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Springfield Public Schools

Strategic Plan

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or by calling (417)523-0021.*

*Dreaming.
Planning.
Doing.*

Together.

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WHAT IS SP5?

After more than a year, thousands of surveys, numerous focus groups, discussions with business leaders, teachers, staff and a major community input event, Springfield Public Schools has established a clear vision for the future of public education in Springfield.

By closely listening to this input, we developed a strategic vision for the future of our schools. SP5 reflects the goals and the measurements of success of this vision for the next five years.

Our success in meeting the goals set forth in this plan will allow us to take what is already a great place to learn and make it even better for the children of Springfield.

This is an overview of the plan. For additional information on specific targets, incremental and yearly measurements and to see all supporting documents, visit the planning website.

Find out more at www.springfieldpublicschools.org



Strategic Plan Overview

Over the next five years, we will not only be accountable to our community, but will also annually celebrate the accomplishments mapped out in our strategic vision.

As we meet these goals, our district will transform over the next five years:

- Our students will have more choice in the types of schools and programs offered. Examples include the debut in 2008 of the Wonders of the Ozarks Learning Facility (WOLF), a conservation school where children will learn all subjects against the backdrop of the great outdoors. Additional programs are planned in workforce readiness, math, science and technology and the arts.
- Our graduation rate will show strong improvement as we implement programs to better engage all students.
- All of our school sites will have air conditioning or will have begun the final stage for installation of air conditioning.
- We will be among the leaders in southwest Missouri to provide a total compensation package that recruits and retains the best teachers.
- We will hire additional staff to continue to lower our student/teacher ratios.

Find out more at www.springfieldpublicschools.org



From the Superintendent About Our Plan

Springfield Public Schools, while by most standards already a very high performing district, is firmly committed to continually improving the quality of the learning environment. While we have accomplished much, we still have room to grow. This combination of current success and future commitment results in a strategic plan focused on the most critical issues we face as a community and establishes very high standards for improvement. In short, this plan does not shy away from our greatest challenges.

This strategic plan, well-founded in community and parent input as well as the expertise of dedicated educational professionals, establishes a long-range vision for our district. The plan will drive decision-making across the district and will certainly impact annual budget decisions. At times, as in the past, we will need our community's investment and support to achieve these goals we have set together. We promise to use all of our resources effectively and ask for support only when it is necessary to achieve the goals and priorities.

The most important aspect of our strategic plan is that it does not end with these pages. We will continue to listen, learn and adjust our plan as needed to remain effective in our focus on success. This plan is meant to be visionary and challenging while at the same time remaining flexible enough to address the changes and new challenges that seem to occur more rapidly than ever before. SP5 will build an important bridge to the community with a strong foundation in workforce development with attention to math, science and technology.

I encourage you to look through this plan. This is your vision of the future of our school district. I invite you to celebrate our accomplishments and help us assess areas for improvement. We must work hard and reach further, never forgetting our effort shapes the success of the current and future students of Springfield Public Schools.

Thanks for supporting our vision,

A handwritten signature in black ink, reading "Dr. Norman J. Ridder". The signature is written in a cursive style and is positioned above the printed name.

Dr. Norman Ridder

Strategic Plan Terms Defined

Adequate Yearly Progress (AYP) - Under the federal *No Child Left Behind Act (NCLB)* of 2001, each state is required to assess all school districts to determine if each district and each school within those districts have made Adequate Yearly Progress (AYP). AYP decisions are based on the results of state testing in communication arts and math and the district's attendance rate and graduation rate.

Missouri Assessment Program (MAP) – In 1997, Missouri began implementing a performance-based assessment system for use by all public schools in the state, as required by the Outstanding Schools Act of 1993. The assessment system, known as Missouri Assessment Program (MAP), is designed to measure student progress in meeting the Show-Me Standards. The 73 Show-Me Standards, created by Missouri educators and adopted by the State Board of Education in 1996, describe what graduates of the state's public schools must know and do.

ACT – A college entrance exam used to assess a high-school student's general education and their ability to comprehend college-level work.

Missouri School Improvement Program (MSIP) – Organization responsible for reviewing and accrediting the 524 school districts in Missouri within a five-year review cycle. The process of accrediting school districts is mandated by state law, and the specific responsibilities of this section are outlined both by State Board Rule and in Senate Bill 380 (<http://dese.mo.gov/divimprove/sia/msip/msip%20overview.htm>).

