

ISD
607

DULUTH
Public Schools

INSIDE

District-Wide Continuous Improvement Plan

Supporting Our Community Values, Beliefs and Vision

William L. Gronseth, Superintendent of Schools

2013-2014

Dream

215 North First Avenue East, Duluth, MN 55802

July 2013

Duluth Community Members and School District Staff,

It's been almost a year since I first talked about the need for a community conversation about Duluth Public Schools and about six months since we launched the Think Kids initiative, providing opportunities for citizens across Duluth to talk about the past, present and future of our schools, to share what is valued in education and to identify common beliefs about what students and the community as a whole should gain from our schools.

The conversations were candid, straightforward and ultimately grounded in a desire to see Duluth's schools and students be successful. The result is a set of guiding principles that will impact our district, schools and classrooms for years to come.

To realize the community vision identified through Think Kids, I've worked with people inside and outside our schools on a Continuous Improvement Plan that includes specific goals for the next four years. Each goal includes baseline data with targets to be reached by the end of the 2016-17 school year; progress will be shared through an annual report to the community. The goals are not meant to be inclusive of everything we do, but rather to focus efforts on the priorities identified through Think Kids. Details are available at www.isd709.org.

Briefly, the goals are associated with three aims; High Achievement for All, Safe and Welcoming Environments, and Efficient and Effective Systems.

Everyone in the district—no matter their position—will work towards the achievement of these goals. But we can't do it alone. It will take the entire community to realize the vision we have created. Together, we can build stronger schools, a stronger community, and with it, a stronger future.

Sincerely,



William L. Gronseth
Superintendent of Schools

Aims & Goals of the Duluth Public Schools

❖ HIGH ACHIEVEMENT FOR ALL

- Increase Student Achievement, Reduce the Achievement Gap, and Raise Graduation Rates
- Continuously Improve and Enhance the Quality of our Curriculum and Align it to State Standards
- Provide High Quality Staff Development that Aligns with our Goal to Provide Opportunities for Students of Every Culture and Ability to be Successful
- Improve and Enhance Program Offerings Before and After School

❖ SAFE AND WELCOMING ENVIRONMENT FOR EVERYONE IN OUR SCHOOLS

- Decrease Bullying Among Students
- Reduce Use and Disproportionality in the Use of Out-of-School Suspension (OSS) as a Disciplinary Consequence. The Percentage of Students Involved in OSS will be Consistent with District Student Demographics
- Increase Safety and Decrease Injuries of Students and Staff
- Increase Family and Community Involvement, Engagement and Satisfaction, and Deepen our Community Partnerships.

❖ EFFECTIVE, EFFICIENT, SYSTEMS THAT MAKE THE BEST USE OF RESOURCES

- Prioritize General Fund Spending to Instruction and Support of Students
- Improve Communication, Cooperation, and Teamwork Within and Across Employee Groups
- Increase the Diversity of Staff through Culturally Competent Recruitment and Retention Practices. The Percentage of Staff of Color will Reflect the Percentage of People of Color in our Community
- Expand and Improve Community Use of Facilities that Supports the Needs of Families and the Greater Community

HIGH ACHIEVEMENT FOR ALL

➤ **GOAL: Increase Student Achievement, Reduce the Achievement Gap, and Raise Graduation Rates.**

Baseline:

▪ <u>Percentage Proficient in Reading</u> <u>2011-12:</u>	▪ <u>Percentage Proficient in Math</u> <u>2011-12:</u>	▪ <u>Graduation Rates 2011-12</u>
57% American Indian	25% American Indian	67.2% All Students
42% African American	19% African American	39.2% American Indian
72% Hispanic	39% Hispanic	43.5% African American
81% Asian Pacific Islander	59% Asian Pacific Islander	71.3% White
79% White	51% White	36.4% Special Education
36% English Language Learner	27% English Language Learner	43.9% Free/Reduced Lunch
47% Special Education	24% Special Education	
62% Free/Reduced Lunch	32% Free/Reduced Lunch	

Target:

▪ 50% decrease in achievement gap in reading and math in 5 years; measured by annual state accountability tests		
▪ <u>Percentage Proficient in Reading</u> <u>2016-17:</u>	▪ <u>Percentage Proficient in Math</u> <u>2016-17:</u>	▪ <u>Graduation Rates 2016-17</u>
79% American Indian	63% American Indian	81.45% All Students
71% African American	60% African American	70.95% American Indian
86% Hispanic	70% Hispanic	72.5% African American
90% Asian Pacific Islander	80% Asian Pacific Islander	83% White
90% White	76% White	69.9% Special Education
68% English Language Learner	64% English Language Learner	72.7% Free/Reduced Lunch
74% Special Education	62% Special Education	
81% Free/Reduced Lunch	66% Free/Reduced Lunch	

