



Molalla River School District

Strategic Planning

Beliefs, Goals, Initiatives

## **Molalla River School District**

### **WE BELIEVE EVERY STUDENT IN THE MOLALLA RIVER SCHOOL DISTRICT. . .**

- ❖ Can demonstrate personal and academic excellence
- ❖ Deserves a vibrant, self-empowered life
- ❖ Starts each day with a desire to be successful
- ❖ Can graduate ready to control their own destiny
- ❖ Ought to be empowered to as confident citizens, ready to influence their world

### **WE BELIEVE EXCEPTIONAL SCHOOLS, TOGETHER WITH THE COMMUNITY . . .**

- ❖ Build partnerships with parents and know their children as individual learners
- ❖ Provide systems of support for each student, personalizing the way children's needs are met
- ❖ Educate the whole person – intellectually, emotionally, physically and ethically
- ❖ Are foundational in our democracy
- ❖ Teach for a future we can't yet imagine



### **WE BELIEVE IT IS OUR RESPONSIBILITY TO . . .**

- ❖ Pursue exceptional academic achievement for ALL students in positive, engaging, safe learning environments
- ❖ Recruit, hire, develop, support and retain the very best educators for our students
- ❖ Assure effective communication, positive relationships throughout the community, and active engagement of our public
- ❖ Maintain responsible stewardship of all public resources
- ❖ Pursue the very best for ourselves and each of our students, working from the heart and the intellect to improve our world and the lives of others

## SMART GOALS

### ACADEMIC ACHIVEMENT SUMMATIVE GOAL:

**TOP 20% BY 2020:** Student achievement levels in English/Language Arts and Mathematics will increase across all grades and all levels, and overall achievement will place the district and each of the district's schools among the top 20% of comparison districts & schools and above the state average by 2020.

### ACADEMIC ACHIVEMENT GROWTH GOALS:

The percentage of students meeting (M) or exceeding (E) grade-level standards on the SBAC Assessment will improve for each cohort, placing students on a trajectory toward graduation.

#### English/Language Arts

Grade Level Cohort (Graduation Year)	2016-17	2017-18 Goal
Current 8th Graders (2022)	53%	63%
Current 7th Graders (2023)	54%	64%
Current 6th Graders (2024)	51%	61%
Current 5 <sup>th</sup> Graders (2025)	39%	49%
Current 4 <sup>th</sup> Graders (2026)	39%	49%

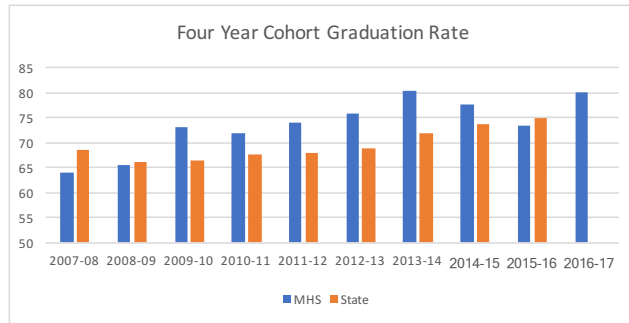
#### Mathematics

Grade Level Cohort (Graduation Year)	2016-17	2017-18 Goal
Current 8th Graders (2022)	30%	40%
Current 7th Graders (2023)	29%	39%
Current 6th Graders (2024)	43%	53%
Current 5 <sup>th</sup> Graders (2025)	37%	47%
Current 4 <sup>th</sup> Graders (2026)	43%	53%

## SMART GOALS

### GRADUATION RATE GOAL:

#### HISTORICAL PROFILE



#### SMART GOAL

The four-year cohort graduation rate will continue to increase each year, placing the district among the top 20% of districts in Oregon by 2020.

### STUDENT ATTENDANCE GOALS:

A regularly attending student in Oregon is defined as a student attending 90+% of the days enrolled.

The percentage of Molalla River School District students who are regular attenders varies by grade level. In some cases it is above the state, and other cases it is below the state.

#### HISTORICAL PROFILE

##### Regular Attender Percentages MRSD vs Oregon by grade level.

	16-17 MRSD	16-17 State	Difference
All Students	79.5	80.3	(0.80)
Kindergarten	80.2	79.3	0.90
Grade 1	87.0	83.4	3.60
Grade 2	84.6	85.3	(0.70)
Grade 3	87.1	86.0	1.10
Grade 4	86.0	86.3	(0.30)
Grade 5	87.1	86.1	1.00
Grade 6	82.5	84.4	(1.90)
Grade 7	79.5	81.9	(2.40)
Grade 8	68.4	79.6	(11.20)
Grade 9	85.1	79.9	5.20
Grade 10	69.7	75.3	(5.60)
Grade 11	66.5	71.3	(4.80)
Grade 12	63.4	62.4	1.00

#### SMART GOAL

The percentage of students attending school regularly in the Molalla River School district will, for each grade level cohort, meet or exceed the percentage statewide at that same grade level.