MO-Option program- A program set up to assist high school students who lack the credits needed to graduate. These individuals can take the GED and if they pass will be counted as high school graduates. (http://dese.mo.gov/divcareered/Missouri_option.htm)

Extended Learning Program (ELP) – Supplemental instruction, including after-school tutoring, intended to assist low-performing students achieve grade level, particularly in math and reading.

Title I school – A school with a high poverty rate, typically with at least 50 percent of its students qualifying for free or reduced price lunch, which receives additional federal funds to help address the academic needs of these at-risk students.



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Schools of Choice - SPS Choice is an initiative to develop and offer educational options to provide unique learning experiences or to address specific educational needs. Examples include the International Baccalaureate Program, Wonders of the Ozarks Learning Facility or Middle College. While these schools provide "choice," they still give students a comprehensive education taught within the context of a specialty focus (e.g. fine arts, science, vocational training).

Full Time Equivalent (FTE) – An accounting term which identifies a budgeted work position. An FTE of 1.0 indicates an employee is full time, and fulfilling the entirety of a work position. An FTE of .50 indicates an employee is half time, and fulfilling half of a budgeted work position.





Goal 1

Goal 1: Improve Student Achievement

All students will demonstrate proficiency or higher in math, reading, and writing.

Performance Indicator 1:

Meet or exceed Adequate Yearly Progress (AYP) performance standards for schools and the district.

Overview:

Student achievement is what drives all aspects of Springfield Public Schools. The following success indicators are a mix of federal and state standards, as well as the goals established at the local level with input from our stakeholders.

Measure:

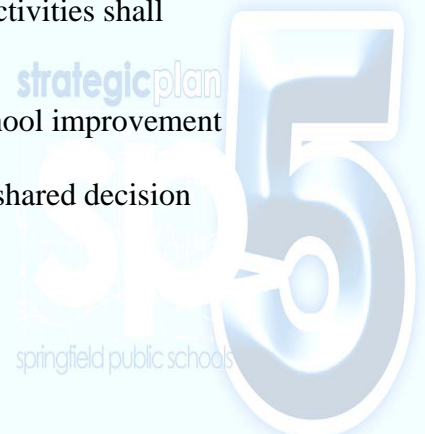
- 1.1. Number of schools meeting or exceeding AYP performance standards.
- 1.2. Number of student subgroups meeting or exceeding AYP performance standards.

Target:

- 1.1.1. One hundred percent of all Springfield Public Schools will meet or exceed AYP each year as measured by the Missouri Department of Elementary and Secondary Education (DESE) communication arts and mathematics performance standards.
- 1.2.1. One additional subgroup will meet or exceed AYP each year until all subgroups meet or exceed AYP as measured by the Missouri DESE communication arts performance standards. All subgroups shall meet or exceed AYP as measured by the Missouri DESE communication arts performance standards by the year 2014.
- 1.2.2. All subgroups will meet or exceed AYP each year as measured by the Missouri DESE mathematics performance standards.

Action Plan:

- School Improvement Plans and program improvement plans shall be developed annually and implemented that include: 1) goals clearly stating the direction for school improvement, 2) goals clearly linked to all students learning, and 3) the top priorities of the school clearly addressed. School improvement activities shall provide evidence of:
 - active leadership for implementing the school improvement plan throughout the school,
 - an exemplary model of collaboration and shared decision making,



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- all staff actively involved in implementing the school improvement plan,
 - the need for resources and follow-up support is anticipated by leadership and support is provided promptly, and
 - parents and students authentically involved in the implementation of the school improvement plan.
- A system to monitor and report student performance shall be researched, purchased, and implemented by January 2008. Said system shall collect all students' assessment data to tell us how our students performed on MAP assessments, district assessments and classroom-based assessments, upon which instruction to improve student achievement may be based.

Goal Champion:

Assistant to the Superintendent



Goal 1: Improve Student Achievement

All students will demonstrate proficiency or higher in math, reading, and writing.

Performance Indicator 2:

Improve student performance as measured by MAP and ACT.

