

SPRINGFIELD PUBLIC SCHOOLS

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www.springfieldpublicschools.org

Office of Community Relations and Strategic Planning at 417.523.0053

TABLE OF CONTENTS

INTRODUCTION

WHAT IS SP5?	3
STRATEGIC PLAN OVERVIEW	4
FROM THE SUPERINTENDENT	5
STRATEGIC PLAN TERMS DEFINED	6-7

GOAL 1

PERFORMANCE INDICATOR 1	9
PERFORMANCE INDICATOR 2	10

GOAL 2

PERFORMANCE INDICATOR 1	12
PERFORMANCE INDICATOR 2	13
PERFORMANCE INDICATOR 3	14
PERFORMANCE INDICATOR 4	15

GOAL 3

PERFORMANCE INDICATOR 1	17
PERFORMANCE INDICATOR 2	18
PERFORMANCE INDICATOR 3	19
PERFORMANCE INDICATOR 4	20
PERFORMANCE INDICATOR 5	21

ACTION PLANS	22-23
SP5 SCORECARD	24



WHAT IS SP5?

Springfield Public Schools' Strategic Plan, "SP5" presents a clear vision for the future of public education in Springfield. Working in five-year increments, we rely on community surveys, focus groups and on-going conversations with people throughout the district to develop a strategic focus for our schools and learning programs.

Because the best strategies often evolve with time and continuous public input, flexibility is key to the success of our plan. So is transparency. We are committed to maintaining an open dialogue with every strategic step we take. As a roadmap to strategic planning, everything we do is based on one or more of our three district goals: 1. Improve Student Achievement. 2. Improve the Graduation Rate. 3. Ensure Effective and Efficient Use of Resources.

Success in meeting these goals is based on performance indicators like meeting or exceeding Adequate Yearly Progress (AYP), improving our graduation rate, increasing student attendance or recruiting and retaining quality staff.

How well are we doing in meeting our objectives? Four times a year the district publishes a Quarterly Report of board goal indicators and measures. In each report, we examine in detail both our strengths and our opportunities for improvement in meeting district goals. Then we respond strategically. That is the essence of SP5.

For more information on SP5 and the Quarterly Reports go to:
www.springfieldpublicschools.org



STRATEGIC PLAN OVERVIEW

Our strategic plan ensures we remain accountable to our community for meeting our district goals. It allows us to pursue those goals in manageable and measurable five-year increments.

Here are some of our key objectives over the next five years:

- Students will have more choices in the types of schools and programs we offer. We currently offer 14 choice programs for students from kindergarten through 12th grade. In 2009-2010 we'll add programs in workforce readiness and our successful International Baccalaureate Primary Years Program.
- We will continue to strive for 100 percent of our schools to meet or exceed Adequate Yearly Progress (AYP) each year as measured by the Missouri Department of Elementary and Secondary Education (DESE) communication arts and mathematics performance standards.
- We will continue to make progress toward reaching our target graduation rate of 85 percent and toward reaching our average daily student attendance rate of 95 percent.
- All of our schools will have air conditioning or will have begun the final stage for installation of air conditioning.
- We will continue to recruit, train and retain the highest quality staff and offer the most competitive pay and benefits in the region.

For more information on our board goals, indicators and measures go to www.springfieldpublicschoolsmo.org



A MESSAGE FROM THE SUPERINTENDENT ABOUT SP5

As a high performing school district, Springfield Public Schools is committed to a continuous examination of our learning environment. While we are proud to build on our strengths, we know that success in public education also demands vision and flexibility to adapt to new challenges our students face today and tomorrow.

That's why we created SP5. This strategic plan is founded in the thoughtful input of parents and dedicated education professionals who share a common vision – to maintain our strong tradition of excellence in education with a long-range vision that assures our children's future success.

SP5 is based on our three overriding district goals. The strategic plan drives all our decisions - including budget decisions. So when we ask the public to support a bond or levy initiative, rest assured the request is grounded in research, strategic planning and driven by what citizens have told us they expect from their public school district.

Our commitment – firmly rooted in district goal number three – is to use our resources as effectively and efficiently as possible.