## 2017-19 TACTICAL INITIATIVES

**We pursue exceptional academic achievement for ALL students in positive, engaging, safe learning environments.**

		<b>When</b>	<b>Leaders</b>	<b>Support</b>
1.1	Data Driven School Improvement Planning – The board and administration will affirm the data set for District goal setting and strategic improvement planning. The data set will include monitoring longitudinal, leading and summative indicator data sets.	2017	Chair Nunn, Vice-Chair Lucht, Supt. Tony Mann	School Board, Administrative Team
1.2	All schools will revise and publish school level improvement plans with goals and actions aligned with Board Goals and Prioritized District Initiatives	Each Fall	Principals	Site Councils
1.3	<p>Assure Guaranteed and Viable Curriculum for All Students</p> <ul style="list-style-type: none"> <li>• Develop and implement plan to assure an aligned, viable, focused curriculum across schools and grades</li> <li>• Maintain pace with state curriculum renewal cycle                             <ul style="list-style-type: none"> <li>○ Accelerate Elementary Mathematics renewal cycle to compensate for the district’s previous off-year adoption in 2011-12.</li> <li>○ Health, including Drug &amp; Alcohol Prevention, and Physical Education Curriculum Renewal for 2018-19 deployment</li> <li>○ Social Studies for 2019-20 deployment</li> </ul> </li> </ul>	Ongoing  2017-19	Supt. Tony Mann  Kathleen French & Larry Conley	Administrative Team
1.4	<p>Deploy specific tactical strategies for improving student literacy outcomes K-8:</p> <ul style="list-style-type: none"> <li>• Refine MRSD Literacy Framework to include the use of Independent Reading Level Assessment (IRLA) and literacy workshop model to support the individualization of literacy instruction in the classroom</li> <li>• Refine and expand Response to Instruction and Intervention (RTI) lens for literacy program analysis and the individual progress monitoring of at-risk students</li> <li>• Install monthly district-wide grade level Literacy Professional Learning Teams (K-5) to further assess the effectiveness of core literacy strategies and approaches</li> <li>• Carefully monitor leading indicator data attained through district-wide DIBELS assessment and progress monitoring for literacy analysis in fluency, accuracy, comprehension, retell, etc. to measure the acquisition of K-5 literacy skills</li> </ul>	2018  2018 2017 Ongoing	Elementary Principals	Administrative Team
1.5	Review and revise district Science, Technology, Engineering and Mathematics plan, based upon student achievement and participation data, targeting improved achievement in increased participation.	Ongoing	Kathleen French & Supt. Tony Mann	Administrative Team

1.6	<p>Pursue an instructional technology vision that places technology as a seamlessly integrated tool, efficiently and effectively supporting (not inhibiting or limiting) the work of teaching and learning by the professionals and students in our district.</p> <p>To actualize the vision, MRSD will formalize a long-range technology plan that is both precise yet nimble. It will include, at a minimum, the following five categories:</p> <ul style="list-style-type: none"> <li>• Standards identification and alignment, for both educators and students, in the effective use of technology to innovate instruction and enhance student learning</li> <li>• A plan for personalizing and individualizing professional development that supports all of our MRSD professionals in their use of technology.</li> <li>• A systematic plan to deploy the right devices in the right places.</li> <li>• A systematic plan to utilize the right software and web tools.</li> <li>• Identification of infrastructure improvements needed to support devices and web access.</li> </ul>	2017-18  2018-19	Frank Luzaich & Supt. Tony Mann	Instructional Technology Advisory Team, IT Support Staff, IT Consultants, Administrative Team
1.7	<p>The District will review, revise and publish District crisis response plan with all necessary protocols for action, communication and alignment across the District. Plan will be based upon best practices formalized by the “I Love You Guys” Foundation, and will cover:</p> <ul style="list-style-type: none"> <li>• prevention,</li> <li>• preparedness,</li> <li>• response</li> <li>• and recovery.</li> </ul> <p>The plan will:</p> <ul style="list-style-type: none"> <li>• be finalized with feedback from law enforcement partners and other first responders</li> <li>• include Chain of Command protocols for communication and decision making in the event of a crisis or threat of a crisis.</li> </ul>	2017  2018	Dave Luce & Supt. Tony Mann	School Board, Administrative Team, Police Chief Lucich and Sargent Shonfeld
1.8	The District will exceed standards for adult to student ratios for first aid trained employees.	2017	Supt. Tony Mann	HR Support Staff
1.9	The District will publish and implement the MRSD Health Room and Nursing Services Manual	2017	Supt. Tony Mann	Nurse Olsen, Michael Salitore, Dave Luce
1.10	The District will fully implement the MRSD Threat Assessment Protocol, in collaboration with law enforcement and county officials, when necessary.	Ongoing	Michael Salitore and Supt. Tony Mann	Administrative Team

