas	Objectives	Strategies	Performance Measures
Student Performance	▪ Meet state criteria for AYP	<ul style="list-style-type: none"> ▪ Implement formative assessments ▪ Implement continuous improvement in classrooms ▪ Improve climate in all SSD schools 	▪ Percent of schools / subgroups meeting AYP
	▪ Meet state criteria for post-secondary employment	▪ Develop and monitor transfer to post-secondary placement	▪ Percent of students meeting post-secondary outcomes
Highly Qualified Staff	▪ Meet highly qualified staffing levels at 100%	<ul style="list-style-type: none"> ▪ Meet salary benchmarks at or above county median ▪ Collaborate with local universities ▪ Recognize staff for accomplishments and best practices ▪ Schedule cabinet members for listening site visits 	<ul style="list-style-type: none"> ▪ Percent of staff meeting HQ standards ▪ Percent of content classes taught by highly qualified teachers
Facilities, Support and Instructional Resources	▪ Revise technology plan	▪ Prioritize recommendations from technology assessment and develop progress monitoring and reporting	▪ Revised plan
	▪ Develop comprehensive long-range facilities plan	▪ Engage a facility planning committee	▪ Completed plan
Parent and Community Involvement	▪ Monitor and report high levels of customer and stakeholder satisfaction	<ul style="list-style-type: none"> ▪ Develop listening system ▪ Measure partner district satisfaction ▪ Collaborate with Parent Advisory Council 	▪ Documented process and data gathering measures
Efficient and Effective Governance	▪ Implement districtwide system of continuous improvement	<ul style="list-style-type: none"> ▪ Implement accountability system ▪ Implement goal teams involving key stakeholders ▪ Conduct internal deployment assessment for continuous improvement 	▪ Progress on District Systems check
	▪ Improve services in partner districts	<ul style="list-style-type: none"> ▪ Implement continuous improvement strategies for monitoring progress and adjusting instruction ▪ Implement PDSA for SPP results 	<ul style="list-style-type: none"> ▪ Progress on Department Systems check ▪ Progress on SPP data from baseline
	▪ Align fund balance to revenue	▪ Maintain fiscal stability by identifying cost savings and efficiencies and optimizing revenue	▪ Fund balance

Our Values: ♦ *Student Success* ♦ *Collaboration* ♦ *Integrity* ♦ *Stewardship*

Our Vision: *The educational needs of all children are anticipated, accommodated and met successfully.*

Special School District of St. Louis County

Comprehensive School Improvement / Rolling Plan

FY11-FY15

**Goals, Objectives and
Strategies**

Goal Area 1: Student Performance

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 1.1 Annually meet state criteria for Adequate Yearly Progress (AYP) in SSD schools/sites in all subgroups for all content areas.

Measure: Percentage of schools/subgroups meeting AYP

Strategy 1.1.1 Implement formative assessments /progress monitoring to make data-driven instructional decisions.

Strategy 1.1.2 Implement continuous improvement at the classroom level.

Strategy 1.1.3 Develop methods to improve climate in all SSD schools.

Objective 1.2 Annually meet state criteria for post-secondary outcomes.

Measure: Percentage of students meeting post-secondary outcomes

Strategy 1.2.1 Develop and monitor the seamless transfer from high school to post-secondary placement.

Goal Area 2: Highly Qualified Staff

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA) / District mission, goals and objectives.

Objective 2.1 **Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at 100%.**

Measures: Percentage of staff meeting state and federal highly qualified standards by certification area and percentage of core content classes taught by highly qualified teachers

Strategy 2.1.1 Annually identify salary benchmarks that meet/maintain compensation at or above the county median.

Strategy 2.1.2 Collaborate with local universities to enhance skill sets of students exiting special education and general education pre-service programs.

Strategy 2.1.3 Develop a systematic process to recognize staff for their accomplishments, success and best practices.

Strategy 2.1.4 Develop a system for 2-way communication throughout the organization by scheduling cabinet members for site visits to communicate district efforts and gather feedback from staff.

Goal Area 3: Facilities, Support and Instructional Resources

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective 3.1 By FY 12 revise the current technology plan to include board-approved recommendations from the comprehensive technology assessment.

Measure: Revised technology plan

Strategy 3.1.1 Assess and prioritize recommendations from the comprehensive technology assessment to be incorporated into the technology plan and develop an ongoing system of progress monitoring and reporting.

Objective 3.2 By June 2011 develop a comprehensive long-range facilities plan.

Measure: Completed plan in time to begin implementation by FY 12

Strategy 3.2.1 Engage a district-appointed Facility Planning Committee composed of district staff, administrators, parents and area leaders to address future facilities improvements to be delineated by phase and priority.

Goal Area 4: Parent and Community Involvement

Promote, facilitate and enhance parent, student and community involvement in Local Education Agency (LEA) / District educational programs.

Objective 4.1 By FY12 implement a systematic process to monitor and report levels of customer and stakeholder satisfaction.

Measure: Documented process and data gathering measures

Strategy 4.1.1 Develop a listening system to increase the opportunities for customer and stakeholder engagement.

Strategy 4.1.2 Implement a measure of partner district satisfaction reported by district.

Strategy 4.1.3 Collaborate with the district Parent Advisory Council to plan and provide training and ongoing support for the development of a systematic approach to continuous improvement.

Goal Area 5: Governance

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 5.1 By FY14 implement a district-wide system of continuous improvement that includes a data-driven performance management system with corresponding measures and monitoring process.

Measure: Progress on Baldrige assessment, District Level III Check

Strategy 5.1.1 Implement an accountability system with the capacity to monitor all key strategic and operational goals and strategies.

Strategy 5.1.2 Implement a systematic goal team process involving key stakeholders to monitor and inform leadership of progress toward district goals.

Strategy 5.1.3 Conduct an internal assessment to determine strengths and opportunities for improvement in deployment of SSD's continuous improvement model.

Objective 5.2 Annually improve results of services provided in partner districts.