Overview:

Student achievement is what drives all aspects of Springfield Public Schools. The following success indicators are a mix of federal and state standards, as well as the goals established at the local level with input from our stakeholders.

Measure:

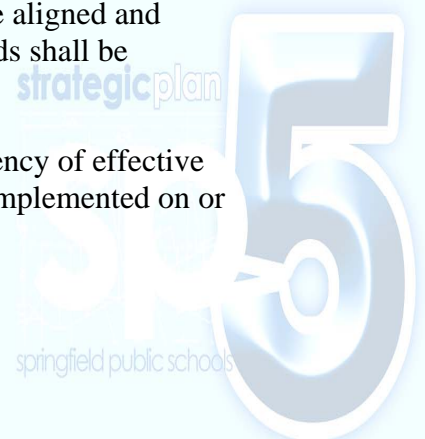
- 2.1. Percent of students performing proficient/advanced (MAP).
- 2.2. Number and percent of students with composite scores (ACT).
- 2.3. Rank in cohort for overall district performance (MAP and ACT).

Target:

- 2.1.1. Five percent or more annual improvement in the percentage of students scoring proficient or advanced as measured by the Missouri DESE communication arts and mathematics performance standards. One hundred percent of students shall be scoring proficient or advanced by the year 2014 as measured by the Missouri DESE communication arts and mathematics performance standards.
- 2.2.1. Two and one-half percent or more annual increase in the percentage of students taking the ACT exam. Eighty-five percent of students shall be taking the ACT exam by the year 2014.
- 2.2.2. One-tenth of one percent or more annual increases in the average Springfield Public Schools' ACT composite score. The average Springfield Public Schools' ACT composite score shall be at or above 24 by the year 2014.
- 2.3.1. Rank highest among regional comparable districts.

Action Plan:

- A process to assure the written, taught and tested curriculums are aligned and remain aligned with each other, local, state, and national standards shall be developed and implemented on or before July 1, 2009.
- A process to monitor and improve the appropriate use and frequency of effective instructional practices in all classrooms shall be developed and implemented on or before September 1, 2009.



- Effective strategies to increase student participation in the ACT exam shall be researched. A report on possible strategies to increase student participation in the ACT exam shall be presented to Cabinet no later than February 1, 2008. The chosen strategy or strategies shall be implemented on or before September 1, 2008.
- Effective strategies to increase student performance on the ACT exam shall be researched. A report on possible strategies to increase student performance on the ACT exam shall be presented to Cabinet no later than February 1, 2008. The chosen strategy or strategies shall be implemented on or before September 1, 2008.
- A system to monitor and report student performance shall be researched, purchased, and implemented by January 2008. Said system shall collect all students' assessment data to tell us how our students performed on MAP assessments, district assessments and classroom-based assessments, upon which instruction to improve student achievement may be based.

Goal Champion:

Assistant to the Superintendent



Goal 1: Improve Student Achievement

All students will demonstrate proficiency or higher in math, reading, and writing.

Performance Indicator 3:

Demonstrate students' proficiency or higher in reading and math.

Overview:

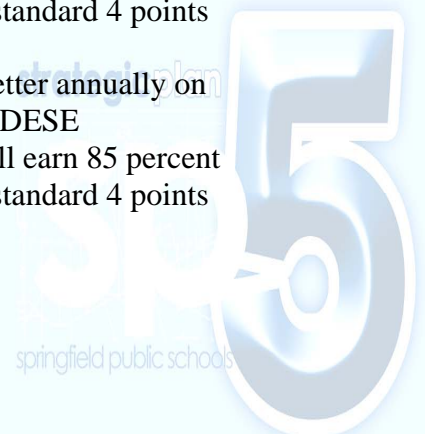
Student achievement is what drives all aspects of Springfield Public Schools. The following success indicators are a mix of federal and state standards, as well as the goals established at the local level with input from our stakeholders.

Measure:

- 3.1. Average percent of raw points earned on Math MAP Standard 4.
- 3.2. Number and percent of students performing proficient/advanced.