➤ **GOAL: Continuously Improve and Enhance the Quality of our Curriculum and Align it to State Standards.**

Baseline:

- 40% of curriculum areas, including common assessments, are aligned, written, and articulated to state standards (2012-13)
- Curriculum review cycle in place, consistent with new state standards and benchmarks (follow MDE schedule)
- *To be developed:* Student Survey question
 - ____% students respond “My school prepares me for college and career readiness”

Target:

- 100% of curriculum areas, including common assessments, are aligned, written, and articulated to state standards
- Curriculum review cycle in place, consistent with new state standards and benchmarks (follow MDE schedule)
- 90% of students surveyed respond “My school prepares me for college and career readiness”

HIGH ACHIEVEMENT FOR ALL

➤ GOAL: Provide High Quality Staff Development that Aligns with our Goal to Provide Opportunities for Students of Every Culture and Ability to be Successful.

Baseline:

- 89% of staff respond their school promotes academic success for all students (Staff Survey 2012-13)
- 83% of students respond their school teaches respect for people of different races, religions, or beliefs (Student Survey 2012-13)
- *To be developed:* Staff survey questions
 - ____% of staff respond that staff development activities are of high quality
 - ____% of staff respond that staff development activities included a focus on students of every culture and ability to be successful

Target:

- 90% of students surveyed respond their school teaches respect for people of different races, religions, or beliefs
- 90% of staff surveyed respond:
 - Staff development activities are of high quality
 - Staff development activities included a focus on students of every culture and ability to be successful
 - Their school promotes academic success for all students

➤ GOAL: Improve and Enhance Program Offerings Before and After School.

Baseline:

- 3000 students enrolled in community youth service activities (2011-12)
- 1957 students enrolled in Community Education academic enrichment courses, clubs and activities (2011-12)
- 836 students enrolled in Community Education school-aged care program (2011-12)
- *To be developed:* Description of current school-sponsored out-of-school time offerings
- *To be developed:* Percentage of students involved in current school-sponsored before and after school extra-curricular and co-curricular activities and clubs
 - ____% of elementary school students are engaged in out-of-school time activities and clubs
 - ____% of middle school students are engaged in out-of-school time activities and clubs
 - ____% of high school students are engaged in out-of-school time activities and clubs

Target:

- 90% of out-of-school time programs and activities are focused on two or more of five elements:
 - Develops team-building and positive relationships
 - Encourages civic engagement
 - Improves academic achievement
 - Promotes physical health and activity
 - Enhances connection to school through the development of personal interests, knowledge and skills

SAFE AND WELCOMING ENVIRONMENT FOR EVERYONE IN OUR SCHOOLS

➤ **GOAL:** Decrease Bullying Among Students.

Baseline:

- 34% of students surveyed respond “been bullied at least once in the past month” in 2012-13
- 39% of staff respond “bullying is not a problem at school” (Staff Survey 2012-13)

Target:

- 10% or fewer students surveyed respond “been bullied at least once in the past month”
- 90% or more of staff surveyed respond “bullying is not a problem at school”

➤ **GOAL:** Reduce the Use, and Disproportionality in the Use, of Out-of-School Suspension (OSS) as a Disciplinary Consequence.

Baseline:

- 1440 days of OSS used in 2012-13 School Year
- Student Percentage in District 2012-13:

6.17%	American Indian
8.27%	African American
2.03%	Hispanic
2.52%	Asian Pacific Islander
81.01%	White
14.76%	Special Education
45.16%	Free/Reduced Lunch
- Percentage of OSS in District 2012-13:

11.81%	American Indian (170 days)
40.21%	African American (579 days)
1.32%	Hispanic (19 days)
0.63%	Asian Pacific Islander (9 days)
46.04%	White (663 days)
49.10%	Special Education (707 days)
98.13%	Free/Reduced Lunch (1413 days)

Target:

- 40% fewer days of OSS used (864 days of OSS, or fewer)
- The percentage of students involved in OSS is consistent with District student demographics.

SAFE AND WELCOMING ENVIRONMENT FOR EVERYONE IN OUR SCHOOLS

➤ GOAL: Increase Safety and Decrease Injuries of Students and Staff.