Measure: Progress on Baldrige assessment Department Level III Check and improvement of performance measures from baseline on Special Education State Performance Plan.

Strategy 5.2.1 Implement continuous improvement strategies to review student level assessment data, monitor progress, and make adjustments to instruction based on results.

Strategy 5.2.2 Implement an improvement process (PDSA) using the results of the Special Education State Performance Plan in the areas of academic performance, secondary transition and educational environment.

Objective 5.3 Maintain fiscal stability by identifying cost savings and efficiencies and optimizing revenues.

Measure: Annual fund balance trends

Strategy 5.3.1 Prioritize budget allocations to align with strategic priorities in light of declining projected revenue and student enrollment.

Special School District of St. Louis County

Comprehensive School Improvement / Rolling Plan

FY11-FY15

Action Plans

Goal Area 1:

Student Performance

1.1.1

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 1:

Annually meet state criteria for Adequate Yearly Progress (AYP) in SSD schools/sites in all subgroups for all content areas.

MSIP Standard: 6.2, 6.3, 9.1, 9.2, 9.7

Progress Measure: Percentage of schools/sites meeting AYP

Strategy 1:

Implement formative assessments/progress monitoring to make data-driven instructional decisions.

MSIP Standard: 6.2, 6.3, 9.1, 9.2, 9.7

Date to Implement Strategy: 8/31/2009

Date of Completion: 9/30/2014

Persons Responsible: Associate Superintendent

No.	Action Steps	Start Date	Completion Date
1.	Review and revise District Assessment plan.	8/31/2009	9/30/2009
2.	Train staff in utilizing and interpreting progress-monitoring tools, state and District assessments.	8/31/2009	11/30/2009
3.	Implement progress monitoring.	8/31/2009	9/30/2014

Goal Area 1:**Student Performance****1.1.2**

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 1:

Annually meet state criteria for Adequate Yearly Progress (AYP) in SSD schools/sites in all subgroups for all content areas.

MSIP Standard: 6.2, 6.3, 9.1, 9.2, 9.7

Progress Measure: Percentage of schools/subgroups meeting AYP

Strategy 2:

Implement continuous improvement at the classroom level.

MSIP Standard: 6.2, 6.3, 9.1, 9.2, 9.7

Date to Implement Strategy: 4/30/2010

Date of Completion: 6/30/2012

Persons Responsible: Associate Superintendent

No.	Action Steps	Start Date	Completion Date
1.	Schedule professional development for school personnel who are selected to participate in second round of implementation of classroom level continuous improvement.	4/30/2010	12/30/2010
6.	Provide follow-up using implementation rubric to determine if improvement strategies are being implemented with fidelity and provide support as needed.	9/30/2010	6/30/2011
7.	School Directors meet with their respective school principals to discuss the number/ names of remaining classroom teachers who will participate in the third round of professional development.	5/31/2011	6/30/2011
8.	Schedule professional development for school personnel who are selected to participate in third round of implementation of classroom level continuous improvement.	4/30/2011	9/30/2011
9.	Provide follow-up using implementation rubric to determine if improvement strategies are being implemented with fidelity and provide support as needed.	9/30/2011	6/30/2012

Goal Area 1:

Student Performance

1.1.3

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 1:

Annually meet state criteria for Adequate Yearly Progress in SSD schools/sites in all subgroups for all content areas.

MSIP Standard: 6.2, 6.3, 9.1, 9.2, 9.7

Progress Measure: Percentage of schools/subgroups meeting AYP.

Strategy 3:

Develop methods to improve climate in all SSD schools.

MSIP Standard: 7.5, 8.8

Date to Implement Strategy:

Date of Completion: 4/30/2011

Persons Responsible: Associate Superintendent

No.	Action Steps	Start Date	Completion Date
1.	Disaggregate climate results by school/program.	9/30/2010	10/30/2010
2.	Develop a method to increase communication and access to parents via the use of technology when available and/or parent meetings.	9/30/2010	9/30/2011
3.	Develop web pages which are interactive and promote the achievements and activities occurring in each school community.	11/30/2010	9/30/2011
4.	Determine whether to utilize current survey or revise survey to monitor school climate annually among students, parents and staff.	12/22/2010	4/30/2011

Goal Area 1:

Student Performance

1.2.1

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 2:

Annually meet state criteria for post-secondary outcomes.

MSIP Standard: 9.4

Progress Measure: Percentage of students meeting post-secondary outcomes

Strategy 1:

Develop and monitor the seamless transfer from high school to post-secondary placement.

MSIP Standard: 9.4

Date to Implement Strategy: 10/31/2010

Date of Completion: 6/30/2015

Persons Responsible: Associate Superintendent

No.	Action Steps	Start Date	Completion Date
1.	Develop a list of current partnerships / memorandums of understanding with agencies, organizations, employers, post-secondary institutions and/or companies.	10/31/2010	12/15/2010
2.	Investigate and determine an electronic system to aggregate and disaggregate four-year plans to determine future needs of graduates.	11/15/2010	3/31/2011
3.	Implement the electronic system to collect data on the four-year plans.	8/30/2011	6/30/2015
4.	Determine a process to identify and develop new partnerships with outside agencies, organizations, employers, post-secondary institutions and/or companies.	11/31/2010	3/28/2011
5.	Build and maintain partnerships with outside agencies, organizations, employers, post-secondary institutions and/or companies.	2/28/2011	6/30/2015

Goal Area 2:

Highly Qualified Staff

2.1.1

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA)/District mission, goals and objectives.

Objective 1:

Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at 100%.

MSIP Standard: 5.1, 6.5, 6.7, 8.1

Progress Measure: Percentage of staff meeting highly qualified standards by certification area and percentage of core content classes taught by highly qualified teachers.

Strategy 1:

Annually identify salary benchmarks that meet/maintain compensation at or above the county median.