1.11	Administrative Student Behavior Task Force to <ul style="list-style-type: none"> <li>Review and revise, as necessary, the District Discipline Matrix</li> <li>Engage the Administrative Team in case studies to calibrate administrative responses.</li> </ul>	2017-18 Ongoing	Supt. Tony Mann & Task Force	Administrative Team
1.12	Develop a work plan/project charter for the analysis of the potential benefits and potential costs of implementing different start times by level. The work plan will include draft timelines for conducting impact studies (financial and programmatic) with employee input, public input and a pathway for Board decision-making.	By Feb. 2018	Supt. Tony Mann	School Board, Administrative Team
1.13	Develop a work plan/project charter for the analysis of the potential benefits and potential costs of modifying the secondary marking period length and bell schedule. This may include, but not be limited to, semesters vs trimesters, 7 period vs 5 period vs. block vs modified block schedules.. The work plan will include draft timelines for conducting impact studies (financial and programmatic) with employee input, public input and a pathway for decision-making.	By Feb. 2018	Supt. Tony Mann	School Board, Administrative Team
1.14	With input from employees and community, develop a prioritized list of expanded learning opportunities across all levels that might be offered should adequate funding be available (in 100K increments)	2018-19	All principals	Rick Gill & Supt. Tony Mann
1.15	Analyze and report to the Board regarding student homelessness and the district's strategies for identifying and supporting students who are, or might be, eligible for Title X support services.	2018	Michael Salitore	Administrative Team
1.16	Monitor implementation of ODE consolidated district improvement plan (CDIP) and adjust where necessary when data, resource availability and district priorities warrant.	Ongoing	Larry Conley	Administrative Team
1.17	Develop all employees' understanding of the principles of Universal Design for Learning.	2017-18	Kathleen French	UDL Leadership Team, Administrative Team
1.18	Analyze student behavior and attendance by school and by level. Identify and implement strategies as indicated within the data to improve attendance and behavior by school and by level.	Annually	All Admin	Support Staff
1.19	The District will implement Clackamas County Early Learning Hub & Family Resource Coordinator Grant	2017-19	Frank Luzaich	Supt. Tony Mann, Rick Gill, Michael Salitore
1.20	Develop a strategic plan to engage students and prevent students from dropping out. The plan will include, at a minimum, implementation plans for <ul style="list-style-type: none"> <li>Measure 98 Funds</li> <li>Partnership with Clackamas County Mental Health</li> <li>Monitor student behavior and attendance by school and level</li> <li>Strategic transition plans for students moving from 8<sup>th</sup> to 9<sup>th</sup> grade</li> </ul>	2018	Brad Berinski & Randy Dalton	Supt. Tony Mann, Rick Gill, Michael Salitore

1.21	Analyze the efficacy of secondary school alternative options available to students in the district and use that assessment to make potential recommendations for the 2019-20 budget.	2018-19	Brad Berzinski Berzinski & Randy Dalton	Rick Gill & Supt. Tony Mann
1.22	Assess the current status of extra-curricular options available to students that constructively engage them before or after school and consider strategies for expanding those options in 2018-19 budget cycle.	2018	All principals	Rick Gill & Supt. Tony Mann
1.23	With a focus on efficiency to maximize (save) time and resources, examine and refine District operational systems and efficiencies in all dimensions of the District (communication, coordination, tracking systems, procedures, protocols, routines, structures).	2018	Frank Luzaich, Kathleen French & Supt. Tony Mann	Administrative Team
1.24	Assess the use of human resources necessary to accomplish the Board Goal for Academic Achievement and bring any potential recommendations for change forward during the 2018-19 budget cycle.	Annual Budget Cycles	Supt. Tony Mann	Administrative Team