Baseline:

- 91% of students respond they feel safe at school (Student Survey 2012-13)
- 84% of students respond they feel safe in common areas; halls, bathrooms, lunchroom, playground, parking lot, locker room, bus (Student Survey 2012-13)
- 2012-13 Fiscal Year:
 - 475 student injuries reported
 - 232 staff injuries reported
 - 288 days of staff lost time
- 4-Year averages (2009-10 – 2012-13)
 - (not available) # student injuries reported
 - 247 staff injuries reported
 - 325 days of staff lost time

Target:

- 95% or more of students surveyed respond they feel safe at school
- 95% or more of students surveyed respond they feel safe in common areas; halls, bathrooms, lunchroom, playground, parking lot, locker room, bus
- 12% decrease in student injuries reported to DPS Facilities Department
- 15% decrease in staff injuries reported to DPS Facilities Department
- 21% decrease in days of staff lost time

➤ GOAL: Increase Family and Community Involvement, Engagement and Satisfaction, and Deepen our Community Partnerships.

Baseline:

- *To be developed:* Family and Community Survey questions and Exit Interview process
 - ____% of families and community satisfied, involved, and engaged
 - ____% of community partners satisfied, involved, and engaged
- Determine market share baseline for 2012-13

Target:

- *To be developed:* Family and Community Survey questions:
 - ____% of families and community surveyed feel satisfied, involved, and engaged
 - ____% of community partners surveyed feel satisfied, involved, and engaged
- 2.0% increase in market share (0.5% increase annually)

EFFECTIVE, EFFICIENT SYSTEMS THAT MAKE THE BEST USE OF RESOURCES

➤ **GOAL: Prioritize General Fund Spending to Instruction and Support of Students.**

Baseline:

- Duluth Public Schools general fund dedicated to instruction and support of students
 - 79.8% in 2010-11 School Year
 - 80.5% in 2011-12 School Year
- Statewide average of general fund dedicated to instruction and support of students
 - 79.0% in 2010-11 School Year
 - 79.0% in 2011-12 School Year
- *To be developed:*
 - Average class size by grade in elementary
 - Average class size by subject in secondary

Target:

- Maintain 80% or more of general fund dedicated to instruction and support of students
- Reduce average class size by at least 10% in all grades
 - Average class size by grade in elementary
 - Average class size by subject in secondary

➤ **GOAL: Improve Communication, Cooperation, and Teamwork Within and Across Employee Groups.**

Baseline:

- 89% of staff respond the people I work with cooperate and work as a team (Staff Survey 2012-13)
- 85% of staff respond expectations of how adults treat each other and work together are clear (Staff Survey 2012-13)
- 77% of staff respond expectations of how adults treat each other and work together are enforced (Staff Survey 2012-13)
- 74% of staff respond they are recognized for their work (Staff Survey 2012-13)
- 71% of staff respond the School District effectively communicates important information to staff (Staff Survey 2012-13)

Target:

- 90% of staff surveyed respond:
 - The people I work with cooperate and work as a team
 - Expectations of how adults treat each other and work together are clear
 - Expectations of how adults treat each other and work together are enforced
 - They are recognized for their work
 - The School District effectively communicates important information to staff

EFFECTIVE, EFFICIENT SYSTEMS THAT MAKE THE BEST USE OF RESOURCES

- **GOAL: Increase the Diversity of Staff through Culturally Competent Recruitment and Retention Practices. The Percentage of Staff of Color will Reflect the Percentage of People of Color in our Community.**

Baseline:

- 9.6% Community members of color (2013 Census)
 - 18.7% Students of color 2012-13 school year
- 6.8% Staff of color 2012-13 school year
 - 3.6% Certified staff of color 2012-13 school year
 - 9.6% Non-certified staff of color 2012-13 school year

Target:

- The percentage of staff of color is consistent with community demographics.

- **GOAL: Expand and Improve Community Use of Facilities to Support the Needs of Families and the Greater Community.**

Baseline:

- 341 community organizations use Duluth Public Schools (DPS) facilities (2011-12)
- 62,736 participants through community organizations' use of DPS facilities (2011-12)
- *To be developed:* Family and Community Survey questions, After-use of Space Survey Card, Community Needs Assessment
 - ___% of families and community satisfied with use of facilities
 - ___# of community partnerships aligned to community needs

Target:

- 90% of families and community are satisfied with use of facilities
- 100% of the top three identified community needs have resources aligned to them
- 100% of our schools offer a range of activities that support the needs of families and the greater community
- *To be developed:* Family and Community Survey questions, After-use of Space Survey Card, Community Needs Assessment