MSIP Standard: 5.1

Date to Implement Strategy: 7/31/2009

Date of Completion: 6/30/2011

Persons Responsible: Assistant Superintendent, Human Resources

No.	Action Steps	Start Date	Completion Date
1.	Annually develop and maintain data on median salary for certified and non-certified staff.	7/31/2009	3/31/2011
2.	Develop salary schedules to meet and / or maintain salaries at or above the county median per agreement timelines.	7/31/2009	3/31/2011
3.	Negotiate salary agreements with applicable bargaining units per agreement timelines.	7/31/2009	6/30/2011

Goal Area 2:

Highly Qualified Staff

2.1.2

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA)/District mission, goals and objectives.

Objective 1:

Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at 100%.

MSIP Standard: 5.1, 6.5, 6.7, 8.1

Progress Measure: Percentage of staff meeting highly qualified standards by certification area and percentage of core content classes taught by highly qualified teachers.

Strategy 2:

Collaborate with local universities to enhance skill sets of students exiting special education and general education pre-service programs.

MSIP Standard: 5.1, 6.5

Date to Implement Strategy: 9/1/2009

Date of Completion: 6/30/2011

Persons Responsible: Assistant Superintendent, Human Resources

No	Action Steps	Start Date	Completion Date
1.	Regularly meet with local universities that graduate special education / related service teacher level candidates.	9/1/2009	6/30/2011
2.	Annually update universities regarding certification / highly qualified requirements and the performance of their graduates.	9/1/2009	6/30/2011
3.	Annually meet with students enrolled in applicable University programs to update them on State, Federal and District requirements.	9/1/2009	6/30/2011

Goal Area 2:

Highly Qualified Staff

2.1.3

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA)/District mission, goals and objectives.

Objective 1:

Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at 100%.

MSIP Standard: 5.1, 6.5, 6.7, 8.1

Progress Measure: Percentage of staff meeting highly qualified standards by certification area and percentage of core content classes taught by highly qualified teachers.

Strategy 3:

Develop a systematic process to recognize staff for their accomplishments, success and best practices.

MSIP Standard: 5.1, 6.5, 6.7, 8.1

Date to Implement Strategy: 11/1/2010

Date of Completion: 7/1/2012

Persons Responsible: Assistant Superintendent, Human Resources

No.	Action Steps	Start Date	Completion Date
1.	Research recognition systems in organizations that have received state quality or Baldrige level awards.	11/1/2010	1/30/2011
2.	Develop formal and informal recognition/appreciation tools.	2/1/2011	6/1/2011
3.	Communicate recognition/appreciation system to all district staff, customers and stakeholders.	7/1/2011	9/30/2011
4.	Implement the system as designed.	9/1/2011	5/31/2012
5.	Solicit feedback and make revisions/improvements as appropriate.	4/30/2012	7/1/2012

Goal Area 2: **Highly Qualified Staff **2.1.4****

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA)/District mission, goals and objectives.

Objective 1: **Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at 100%.**

MSIP Standard: 5.1, 6.5, 6.7, 8.1

Progress Measure: Percentage of staff meeting highly qualified standards by certification area and percentage of core content classes taught by highly qualified teachers.

Strategy 4: Develop a system for two-way communication throughout the organization by scheduling cabinet members for site visits to communicate district efforts and gather feedback from staff.

MSIP Standard: 6.5, 6.7, 8.1

Date to Implement Strategy: 11/1/2010

Date of Completion: 11/30/2011

Persons Responsible: Assistant Superintendent, Human Resources

No.	Action Steps	Start Date	Completion Date
1.	Develop a schedule for site visit listening tours.	11/1/2010	1/30/2011
2.	Develop core messages to communicate district efforts and consistent questions in which to gather feedback.	11/1/2010	1/30/2011
3.	Develop a process to share observations with site staff after each listening tour.	11/1/2010	1/30/2011
3.	Discuss staff feedback at the district level to address strengths, challenges and core competencies.	2/1/2011	9/30/2011
4.	Incorporate input into a workforce plan to be developed as part of the strategic planning process.	9/30/2011	11/30/2011

Goal Area 3:

Facilities, Support and Instructional Resources

3.1.1

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective 1:

By FY12 revise the current technology plan to include board-approved recommendations from the comprehensive technology assessment.

MSIP Standard: 6.3, 6.4, 6.7

Progress Measure: Revised technology plan

Strategy 1:

Assess and prioritize recommendations from the comprehensive technology assessment to be incorporated into the technology plan and develop an ongoing system of progress monitoring and reporting.

MSIP Standard: 6.3, 6.4, 6.7

Date to Implement Strategy: 10/29/2010

Date of Completion: 4/30/2011

Persons Responsible: Chief Technology Officer

No.	Action Steps	Start Date	Completion Date
1.	Review recommendations from the comprehensive technology assessment with the Technology Plan Implementation Committee and prioritize recommendations for implementation.	10/29/2010	12/22/2010
2.	Provide cabinet status of remaining work and prioritized recommendations.	1/4/2011	1/18/2011
3.	Provide technology status report to Board of Education.	1/18/2011	3/1/2011
4.	Revise technology plans incorporating Board-approved recommendations.	12/22/2010	4/1/2011
5.	Submit revised technology plan to Board of Education for approval.	4/1/2010	4/30/2011
6.	Develop and document planning and reporting process for the Technology Plan.	10/29/2010	4/30/2011

Goal Area 3: **Facilities, Support and Instructional Resources **3.2.1****

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective 2: **By June 2011 develop a comprehensive long-range facility plan.**

MSIP Standard: 6.3, 6.4, 6.7

Progress Measure: Completed plan in time to begin implementing recommendations by FY12

Strategy 1: Engage a district-appointed Comprehensive Long-Range Facility Planning Committee composed of district staff, administrators, parents and area leaders to address future facilities improvements to be delineated by phase and priority.