As you review this plan and consider our vision for the next five years, consider this a living document designed to address the most critical challenges and opportunities we face. This is your plan so please let us know how we're doing, and how we can continue to provide the best public education possible for all our students.

Thanks for supporting our vision!

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.

STRATEGIC PLAN TERMS DEFINED

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, communication arts, and science.

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.

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.

Goal Champion: Deputy Superintendent of Operations



Goal 1: Improve Student Achievement

All students will demonstrate proficiency or higher in math, communication arts, and science.

Performance Indicator 2:

Improve student performance in communication arts, math, and science.

Overview:

Student achievement 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 in district and state measures of achievement.
- 2.2. Composite scores.

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. Springfield Public School ACT composite score will be above state and national cohort averages.

Goal Champion: Deputy Superintendent of Operations





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.

Target:

- 1.1.1. Improve graduation rate to 79 percent for the class of 2008.
- 1.2.1. Improve the graduation rate to 83.5 percent for the class of 2009.
- 1.3.1. Improve the graduation rate to 84 percent for the class of 2010.
- 1.4.1. Improve the graduation rate to 85 percent for the class of 2011.
- 1.5.1. Improve the graduation rate to 85.5 percent for the class of 2012.

Goal Champions: 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:

Reduce student/teacher ratios.

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.

Grade Level	Current Staffing Plan		Current Averages		MSIP Desirable	Five-Year Targets		Ten-Year Targets	
	Non-Title	Title	Non-Title	Title		Non-Title	Title	Non-Title	Title
K	21	20	22.05	19.27	20	21	20	20	19
1	23	22	21.87	20.30	20	22	21	20	19
2	23	22	23.49	20.70	20	22	21	20	19
3	25	24	23.63	20.38	22	24	23	22	21
4	25	24	22.38	21.69	22	24	23	22	21
5	25	24	23.35	21.38	25	25	24	25	24
6	27	26	27.3	25.8	25	26	25	25	24
7-8	27	26	27.3	25.8	28	27	26	27	26
9-12	30.25	n/a	30.3	n/a	28	29	n/a	28	n/a

*Priority recommended by administrative team

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.

Goal Champions: Deputy Superintendent, Associate Superintendent-Education Services

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. Percentage of students participating in SPS schools of choice.
- 3.3. Percentage of students participating in career and technical programs.

Target:

- 3.1.1. Annual increase of all students who agree or strongly agree with MSIP survey questions associated with student enthusiasm, engagement and responsibility for learning by the year 2014.
- 3.2.1. Twenty-five percent of the student population shall be participating in an SPS school of choice by the fall of 2019.
- 3.3.1. 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.

Goal Champion: Deputy Superintendent of Operations



Goal 2: Improve the Graduation Rate

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

Performance Indicator 4:

Increase student attendance.

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. District attendance rate.

Target:

4.1.1. To improve the percent of students who demonstrate regular school attendance from 93.99 percent to 95 percent. The percentages would increase by .25 percent each year to the target goal identified.

Goal Champions: Associate Superintendents, Executive Directors, and Coordinator of Attendance Services





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. Percent of staff satisfied with job.
- 1.2. Percent of staff retained.
- 1.3. Rank of teacher compensation packages as compared to regional cohort group.
- 1.4. Percent of non-teachers salary/benefit packages meeting/exceeding competitive market.
- 1.5. Degree to which staff diversity reflects student diversity.

Target:

- 1.1.1. Increase teacher satisfaction with professional development to 90 percent by 2012.
- 1.3.1. Rank Number 1 in regional cohort group for teacher compensation package.
- 1.4.1. Meet or exceed compensation package for non-teachers based on competitive market.
- 1.5.1. Annual increase in staff diversity.

Goal Champions: 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 students and staff with positive perceptions of the environment.
- 2.3. Percent of lost work time (workers compensation claims).

Target:

- 2.1.1. Improve annually students who agree or strongly agree on MSIP perceptions of environment related survey items identified in the Quarterly Report.
- 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.