Target:

- 3.1.1. Grades 3 through 6 shall earn 2 percent more points or better annually on Math MAP Standard 4 as measured by the Missouri DESE mathematics MAP exam. Grades 3 through 6 shall earn 85 percent or more of the Math MAP Standard 4 points by the year 2014.
- 3.1.2. Grades 7, 8 and 10 shall earn 3.5 percent more points or better annually on Math MAP Standard 4 as measured by the Missouri DESE mathematics MAP exam. Grades 7, 8, and 10 shall earn 85 percent or more of the Math MAP Standard 4 by the year 2014.
- 3.2.1. Five percent or more annual improvement in the percentage of students scoring proficient or advanced as measured by the Missouri DESE communication arts and mathematics performance standards. One hundred percent of students shall be scoring proficient or advanced by the year 2014 as measured by the Missouri DESE communication arts and mathematics performance standards.
- 3.2.2. Grades 3 through 6 shall earn 2 percent more points or better annually on the fiction reading standard as measured by the Missouri DESE communication arts MAP exam. Grades 3 through 6 shall earn 85 percent or more of the communication arts MAP fiction reading standard 4 points by the year 2014.
- 3.2.3. Grades 7, 8 and 11 shall earn 3.5 percent more points or better annually on the fiction reading standard as measured by the Missouri DESE communication arts MAP exam. Grades 7, 8, and 10 shall earn 85 percent or more of the communication arts MAP fiction reading standard 4 points by the year 2014.



3.2.4. Grades 3 through 8 and 11 shall earn 2 percent more points or better annually on the non-fiction reading standard as measured by the Missouri DESE communication arts MAP exam. Grades 3 through 8 and 11 shall earn 85 percent or more of the communication arts MAP non-fiction reading standard 4 points by the year 2014.

Action Plan:

- A process to assure the written, taught and tested curriculums are aligned and remain aligned with each other, local, state, and national standards shall be developed and implemented on or before July 1, 2009.
- A process to monitor and improve the appropriate use and frequency of effective instructional practices in all classrooms shall be developed and implemented on or before September 1, 2009.
- A system to monitor and report student performance shall be researched, purchased, and implemented. Said system shall collect all students' assessment data to tell us how our students performed on MAP assessments, district assessments and classroom-based assessments, upon which instruction to improve student achievement may be based.

Goal Champion:

Assistant to the Superintendent



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Goal 2

Goal 2: Improve the Graduation Rate

Students will persist in their efforts to complete an educational program.

Performance Indicator 1:

Improve graduation rate as measured by MSIP Standard 9.5.

Overview:

Increasing the percentage of students who graduate from Springfield Public Schools is a primary focus for our system. Action plans including increasing alternative options, reading interventions, and reducing the achievement gap within subgroups will be devised to assist in this area.

Measure:

- 1.1.a. Percent of students persisting to graduation.
- 1.1.b. District rank in cohort.

Target:

- 1.1.1. Improve graduation rate to 79 percent for the class of 2008.
- 1.2.1. Improve the graduation rate to 80 percent for the class of 2009.
- 1.3.1. Improve the graduation rate to 81 percent for the class of 2010.
- 1.4.1. Improve the graduation rate to 83 percent for the class of 2011.
- 1.5.1. Improve the graduation rate to 85 percent for the class of 2012.

Action Plan:

- Yearly analysis of progress toward meeting MSIP Persistence to Graduation standard of 86 percent.
- Increase alternative options for earning credits to fulfill graduation requirements. Alternative options include expanded credit recovery, computerized course curriculum, OTC-Bailey partnership and expanded MO-Option program.
- Increase reading interventions for students who are below appropriate grade levels. Redesign the Extended Learning Program to allow more intensive site efforts.
- Analyze trend data and develop specific strategies to reduce the achievement gap.
- Submit yearly budget requests to achieve prioritized targets.

Goal Champion:

Associate Superintendents, Executive Directors, Coordinator of Cultural Diversity and Expanded Learning Opportunities



Goal 2: Improve the Graduation Rate

Students will persist in their efforts to complete an educational program.

Performance Indicator 2:

Improve graduation rate as measured by MSIP Standard 9.5 through efforts met to reduce the student/teacher ratio and to decrease the number of combination classes at the elementary level as space allows.

Overview:

Research on trend data from comparable school districts clearly shows the need to reduce student/teacher ratios to improve the graduation rate for students in Springfield Public Schools.