MSIP Standard: 6.3, 6.4, 6.7

Date to Implement Strategy: 10/29/2010

Date of Completion: 6/30/2011

Persons Responsible: Associate Superintendent

No.	Action Steps	Start Date	Completion Date
1.	Present final facilities plan to the Board of Education.	9/1/2009	1/30/2011
2.	Address findings and recommendations of the Comprehensive Long-range Facility Planning Committee.	7/1/2010	9/1/2010
3.	Review requests and prioritize capital expenditure projects for FY12.	12/31/2010	3/31/2011
4.	Present the comprehensive long-range facility plan to the Board of Education for approval.	4/30/2011	6/30/2011

Goal Area 4:

Parent and Community Involvement

4.1.1

Promote, facilitate and enhance parent, student and community involvement in Local Education Agency (LEA)/District educational programs.

Objective 1:

By FY12 implement a systematic process to monitor and report levels of customer and stakeholder satisfaction.

MSIP Standard: 7.5, 8.8

Progress Measure: Documented process and data-gathering measures

Strategy 1:

Develop a listening system to increase the opportunities for customer and stakeholder engagement.

MSIP Standard(s): 7.5, 8.8

Date to Implement Strategy: 2/28/2010

Date of Completion: 7/31/2011

Persons Responsible: Chief Information Officer

No.	Action Steps	Start Date	Completion Date
1.	Determine customer and stakeholder groups.	2/28/2010	3/31/2010
2.	Research data-gathering options and methods of obtaining feedback.	2/28/2010	5/31/2010
3.	Review data already available.	5/31/2010	9/30/2010
4.	Develop and implement a district listening system.	9/30/2010	5/31/2011
5.	Educate key district leaders on the listening system process and response/tracking procedures.	4/30/2011	5/31/2011
6.	Communicate the availability of the listening system to customers and stakeholders.	5/31/2011	7/31/2011

Goal Area 4:

Parent and Community Involvement

4.1.2

Promote, facilitate and enhance parent, student and community involvement in Local Education Agency (LEA)/District educational programs.

Objective 1:

By FY12 implement a systematic process to monitor and report levels of customer and stakeholder satisfaction.

MSIP Standard: 7.5, 8.8

Progress Measure: Documented process and data-gathering measures

Strategy 2:

Implement a measure of partner district satisfaction reported by district.

MSIP Standard(s): 7.5, 8.8

Date to Implement Strategy:

Date of Completion: 11/30/2011

Persons Responsible: Chief Information Officer

No.	Action Steps	Start Date	Completion Date
1.	Identify specific customer groups within partner districts.	10/1/2010	11/30/2010
2.	Research data-gathering options and methods of obtaining feedback.	10/1/2010	11/30/2010
3.	Review data already available.	12/1/2010	1/30/2011
4.	Develop satisfaction measure(s) for selected customer groups within partner districts.	1/4/2011	3/30/2011
5.	Determine means of obtaining data, and develop and implement schedule.	1/4/2011	6/1/2011
6.	Communicate satisfaction results.	10/1/2011	11/30/2011

Goal Area 4: Parent and Community Involvement 4.1.3

Promote, facilitate and enhance parent, student and community involvement in Local Education Agency (LEA)/District educational programs.

Objective 1: By FY12 implement a systematic process to monitor and report levels of customer and stakeholder satisfaction.

MSIP Standard: 7.5, 8.8

Progress Measure: Documented process and data-gathering measures

Strategy 3: Collaborate with the district Parent Advisory Council to plan and provide training and ongoing support for the development of a systematic approach to continuous improvement.

MSIP Standard: 7.5, 8.8

Date to Implement Strategy: 5/15/2010

Date of Completion: 6/30/2011

Persons Responsible: Chief Information Officer

No.	Action Steps	Start Date	Completion Date
1.	Provide training to PAC on continuous improvement using the Baldrige education criteria for excellence.	5/15/2010	6/30/2011
2.	Collaborate with PAC to set schedule for outside facilitator to assist in development of norms, mission and goals.	10/21/2010	6/30/2011
3.	Schedule meetings with PAC executive committee to address communication process, issues and opportunities for improvement.	10/20/2010	6/30/2011

Goal Area 5:**Governance****5.1.1**

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 1:

By FY 14 implement a district-wide system of continuous improvement that includes a data-driven performance management system with corresponding measures and monitoring process.

MSIP Standard: 8.1, 8.2

Progress Measure: Progress on Baldrige assessment, District Level III Check

Strategy 1:

Implement an accountability system with the capacity to monitor all key strategic and operational goals and strategies.

MSIP Standard: 8.1, 8.2

Date to Implement Strategy: 10/30/2010

Date of Completion: 9/30/2013

Persons Responsible: Assistant Superintendent, Planning & Development

No.	Action Steps	Start Date	Completion Date
1.	As part of the CSIP revision process, update key indicators, accountability measures and processes as needed.	10/30/ 2010	12/1/2010
2.	Develop and document scorecard and accountability process.	10/30/ 2010	12/30/2010
3.	Provide guidance regarding data sources for key district scorecard indicators.	10/30/ 2010	6/30/2011
4.	Calibrate terminology (e.g., dashboard, data warehouse, scorecard, report card, key indicators) and create a glossary for common terminology and share it with all district stakeholders.	10/30/ 2010	6/30/2011
5.	Develop a communication plan for department goal team leaders to apprise them of reporting expectations including format, schedule, and monitoring and feedback process.	10/30/ 2010	6/30/2011
6.	Develop a system and process to use software to integrate measure, store data.	12/1/2010	4/30/2011
7.	Develop a system and process to use software to integrate measure, store and visualize real-time and historical data.	10/30/2011	9/30/2013

Goal Area 5:

Governance

5.1.2

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 1:

By FY 14 implement a district-wide system of continuous improvement that includes a data-driven performance management system with corresponding measures and monitoring process.

MSIP Standard: 8.1, 8.2

Progress Measure: Progress on Baldrige assessment, District Level III Check

Strategy 2:

Implement a systematic goal team process involving key stakeholders to monitor and inform leadership of progress toward district goals.