Goal Champions: Director of Community Relations and Strategic Planning 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 customer 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 and bond management.
3.2. Percent of stakeholders utilizing district information sources.

Target:
3.1.1. Increase annually frequent voters indicated satisfaction on the statement “the district spends tax dollars wisely.”
3.2.1. Increase annually the number of frequent voters using the school district Web site.

Goal Champions: Executive Director of Quality and Development, Director of Community Relations and Strategic Planning



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. Percent deficit spending.

4.2. Percent of total operating expenditures focused on instruction.

Target:

4.1.1. Eliminate deficit spending.

4.2.1. Sixty-five percent of operating funds focused on instruction.

Goal Champions: 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 (percent) of air conditioned buildings.
- 5.2. Number of district buildings at or above district standards.
- 5.3. Percent completion of a systematic facility utilization/boundary review process.

Target:

- 5.1.1. 2006 air conditioning projects completed by fall 2009.
- 5.1.2. All schools air conditioned, completed by fall 2012.
- 5.2.1. All buildings meeting district standards by year 2020.

Goal Champions: Director of Community Relations and Strategic Planning, Director of Financial Services



**SP5 Key Action Steps
2008-09**

Key Action Steps (SP5 Goals)	Champion(s)	Key Deployment Team (Lead is italicized)
1. Implement K-12 feeder school action plans focused on persistence to graduation (1.1, 1.2, 2.1, 2.3, 2.4, 3.2)	P. Riggs	<i>Executive Directors</i> , Principals, Coordinators of Site Interventions, Teachers, Counselors, Instructional Specialists for School Improvement, Attendance Advisors
2. Enhance the systematic use of classroom walk-throughs (CWTs) with frequency goals for each level, analysis of results with teachers, and sharing of results at principals' meetings (1.1, 1.2, 1.1, 1.3)	P. Riggs	<i>Executive Directors</i> , Principals, Instructional Specialists for School Improvement
3. Implement EDMIN online assessment program, Cognos data warehouse, and related training plans with emphasis on how to use results to facilitate student learning (1.1, 1.2, 2.1, 2.3)	A. Kissinger	<i>Quality Improvement & Accountability</i> , Operations, Information Technologies
4. Evaluate and develop recommendations for K-2 communication arts curriculum and instruction (1.1, 1.2, 1.1, 1.3)	A. Kissinger	<i>Curriculum</i> , Special Education, Title I, Instructional Specialists for School Improvement, Quality Improvement & Accountability
5. Analyze and revise the current plan for increasing the performance of student subgroups (1.1, 1.2, 2.1, 2.3, 3.2)	P. Riggs A. Kissinger	<i>Cultural Diversity</i> , Curriculum, Staff Development, Operations, Quality Improvement & Accountability, Special Education, Title I
6. Identify 21 st century learning and work skills, and develop a related plan to integrate technology, instruction, and assessment for the development of these skills (1.1, 1.2, 2.1, 3.1, 2.3)	A. Kissinger P. Riggs	<i>Educational Services</i> , Operations
7. Continue deployment of continuous improvement processes at all levels of the organization (1.1, 1.2, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5)	N. Ridder	<i>Superintendent and Cabinet</i>
8. Analyze current class size ratios and develop budget recommendations to achieve prioritized targets (2.2)	P. Riggs	<i>Executive Directors</i> , Financial Services, Human Resources
9. Update, publish, and distribute a regional comparison of salaries and benefits of public schools. (3.1, 3.3)	S. Chodes	<i>Chief Financial Officer, Director of Human Resources, Director of Community Relations</i>