Measure:

2.1. Average number of students per class at each grade level K-12.

2.2. Number of combination classrooms at the elementary level.

Grade Level	Current Staffing Plan		Current Averages		MSIP Desirable	Five-Year Targets		Ten-Year Targets		Priority
	Non-Title	Title	Non-Title	Title		Non-Title	Title	Non-Title	Title	Ranking*
K	21	20	21.0	20.5	20	21	20	20	19	#5
1	23	22	21.7	20.9	20	22	21	20	19	#2
2	23	22	22.7	20.6	20	22	21	20	19	
3	25	24	23.7	21.8	22	24	23	22	21	#4
4	25	24	23.8	23.1	22	24	23	22	21	
5	25	24	24.7	22.4	25	25	24	25	24	
6	27	26	27.3	25.8	25	26	25	25	24	#3
7-8	27	26	27.3	25.8	28	27	26	27	26	#6
9-12	30.25	n/a	30.3	n/a	28	29	n/a	28	n/a	#1

*Priority recommended by administrative team

	2004-05	2005-06	2006-07
Elem Split Classrooms	26	14	11

Target:

2.1.1. To meet or exceed the MSIP desirable standard at all grade levels with five (2012) and 10 (2017) year targets listed above.

2.2.1. To continually reduce the number of elementary combination classrooms, if space is available.



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Action Plan:

- Yearly analysis of progress toward meeting MSIP desirable standards and reduction of split classrooms.
- Continual data analysis of the effect of comparable schools related to persistence to graduation efforts and class sizes.
- Submit yearly budget requests to achieve prioritized targets.

Goal Champion:

Associate Superintendents and Executive Directors



Goal 2: Improve Graduation Rate

Students will persist in their efforts to complete an educational program.

Performance Indicator 3:

Increase student engagement and responsibility for learning.

Overview:

Creating responsible students who are eager to learn will ensure persistence to graduation.

Measure:

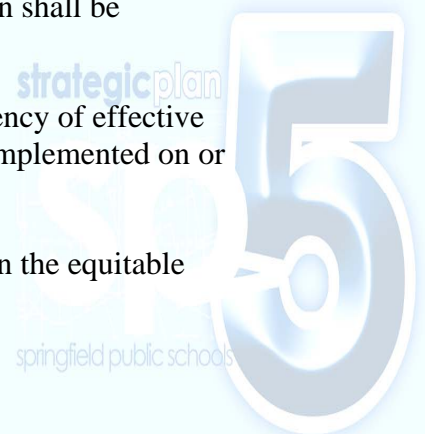
- 3.1. Percent of students enthusiastic about learning.
- 3.2. Implementation of student-centered practices.
- 3.3. Percentage of students participating in SPS schools of choice with a special academic focus or thematic environment.
- 3.4. Percentage of students participating in career and technical programs.

Target:

- 3.1.1. Ninety-five percent or more of all students shall agree or strongly agree with MSIP survey questions associated with student enthusiasm, engagement and responsibility for learning by the year 2014.
- 3.2.1. One hundred percent of all classrooms shall appropriately use the most effective instructional practices over 60 percent of the time by the year 2014.
- 3.2.2. All school sites shall have a minimum 3 to 1, student to student computer ratio by the fall of 2011.
- 3.3.1. Twenty-five percent of the student population shall be participating in an SPS school of choice by the fall of 2019.
- 3.4.1. Increase the percent of high school students participating in career and technical education programs to at least 45 percent of the total 9-12 population by the fall of 2019.

Action Plan:

- Continuous Classroom Improvement training and implementation shall be continued.
- A process to monitor and improve the appropriate use and frequency of effective instructional practices in all classrooms shall be developed and implemented on or before September 1, 2008.
- Implementation of the 2007-2010 Technology Plan shall focus on the equitable distribution of student computers.



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- Form a school choice committee to develop schools of choice policies and procedures for presentation to the board in January 2008.
- Plan and implement a conservation education thematic school of choice, in collaboration with Wonders of Wildlife, in the fall of 2008.
- Work collaboratively with schools and school communities to research, develop, and implement schools of choice based upon board-approved policies and procedures.
- Based upon the gaps identified and recommendations formulated by the Vocational Technical Study Committee (June 2007), develop a comprehensive plan, for presentation to the board in August 2008, to increase and improve career and technical program opportunities for all students.