MSIP Standard: 8.1, 8.2

Date to Implement Strategy: 8/30/2010

Date of Completion: 10/30/2012

Persons Responsible: Assistant Superintendent, Planning & Development

No.	Action Steps	Start Date	Completion Date
1.	Define the leadership structure at the district, region, department, school, area and work unit, levels.	11/30/2010	12/23/2010
2.	Identify purpose and membership of district Goal teams and communicate to district administration.	11/30/2010	1/30/2011
3.	Develop a communication plan for the strategic planning and reporting process.	11/30/2010	3/1/2011
4.	Provide goal team training and periodic coaching.	8/30/2010	6/30/2011
5.	Develop internal capacity and capability to sustain goal team structure through training and support.	11/30/2010	10/30/2012

Goal Area 5:**Governance****5.1.3**

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 1:

By FY 14 implement a district-wide system of continuous improvement that includes a data-driven performance management system with corresponding measures and monitoring process..

MSIP Standard: 8.1, 8.2

Progress Measure: Progress on Baldrige assessment, District Level III Check

Strategy 3:

Conduct an internal assessment to determine strengths and opportunities for improvement in deployment of SSD's continuous improvement model.

MSIP Standard: 8.1, 8.2

Date to Implement Strategy: 10/29/2010

Date of Completion: 5/17/2013

Persons Responsible: Assistant Superintendent, Planning & Development

No.	Action Steps	Start Date	Completion Date
1.	Explore options and resources to complete an internal assessment	10/29/2010	11/29/2010
2.	Identify and make a recommendation to the cabinet regarding the process to complete the internal assessment.	11/30/2010	12/22/2010
3.	Document and communicate the identified process to stakeholders.	1/3/2011	1/31/2011
4.	Complete the internal assessment.	1/31/2011	4/1/2011
5.	Develop a plan to identify actions based on the strengths identified in the internal assessment.	4/1/2011	6/1/2011
6.	Develop a plan to identify actions based on the opportunities for improvement identified in the internal assessment.	4/1/2011	6/1/2011
7.	Identify key stakeholders to participate in the Missouri Quality Award Examiner training.	10/29/2010	1/15/2011
8.	Implement the plan.	6/1/2011	6/1/2012
9.	Write an application for the Missouri Quality Award to obtain detailed input from the Education in Missouri Foundation.	9/4/2012	5/17/2013

Goal Area 5:**Governance****5.2.1**

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 2:**Annually improve results of services provided in partner districts.**MSIP Standard: 6.5, 7.1

Progress Measure: Progress on Baldrige assessment, Department Level III Check and improvement of performance measures from baseline on Special Education State Performance Plan

Strategy 1:

Implement continuous improvement strategies to review student level assessment data, monitor progress, and make adjustments to instruction based on results.

MSIP Standard: 6.5, 7.1Date to Implement Strategy: 9/1/2009Date of Completion: 6/30/2015Persons Responsible: Assistant Superintendent, Partner Districts

No.	Action Steps	Start Date	Completion Date
1.	Monitor and guide region and area continuous improvement leadership and planning.	4/1/2010	6/30/2015
2.	Implement accountability/reporting system at the Region and Division level.	11/17/2010	6/30/2015
3.	Guide effective professional learning for classroom learning systems, monitor progress of implementation and make improvement recommendations.	8/4/2010	6/30/2015
4.	Develop and implement plan to communicate expectations of continuous improvement for Directors, Area Coordinators, Effective Practice Specialists and Facilitators.	11/17/2010	6/30/2012
5.	Build connections with Partner District leadership regarding deployment of Continuous Classroom Improvement.	6/17/2010	6/30/2011
6.	Work collaboratively with the Progress Monitoring Implementation Committee (PMIC) in the areas of: <ul style="list-style-type: none"> • Data team implementation continuum revisions • Team training and coaching • Data sources and formative assessments with emphasis on secondary and alternative grade level expectations 	9/30/2009	6/30/2012

Goal Area 5:**Governance****5.2.2**

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 2:

Annually improve results of services provided in partner districts.

MSIP Standard: 6.5, 7.1

Progress Measure: Progress on Baldrige assessment, Department Level III Check and improvement of performance measures from baseline on Special Education State Performance Plan

Strategy 2:

Implement an improvement process (PDSA) using the results of the Special Education State Performance Plan in the areas of academic performance, secondary transition and educational environment.

MSIP Standard: 6.5, 7.1

Date to Implement Strategy: 9/1/2009

Date of Completion: 6/30/2015

Persons Responsible: Assistant Superintendent, Partner Districts

No.	Action Steps	Start Date	Completion Date
1.	Annually establish MAP, MAP-A and EOCs performance goals based on growth model	11/17/2010	6/30/2015
2.	Analyze and compare Special Education State Performance Plan (SPP) data per district and share successful strategies leading to growth	11/17/2010	6/30/2015
3.	Align region and area continuous improvement leadership and planning with DESE mandated improvement planning and develop reporting process	11/17/2010	6/30/2015
4.	Provide opportunities for Partner District School leaders to meet and discuss the relevance of Special Education State Performance Plan (SPP) data	11/17/2010	6/30/2012
5	Gather information from partner districts regarding predictive formative measure being implemented	11/17/2010	6/30/2011

Goal Area 5:

Governance

5.3.1

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 3:

Maintain fiscal stability by identifying cost savings and efficiencies and optimizing revenue.

MSIP Standard: 8.5, 8.6

Progress Measure: Annual fund balance trends

Strategy 1:

Prioritize budget allocations to align with strategic priorities in light of declining projected revenue and student enrollment.