**We recruit, hire, develop, support and retain  
the very best educators for our students**

2.1	Open discussions with both employee groups (OSEA and MREA) to begin negotiating successor collective bargaining agreements.	By March 1, 2018	Supt. Tony Mann	Administrative Team
2.2	Being responsive to student needs as they emerge, the district will report to the Board the professional development and training priorities for district staff based on indicators of effective teaching, school performance data, district goals and needs identified through the district system of educator evaluation.	Annually	Kathleen French and Larry Conley	Administrative Team
2.3	Administrators will intentionally seek out and consider candidates for employment who are representative of our student body, racially and linguistically.	Ongoing	Supt. Tony Mann	Administrative Team



**We assure effective communication, positive relationships throughout the community, and active engagement of our public**

3.1	The District will implement the terms set forth in the Memorandum of Agreement with Grand Ronde Tribal Leadership, including: <ul style="list-style-type: none"> <li>• replacement of mascot imagery,</li> <li>• delivery of Native American curriculum designed by Grand Ronde at grades 4 and 8</li> <li>• promotion of a Native Club at MHS.</li> </ul>	2017 2017-18	Supt. Tony Mann	All Principals
3.2	Refine and implement external communication systems, including: <ul style="list-style-type: none"> <li>• Including the use of School Messenger and a District Branded Web-App for smart phones.</li> <li>• The District will develop action plan and budget for the purposes of publishing an annual report to the community and include it in the 2018-19 budget</li> </ul>	2017 2018	Supt. Tony Mann	Missy Wesley
3.3	The District will engage with Molalla Aquatic District (MAD) Board for the purposes of reaching an agreement regarding the relationship between MRSD and MAD, including but not limited to the nature of the property relationship and district use of the facility once MAD is operational.	2017-18	Board of Directors	Rick Gill, Supt. Tony Mann
3.4	The District will engage with all patrons Thought Exchange <ul style="list-style-type: none"> <li>• Fall 2017 – Facilities</li> <li>• Winter 2017/18 – Potential input regarding student start time modification proposal. (Based upon any board direction provided under 1.13)</li> <li>• Fall 2018 – District and School Level “Weather Reports”</li> </ul>	2017-18	Supt. Tony Mann	Administrative Team
3.5	Develop a work plan/project charter for the analysis of the potential benefits and potential costs of creating a Community Schools model for educating and enriching the lives of community members	2018	Supt. Tony Mann	Board of Directors
3.6	Refine and publish internal communication systems, including: <ul style="list-style-type: none"> <li>• Employee Newsletter – Molalla Memo</li> <li>• Regular written updates for Board of Directors</li> <li>• Crisis Response Chain of Command</li> </ul>	2017	Supt. Tony Mann	Missy Wesley & Administrative Team

**We maintain responsible  
stewardship of all public resources**

4.1	The District will improve and upgrade the quality of district facilities to support learning and school community relationships, doing so while operating within the Board adopted budget.	Ongoing	Tony Tiano	Rick Gill & Supt. Tony Mann
4.2	Continue partnership and improved coordination with contracted bus and food service providers	Ongoing	Rick Gill	Principals
4.3	Increase efficiency and client service in IT by installing ticketing system to track technology work orders, remote service software, District IT Stakeholders Advisory Team, performance analysis, and coordinated support	2017-19	Supt. Tony Mann, Rick Gill, Frank Luzaich	IT Support Staff, Instructional Tech. Advisory
4.4	Maintain prudent financial practices with targeted strategic reserves, aligning resources with measurable outcomes for students.	Ongoing	Supt. Tony Mann & Rick Gill	Administrative Team
4.5	Monitor, together with guidance from legal counsel, the District's compliance with Title IX	Ongoing	Supt. Tony Mann	Rick Gill & Brad Berzinski
4.6	Executive Leadership will prepare proposals for the board based upon priorities within the long-range facility plan. These proposals may include potential property transactions, as well as preparation for any capital projects and/or bond initiatives. These proposals will be presented to the board according to public meeting laws.	Ongoing	Board of Directors	Supt. Tony Mann and Rick Gill
4.7	The Board Policy Committee will continue ongoing policy renewal aligned with legislative action, local values, and case law.	Ongoing	Policy Committee	Missy Wesley & Supt. Tony Mann
4.8	The District will identify a third-party for support in the Charter School Evaluation process	By March 2017	Dave Luce	Supt. Tony Mann