Goal Champion:

Assistant to the Superintendent and Executive Director of Quality and Development



Goal 2: Improve the Graduation Rate

Students will persist in their efforts to complete an educational program.

Performance Indicator 4:

Improve graduation rate as measured by MSIP Standard 9.5 through efforts to increase regular attendance at school.

Overview:

Creating responsible students who are eager to learn will ensure persistence to graduation. Regular attendance at school serves as a hallmark of such students.

Measure:

4.1.a. District attendance rate.

4.1.b. Elementary, middle, and high school attendance rates.

Target:

4.1.1. To incrementally improve the percent of students who demonstrate regular school attendance from 93.99 percent to 95 percent. The percentages would increase by 0.25 percent each year to the target goal identified.

Action Plan:

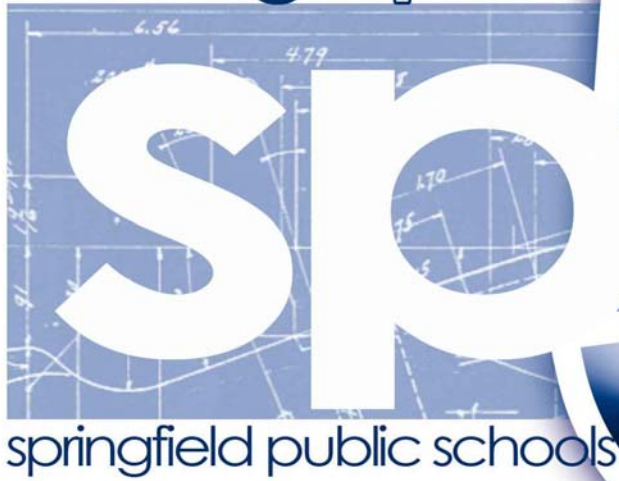
- Quarterly analysis of progress toward attendance target.
- Principals will track attendance improvements at each site.
- Track site efforts aimed at improving persistence to graduation.

Goal Champion:

Associate Superintendents, Executive Directors, and Coordinator of Attendance Services



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Goal 3

Goal 3: Ensure Effective and Efficient Use of Resources

High-quality, fiscally responsible services will be provided.

Performance Indicator 1:

Recruit, develop, and retain high-quality staff.

Overview:

Stakeholder input during the SP5 process placed a high priority on the recruitment and retention of a high-quality teaching staff as well as the need for strong leadership. The following measurements and targets reflect that input by emphasizing total compensation package and satisfaction levels of teaching and leadership staff.

Measure:

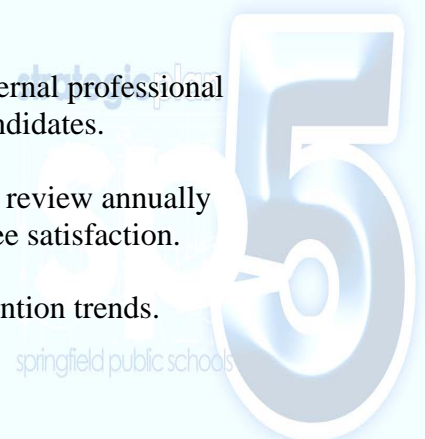
- 1.1. Percentage of leadership team openings with at least two qualified, viable leadership candidates per position.
- 1.2. Percent of staff satisfied with job.
- 1.3. Percent of staff satisfied with professional development.
- 1.4. Percent of staff retained.
- 1.5. Percent of non-teachers meeting/exceeding competitive market salary/benefit packages.
- 1.6. Rank of teacher salary as compared to regional cohort group.
- 1.7. Degree to which staff diversity reflects student diversity.

Target:

- 1.1.1. One hundred percent of openings will have at least two viable leadership candidates per position opening by 2010.
- 1.1.2. Develop a baseline measure for 2008.
- 1.2.1. Increase teacher satisfaction with professional development to 90 percent by 2012.
- 1.3.1. Develop a baseline measure for retention in 2008.
- 1.5.1. Meet or exceed compensation package for non-teachers based on the competitive market.
- 1.6.1. Rank Number 1 in regional cohort group for teacher compensation package.
- 1.7.1. Annual increase in staff diversity.