MSIP Standard: 8.5, 8.6

Date to Implement Strategy: 11/17/2010

Date of Completion: 6/30/2015

Persons Responsible: Chief Financial Officer

No.	Action Steps	Start Date	Completion Date
1.	Update revenue projections quarterly.	11/17/2010	6/30/2015
2.	Identify trends in student enrollment annually.	1/5/2011	6/30/2015
3.	Identify potential cost savings in non-personnel expenses.	10/19/2010	12/22/2010
4.	Develop parameters to prioritize staffing needs.	10/26/2010	11/17/2010

Special School District of St. Louis County

Annual Progress Report

for

FY10 - FY14 Rolling Plan

Goal Area 1: Student Performance

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 1: Annually meet state criteria for Adequate Yearly Progress in SSD schools/sites in all subgroups for all content areas.

Measure: Percentage of schools/subgroups meeting AYP

Strategy 1: Develop and implement formative assessments /progress monitoring to make data-driven instructional decisions.

Strategy 2: Implement continuous improvement strategy at the classroom level.

Status:

- 55% (5 of 9) sites met AYP
- 50% (5 of 10) subgroups were met
- 1 appeal pending

Preliminary AYP designation by School/Sites/Groups

	Communication Arts	Mathematics	Attendance	Graduation	Meets AYP
North Technical	Y	Y	Y	Y	Y
Ackerman	Y	Y	Y	NA	Y
Neuwoehner	Y	Y	Y	Y	Y
Litzsinger	Y	Y	Y	NA	Y
Southview	Y	Y	Y	Y	Y
Northview	Y	Y	Y	A	N
Juvenile Detention ¹	Y	N	Y	N	N
Bridges	N	N	N	N	N
External Sites ²	N	N	N	N	N

Code:

Y = Met; N = Not Met; A = Appeal; NA = Not Applicable

¹ Juvenile Detention (includes students attending Lakeside and Project Learn)

²External Sites (includes Deaf Hard of Hearing attending school out of their home district approximately 51 students; Purchase of Service 73 students; Hawthorne approximately 15 students).

Goal Area 1: Student Performance

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective 2: Annually meet state criteria for the number of graduates from SSD schools/sites entering post-secondary education, employment in related/non-related fields or the military.

Measure: *Percentage of students meeting post-secondary outcomes*

Strategy 1: Develop three new partnerships with organizations / businesses in the community who may provide potential opportunities to improve secondary outcomes.

Status:

- 65% of all graduating students of the 2010 class are meeting the post-secondary outcomes as designated by DESE.

Post-Secondary Outcomes Meeting State Standards

Outcome Reported	No. of Students	Percent of All Students
Attending 2-year college	105	25.8%
Attending 4- year college	49	12.0%
Competitively employed	102	25.1%
Military	10	2.5%
Subtotal	266	65.4%

Post-Secondary Outcomes Not Meeting State Standards

Outcome Reported	No. of Students	Percent of All Students
Attending a non-college credit school	11	2.7%
Not available	10	2.5%
Not included in specified categories*	63	15.5%
Unknown, not able to locate	50	12.3%
Non-competitively employed	7	1.7%
Subtotal	141	34.7%
TOTAL-ALL STUDENTS	407	101.1%

Goal Area 2: Highly Qualified Staff

Recruit, attract, develop and retain highly qualified staff to carry out the Local Education Agency (LEA)/District mission, goals and objectives.

Objective 1: Annually meet or maintain highly qualified certified and non-certified staffing levels in SSD schools and partner district sites at or above 100%.

Measure: *Percentage of staff meeting highly qualified standards by certification area*

Strategy 1: Annually identify salary benchmarks that meet/maintain compensation at or above the County median.

Strategy 2: Create and implement a system to track and evaluate County-wide teacher assignments.

Strategy 3: Collaborate with local universities to enhance skill sets of students exiting special education and general education pre-service programs.

Status:

- 99% of fulltime vacancies are currently filled.
- 98% of classes are currently taught by a Highly Qualified teacher
- 88% of the District's paraprofessionals have met Highly Qualified standards as of Spring 2010, and 91% of paraprofessionals currently meet Highly Qualified standards. The District has developed a plan to support teacher aides in becoming Highly Qualified by 2012 by providing coursework, instructors, and reimbursement for assessment fees. The District has also registered to become a testing site for the state examination.

Strategy 1:

- In process
- The District's salary schedules are analyzed annually to monitor our ranking in the County. Two areas will need to be addressed. The minimum teacher assistant hourly rate for 2009-2010 ranked just below the County median (12/22). The maximum teacher pay for a master's degree in 2009-2010 was also just below the median (14/23).

Strategy 2:

- Completed

Strategy 3:

- In process
- Human Resource personnel meet monthly with local university representatives to discuss the quality of graduates
- Human Resource personnel attended six panel discussions with prospective graduates and ten job fairs at local universities in 2009-10.

Goal Area 3: Facilities, Support and Instructional Resources

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective 1: Complete a comprehensive technology assessment to support student and staff learning, increase staff productivity and efficiency of operations across the district by FY10.

Measure: Completed report in time to implement recommendations by FY11

Strategy 1: Assess current practice and develop a strategic plan to address recommendations in technology infrastructure, organization, operations, professional development, administrative applications and instructional applications.

Status:

- The MGT Technology Assessment Report was presented to the Board of Education in a work session in March 2010.
- The Technology Services Department has been using the findings/recommendations in conjunction with the District's Technology Plan (FY2010-FY2013) as guidance for actions taken during the summer and fall months of 2010.

Goal Area 3: Facilities, Support and Instructional Resources

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective 2: Complete a comprehensive facilities study by FY 10 to address development of a five-year facilities plan that includes an annual implementation schedule.

Measure: Completed report in time to implement recommendations by FY11

Strategy 1: Annually analyze facility data (surveys, reports and inspections) to revise and update the five-year facilities plan.

Status:

- A facilities study was initiated in order to address long-range major renovations and space/utilization plans for SSD buildings. As part of that study, the following documents have been completed and discussed at a Board of Education work study on July 20, 2010:
 - ✓ “Historical Data” report containing a brief history of each of the SSD schools
 - ✓ “District Charrette” report containing workable concepts for improving the educational adequacy of each facility
 - ✓ “Prioritized Issues to Address Outlined per School Building” report
- Subsequent to the board work study, a facilities committee was established to prioritize recommendations made in the facilities study and needed resources at the district level. The committee will provide a report to the Board of Education by December, 2010.