<p>10. Implement new online application system focused on recruiting and hiring teachers (3.1, 3.2, 3.3)</p>	<p>D. Fuller</p>	<p><i>HR/Benefits Manager, HR Analysts, Executive Directors, and Principals</i></p>
<p>11. Implement “Teacher Insight” an assessment tool in selecting and retaining teachers (3.1, 3.2, 3.3)</p>	<p>D. Fuller</p>	<p><i>HR/Benefits Manager, HR Analysts, Executive Directors, and Principals</i></p>
<p>12. Develop and implement online stakeholder input channels to continuously assess customer satisfaction and opinion. (2.3, 3.1, 3.3, 3.4,</p>	<p>M. Maness</p>	<p><i>Director of Community Relations, Communications Manager</i></p>
<p>13. Monitor non-instructional expenditures annually to determine areas of reduction or elimination based on continuous improvement. (2.2, 3.3, 3.4)</p>	<p>S. Chodes</p>	<p><i>Chief Financial Officer,, Director of Human Resources</i></p>
<p>14. Conduct site-based quality learning environment review for buildings to determine number of buildings meeting established standards. (2.3, 2.4, 3.1,</p>	<p>S. Chodes</p>	<p><i>Chief Financial Officer, Director of Community Relations</i></p>

Goal 1: Improve Student Achievement — *All students will demonstrate proficiency or higher in math, communication arts, and science.*

Performance Indicators and Measures	Targets				
1. Meet or exceed Adequate Yearly Progress (AYP) performance standards for schools and the district	2008-09	2009-10	2010-11	2011-12	2012-13
1. Number of schools and subgroups meeting or exceeding AYP performance standards	32	36	40	44	50
2. Improve student performance in communication arts, math, and science					
1. Percent of students proficient/advanced in state and district measures of achievement	<08 & EMC	<09 & EMC	<10 & EMC	<11 & EMC	<12 & EMC
2. Composite scores (ACT)	22.9	22.901	22.902	22.903	22.904

Goal 2: Improve Graduation Rate — *Students will persist in their efforts to complete an educational program.*

Performance Indicators and Measures	Targets				
1. Improve graduation rate as measured by MSIP Standard 9.5	2008-09	2009-10	2010-11	2011-12	2012-13
1. Percent of students persisting to graduation	82.5	83.5	84	85	85.5
2. Reduce student/teacher ratios					
1. Average number of students per class at each grade level K-12					
3. Increase student engagement and responsibility for learning					
1. Percent of students enthusiastic about learning	65.75	71.6	77.47	83.3	89%
2. Percent of students participating in SPS schools of choice	11%	12%	13%	14%	15%
3. Percent of students participating in career and technical programs	38%	39%	40%	41%	42%
4. Increase student attendance					
1. District attendance rate	94.16	94.41	94.66	94.91	95.16

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

Performance Indicators and Measures	Targets				
1. Recruit, develop, and retain high quality staff	2008-09	2009-10	2010-11	2011-12	2012-13
1. Percent of staff satisfied with job	90%	90%	90%	90%	90%
2. Percent of staff retained	85%	85%	85%	85%	85%
3. Rank of teacher overall compensation packages as compared to regional cohort group	Rank 1st	Rank 1st	Rank 1st	Rank 1st	Rank 1st
4. Percent of non-teacher salary/benefit packages meeting/exceeding competitive market	90%	90%	90%	90%	90%
5. Degree to which staff diversity reflects student diversity	annual incr.	annual incr.	annual incr.	annual incr.	annual incr.
2. Ensure a safe and nurturing environment for learning					
1. Percent of students and staff with positive perceptions of the environment	92.40%	92.96%	93.89%	94.83%	95.78%
2. Percent of lost work time (workers compensation claims)	0.50%	0.50%	0.50%	0.50%	0.50%
3. Attain high levels of customer satisfaction					
1. Percent of satisfied frequent voters in the area of district financial and bond management	52	54	56	58	60
2. Percent of stakeholders satisfied with overall district performance	68%	70%	72%	74%	76%
4. Maximize the use of financial resources					
1. Percent deficit spending	0%	0%	0%	0%	0%
2. Percent of total operating expenditures focused on instruction	60.20%	61.40%	62.60%	63.80%	65%
5. Provide and maintain facilities that are conducive for learning					
1. Number (%) of air conditioned buildings	53.60%	65.20%	76.80%	88.40%	100%
2. Number of district buildings at or above district standards	n/a	n/a	n/a	n/a	n/a
3. Percent completion of a systematic facility utilization/boundary review process.	100%				

EMC = Exceeds majority of comparable districts