Action Plan:

- Engage in active recruiting strategies and utilize the district's internal professional development department to develop high potential leadership candidates.
- Develop an instrument to measure employee job satisfaction and review annually in conjunction with the analysis of MSIP data regarding employee satisfaction.
- Gather historical SPS data and compare to state and national retention trends.



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- Annually review salaries of non-teachers in the competitive market to determine gap areas.
- Annually review teachers' compensation package of regional cohort group to determine gap areas.

Goal Champion:

Director of Human Resources and Executive Director of Quality and Development



Goal 3: Ensure Effective and Efficient Use of Resources

High-quality, fiscally responsible services will be provided.

Performance Indicator 2:

Ensure a safe and nurturing environment for learning.

Overview:

Staff and students feel safe and healthy in their environment, and contribute to the environment by exhibiting safe and responsible behaviors.

Measure:

- 2.1. Percent of secondary students with positive perceptions of the environment.
- 2.2. Percent of parents satisfied with facilities and bond projects.
- 2.3. Percent of lost work time (workers compensation claims).

Target:

- 2.1.1. Improve by at least 1 percent annually students who agree or strongly agree on MSIP, perceptions of environment related survey items identified in the Quarterly Report.
- 2.2.1. Improve by at least 2 percent annually the parents satisfied with child's building being in good condition.
- 2.2.2. Improve by at least 5 percent annually the number of frequent voters indicating satisfaction with current bond project management.
- 2.3.1. Workers compensation incident rates for all injury types at or below 5 per 100 employees.
- 2.3.2. Workers compensation incident rates for injuries with job accommodations or lost workdays at or below 1.25 per 100 employees.
- 2.3.3. Lost workday claims costs at or below 18 percent of total claims.

Action Plan:

- Continuous Classroom Improvement training and implementation shall be continued.
- A process to monitor and improve the appropriate use and frequency of effective instructional practices in all classrooms shall be developed and implemented on or before September 1, 2009.
- Create a customer service check on building conditions so parents can provide direct input concerning facilities.
- Include information concerning condition and improvement of facilities in communication plan. Implement a Return to Work (Light Duty) program in 2007-2008.

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- Develop and implement prevention training and activities in areas of highest incidence beginning 2007-2008.

Goal Champion:

Director of Community Development and Grants and Director of Financial Services



Goal 3: Ensure Effective and Efficient Use of Resources

High-quality, fiscally responsible services will be provided.

Performance Indicator 3:

Attain high levels of stakeholder satisfaction.

Overview:

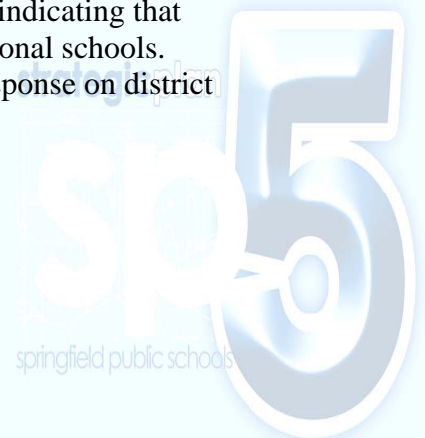
It is essential to the success of the strategic plan as well as the future health of Springfield Public Schools that our stakeholders are satisfied with the quality of district performance and service. Communication is a key element in total stakeholder satisfaction.

Measure:

- 3.1. Percent of satisfied frequent voters in the area of district financial management.
- 3.2. Percent of satisfied community members.
- 3.3. Percent of stakeholders utilizing district information sources.
- 3.4. Percent of community members indicating that Springfield Public Schools is a regional leader in total compensation package.
- 3.5. Percent of community members indicating that Springfield Public Schools has a desirable student/teacher ratio.
- 3.6. Percent of community members indicating the school district welcomes citizen involvement.