Goal Area 4: Parent and Community Involvement

Promote, facilitate and enhance parent, student and community involvement in Local Education Agency (LEA) / District educational programs.

Objective 1: Monitor and report high levels of customer satisfaction.

Measure: Improvement in satisfaction from baseline on data-gathering measures

Strategy 1: Develop a customer listening system using state performance standards and a variety of data gathering methods.

Strategy 2: Develop consistent messaging to communicate the district's mission, progress and vision for the future to various stakeholder groups.

Strategy 3: Develop a measure of partner district satisfaction reported by district in areas of personnel, service delivery and management structure.

Status:

- An overall Goal Team has been formed and Work Teams for strategies have been developed.

Strategy 1:

- Key customer groups have been identified as students, parents and partner districts.
- Research is continuing on data-gathering options.
- Research has begun on developing criteria for determining customer satisfaction.

Strategy 2:

- Audiences have been defined as students, parents and partner districts.
- This strategy has been included as an objective in the SSD Communications Department's Improvement Plan.

Strategy 3:

- Technology agreements in **nine partner districts** have been formalized and/or agreed to in principle as of Sept. 21.
- **Fifty-six (56) staff members from 15 partner districts** have chosen to participate in Continuous improvement training at SSD.
- The attendance rate for the SSD superintendent's first meeting of the new school year with partner district superintendents was **73 percent – 16 of 22**. In addition, two superintendents that did not attend sent a representative from their district.

Goal Area 5: Governance

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 1: Implement a district-wide system of continuous improvement that includes a data-driven performance management system with corresponding measures and monitoring process.

Measure: *Progress on Baldrige assessment, District Level III Check*

Strategy 1: Develop an accountability system with the capacity to monitor all key strategic and operational goals and strategies.

Strategy2: Provide a quarterly report to the board that informs leadership of the progress toward district goals.

Strategy3: Align divisions, departments and schools to a continuous improvement model in support of the strategic plan.

Status: Progress on Baldrige Assessment, District Level III System Check

	Not Yet		Progressing		Proficient	
	2009	2010	2009	2010	2009	2010
TOTAL - ALL CATEGORIES	38%	22%	61%	78%	0%	0%

- Five items proved from the *Not Yet* rating to the *Progressing* rating:
 - (1.3) Using quality improvement principles;
 - (3.2) Building positive relationships with stakeholders;
 - (4.2) Comparing district performance to similar and benchmark districts;
 - (5.1) Recognizing staff contributions toward achieving district goals;
 - (6.1) Using continuous improvement approach (PDSA) to improve district operations;
 - (6.2) Using PDSA to improve individual work processes.
- The items for which approximately 1/3 of all SSD administrators felt were in the proficient rating and may be targeted as opportunities for improvement:
 - (1.3) Using quality improvement
 - (2.1) Strategic goals are aligned to state performance standards and stakeholder needs

Strategy 1:

- In process
- All departments have goals and strategies identified with measures that have been determined by the departments. A reporting calendar for district reporting has been developed.

Strategy 2:

- Completed, and undergoing a process improvement review during the current CSIP cycle.
- A format for quarterly reports to the board has been established and reports have been submitted each quarter beginning with January 2010.
- A format for a balanced scorecard has been developed, and will be revised during the current CSIP review.

Strategy 3:

- Completed. All departments, schools and partner district regions have received professional development in Continuous Improvement and have developed goals aligned with the district CSIP.
- During the current CSIP review cycle, progress on goals will be reviewed, revisions recommended and progress measures updated as appropriate.

Goal Area 5: Governance

Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the District.

Objective 2: Improve satisfaction and results of services provided in partner districts.

Measure: Improvement in satisfaction and performance measures from baseline

Strategy 1: Implement continuous improvement strategies to review student level assessment data, monitor progress, and make adjustments to instruction based on results.

Status:

- Region administrators have developed plans to deploy continuous improvement strategies at the region, area and classroom levels. Region plans include the development and sustainability of data teams and implementation of researched based special education interventions.
- Area Leadership teams are being deployed in all partner districts. Area Leadership teams provide a system for SSD leadership to understand the needs of the workforce at the classroom system level. Area Coordinators lead the teams and will submit Area Plans to document progress.
- Regional Directors and Area Coordinators participated in Continuous Improvement training during the 2009-10 school year. Administrative staff in partner districts will receive professional development during the 2010-11 school year to develop capacity to support continuous improvement at the classroom level.
- A pilot group of teacher level staff received classroom continuous improvement training in February, April and May, 2010. A second group received training in the Fall of 2010, a third group will receive training in Winter 2011, and the final group will receive training in Fall 2011. Teachers in the pilot group and Fall 2010 group will have at least one follow-up session during the first semester of SY 2010-11. Coaching for all groups will be provided by Region Facilitators who have been trained to provide technical assistance.
- Three Continuous Improvement overview sessions have been provided for partner district leaders to learn about Classroom Continuous Improvement systems. This has been an opportunity to receive feedback from the partner districts and strengthen connections to Partner District initiatives and instructional focus areas.

Special School District of St. Louis County

**Accountability Report
FY 10**



Special School District of St. Louis County

Comprehensive School Improvement / Rolling Plan FY10 - FY14

Accountability Report, July 2010

Mission: *In collaboration with partner districts, we provide technical education and a wide variety of individualized educational and support services designed to ensure the student's successful contribution to our community.*

Our Values: ♦ Student Success ♦ Collaboration ♦ Integrity ♦ Stewardship

Our Vision: *The educational needs of all children are anticipated, accommodated and met successfully.*

Goal Areas	Objectives	Performance Measures	Progress July, 2010	Fall Baseline	Spring Results	End of Year Results
Student Performance	Meet state criteria for Adequate Yearly Progress	Percentage of schools / subgroups meeting AYP	SPED Schools Alternate Performance Indicators % of mastery, Communication Arts ¹	68.8%	80.9%	87.03%
			SPED Schools: Alternate Performance Indicators % of mastery, Mathematics ¹	65.7%	85.5%	88.33%
			SPED Schools: Writing prompt assessment score ²	6.31	8.12	8.81
			Career Tech Ed: STAR Reading percent at grade level, 11th grade ³	28.62%	34.16%	40.40%
			Career Tech Ed: STAR Reading percent at grade level, 12th grade ³	28.43%	35.85%	38.65%
			Career Tech Ed: STAR Math percent at grade level, 11th grade ³	31.67%	35.85%	50.28%
			Career Tech Ed: STAR Math percent at grade level, 12th grade ³	32.21%	42.86%	46.42%
			Career Tech Ed: Instructional System of Management, 11th grade ⁴	23.89%	31.39%	41.28%
			Career Tech Ed: Instructional System of Management, 12th grade ⁴	50.73%	59.02%	70.70%
			SPED and Career Tech Ed Schools: Cumulative student attendance rate as of 4/7/10			91.65%
	Meet state criteria for post-secondary schooling or employment	Percentage of students meeting post-secondary outcomes	SPED and Career Tech Ed Schools: % of graduates in college or competitively employed (277/407 graduates); 70% when non-competitive is included			68%/70%

**Comprehensive School Improvement / Rolling Plan FY10 - FY15
Accountability Report , July 2010**

Goal Areas	Objectives	Performance Measures	Progress Report, July 2010	Fall Baseline	Spring Results	End of Year Results
Highly Qualified Staff	Meet highly qualified staffing levels at or above 99%	Percentage of staff meeting highly qualified standards	% of classes taught by a SSD teacher meeting MO highly qualified standards (1835/1868)		98%	
			% of paraprofessionals meeting MO highly qualified standard, 60 college credits (1457/1648)		88%	
			Number of interactions with colleges / universities			11 job fairs, 4 panel discussions for student teachers
Facilities, Support and Instructional Resources	Complete comprehensive technology study to increase efficiency	Completion of report in time to implement FY 11	Technology plan has been approved by Board of Education and submitted to DESE		Completed	
			Technology study submitted and reviewed in a work study session on April 27		Completed	
	Complete comprehensive facilities study	Completion of report in time to implement FY 11	Charettes have been completed		In process	In process
Parent and Community Involvement	Monitor for high levels of customer satisfaction	Improvement in satisfaction	Customer groups identified, SSD School climate surveys completed			Groups identified; Survey data analyzed
Govern the District in an Efficient and Effective Manner	Implement a districtwide system of continuous improvement	Progress on Baldrige "Systems Check Level 3"	District System Check 6/1/09, Indicators measured: Not Yet-7/18; Progressing-11/18	64% Progressing 34% Not Yet		
			% of departments/regions/units that have completed team systems checks (44 /44)		100%	
			Number of PDSAs			59
			Number of improvements			64
	Improve satisfaction and results of services provided in partner districts	Improvement in satisfaction and results from baseline	Grades 3-5 , Rate of Improvement on Aimsweb Reading Curriculum-Based Measure ⁵ National norms .70 (10%ile) - .83 (25%ile)			0.78
			Grades 6-8 , Rate of Improvement on Aimsweb Reading Curriculum-Based Measure ⁵ National norms .53 (10%ile) - .60 (25%ile)			0.72

1. Alternate Performance Indicators (API)

Students who benefit from an extended (alternate) curriculum and are assessed using the MAP-A have learning objectives aligned with DESE's Alternate Performance Indicators (APIs). APIs for each student in the areas of Communication Arts and Mathematics are selected based on the student's ability and mastery of skills in previous assessments. The scores represent the average accuracy rate on APIs for all students in SSD's Special Education Schools for the month reported.

2. Monthly Writing Assessment

The writing assessment is completed by students K-12 during the first week of every month. Each assessment is scored in the areas of organization, content, style and grammar using a rubric based on a four-point scale. There are three scoring guides determined by grade level group: (1) Grades K-3, Story Writing; (2) Grades 4-6, Story/Narrative Writing; and (3) Grades 7-12, Narrative Writing. The scores for the four areas are combined, resulting in an overall performance score. A total of 13-16 points is considered advanced; 9-12 points – proficient; 5-8 points - basic and 1-4 points - below basic.

3. STAR

Testing in Reading and Mathematics using the STAR test is completed with 10th, 11th, and 12th grade students up to three times each year until the student reaches grade level proficiency. The scores are grouped into three levels: (1) those who have achieved grade level or higher on each administration of the test, (2) those who are within two years of achieving grade level, and (3) those who are more than two years behind grade level. When students achieve grade level proficiency, they are not required to take the test later that year.

For this Accountability Report, scores from students who tested at grade level or higher on the first attempt were included in both the first and second set of results.

4. ISM (Instructional System of Management)

Technical Education teachers provide periodic assessments of student progress through the technical curriculum duty and task list. Each program has a number of competencies that students are expected to master during the course of their technical program. Measures are reported at the end of each quarter and would be expected to increase over the typical two-year program course of study. The rate of growth between assessments will vary by skill and program area. The first measure noted on the Accountability Report was completed at the end of the first semester and the second measure was completed at the end of the third quarter. Score represent the average mastery rate of total ISM competencies across programs.

5. Aimsweb Curriculum-Based Measure

Oral reading fluency measures are used on a monthly basis to monitor individual student progress in sites voluntarily participating in the progress monitoring initiative. In addition, assessments are completed 3 times a year to benchmark against national norms using an overall expected Rate of Improvement (ROI). Students from SSD typically score at the 10thile on the beginning of the year assessment. Their rates of improvement are compared to those students who score at the 10% and 25thile nationally.