Target:

- 3.1.1. Increase by at least 2 percent each year for the next five years frequent voters indicated satisfaction on the statement “the district spends tax dollars wisely.”
- 3.2.1. Increase by at least 2 percent a year overall satisfaction with Springfield Public Schools with non-parent community members.
- 3.3.1. Increase the number of frequent voters using the school district web site by at least 2 percent a year for the next five years.
- 3.3.2. Increase number of frequent voters in school elections who indicate school employees as a source of information by at least 1 percent annually.
- 3.4.1. Increase by 5 percent the number of community members indicating compensation package is equal to or greater than regional schools.
- 3.5.1. Increase by 5 percent the number of community members indicating that we have lower or equal student to teacher ratios than regional schools.
- 3.6.1. Maintain at least a 70 percent “strongly agree to agree” response on district welcoming citizen input.



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Action Plan:

- Develop communication plan in coordination with SP5 information campaign by August 2007. Develop and implement Leadership Training program related to communication and information plan responsibilities by May 2008.
- Develop and implement district-wide training related to stakeholder communication to be completed by May 2009.
- Continue SP5 Community Engagement Plan.

Goal Champion:

Executive Director of Quality and Development, Director of Community Development and Grants and Public Information Officer



Goal 3: Ensure Effective and Efficient Use of Resources
High-quality, fiscally responsible services will be provided.

Performance Indicator 4:
Maximize the use of financial resources for student learning.

Overview:
The district strategic plan and district goals and objectives are carried out within district support plans and documents (budgets, etc.) to maximize resources focused on continuous improvement in education of students. The community uses this information to assess whether the district is spending tax dollars wisely.

Measure:
4.1. Per pupil instructional spending.
4.2. Percent of total operating expenditures focused on instruction.

Target:
4.1.1. Match or maintain a close relationship to Rockwood School District (One of Missouri's highest performing schools) annual spending per pupil.
4.2.1. Sixty-five percent of operating funds focused on instruction.

Action Plan:

- Annual budgeted salary increases set to meet or exceed top salaries in southwest Missouri.
- Annual budgeted FTE increases to move closer to or meet state MSIP staffing requirements.
- Analyze budgets annually.
- Monitor non-instructional expenditures annually to determine areas of reduction or elimination based on continuous improvement.

Goal Champion:
Director of Human Resources and Director of Financial Services



Goal 3: Ensure Effective and Efficient Use of Resources

High-quality, fiscally-responsible services will be provided.

Performance Indicator 5:

Provide and maintain facilities that are conducive to learning.

Overview:

Provide an adequate number of facilities conducive to learning to house existing school populations without overcrowding. Incorporate educational opportunities such as Schools of Choice with a special academic focus or thematic environment that will attract new enrollment and serve to balance the school populations.

Measure:

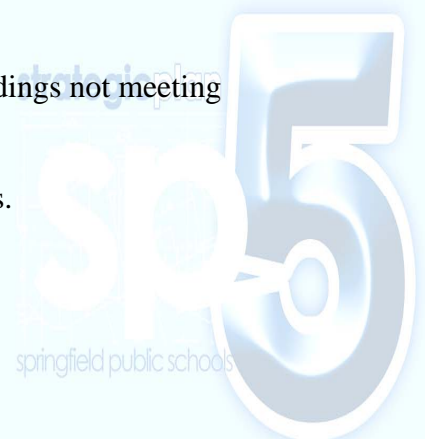
- 5.1. Number of air conditioned buildings.
- 5.2. Number of district buildings at or above district standards.
- 5.3. Percentage of schools at or near capacity.

Target:

- 5.1.1. Current air conditioning bond projects completed by fall 2009.
- 5.1.2. All schools air conditioned, completed by fall 2012.
- 5.2.1. Eight percent annual improvement in number of buildings meeting district standards.
- 5.2.2. All buildings maintained to district standards by the year 2020.
- 5.3.1. Ten percent annual improvement in the percentage of buildings at or near capacity.
- 5.3.2. Ninety percent of all schools at or near capacity by the year 2015.

Action Plan:

- Complete 2006-2009 bond projects.
- Voter approved bond issue for remaining projects.
- Utilize annual major repair budgets as appropriate.
- Identify buildings below current standards.
- Conduct site-based quality learning environment review for buildings not meeting standards.
- Include “green” or “sustainability” language within the standards.
- Utilize annual major repair budgets as appropriate.



Springfield Public Schools

- Develop for presentation to the board in October 2008, a schedule for prioritization, funding and implementation.
- Develop and implement revised Policy FB.

Goal Champion:

Director of Community Development and Grants and Director of Financial Services

