

Strategic Plan



INTRODUCTION

The Shawnee Mission School District (SMSD) is the third-largest school district in Kansas. Shawnee Mission strives to prepare students for successful futures in college and beyond. Located in the heart of the Johnson County Research Triangle, we enjoy partnerships and connections with business and industry to provide students and teachers opportunities for practical experiences that enhance understanding of the skills and knowledge they need.

The Shawnee Mission School District, like other districts across the state and nation, is faced with great opportunities and challenges. Legislative mandates, the rapid growth and impact of technology, and continued economic challenges affect our school district. Shawnee Mission is a strong, successful district in large part because it enjoys tremendous support from community members, parents, and staff. This support has never been more essential as we recommit ourselves to ensuring excellence across all aspects of the district's organization.

We must continue that proud tradition and take advantage of advancements in technology and educational best practices to ensure we are creating innovative schools in which students, staff members, administrators, parents, community members, and policy leaders collectively focus their efforts and resources on ensuring achievement to successfully prepare students for college and careers of the future.

As partners in education, we must ensure that students are our primary focus. Students must be at the forefront of our decision-making, targeted efforts to recruit, nurture, and retain talent must be employed, opportunities must be equitable, and excellence must be more than expectation – it must be the norm.

Our success will be measured by continuous improvement in all areas of the organization, but most importantly as it relates to the effectiveness of teaching and learning. We will strive to develop an exemplary school system where all students succeed, staff members are supported yet held accountable, and families and community members are engaged. We cannot accomplish this important work and achieve these goals alone. We need the involvement of our families and community partners.

Together as partners in education, we share the responsibility for preparing all students to succeed. We must work collectively to ensure that our students have the skills and tools to succeed in school, careers, and life in an ever-changing global community.



THEME 1: ACADEMICS

ENSURE INSTRUCTIONAL PROGRAMS ARE RESEARCH-BASED AND MEET THE NEEDS OF 21ST-CENTURY LEARNERS.

Students must be equipped to face challenges and succeed in our classrooms and well beyond graduation day.

In Shawnee Mission, we provide a rigorous, relevant curriculum that allows students to reach their highest individual academic potential.

High School seniors receiving their diplomas on stage.

STRENGTHENING STEM

ACADEMICS



Employers are looking for a workforce highly skilled in science, technology, engineering, and mathematics (STEM). To train that next generation of STEM leaders, we are expanding our educational opportunities with a new director of STEM leading the way.

In the 2014-15 year, Bayer Animal Health provided a grant to support STEM curriculum and a pilot engineering program was launched in several elementary schools. New programs are being expanded to encourage female students to study STEM. An additional focus is to strengthen the connections between STEM learning and the real world for learners of all ages.

Our ultimate goal in the Shawnee Mission School District has always been the academic success of our students. This tradition will continue as we move forward.

We continue to develop a comprehensive curriculum model that will help increase achievement among all students.

While aligning with state standards, these resources will include research-based instructional practices, digital resources, and common assessments to help measure student mastery.



The district will also implement expanded learning opportunities for students, with the ultimate goal continuing to be helping students achieve their full potential.

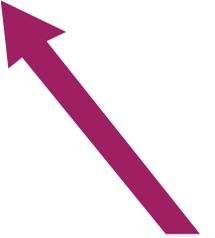


PROFESSIONAL DEVELOPMENT

The district will provide strategic professional development to staff members to help them strengthen and expand their skills and provide resources to implement research-based strategies in their classrooms.

EXPANDED LEARNING OPPORTUNITIES

Career and technical education pathways, virtual learning, international languages, after-school programs, and summer offerings are just some of the opportunities for Shawnee Mission students. The district will also explore flexible scheduling in secondary schools to allow for increased opportunities to participate in internships and Signature Programs to prepare students for college and careers.



ABC

UNIVERSAL EARLY EDUCATION FOCUS

The district will implement early childhood curriculum aligned with the Kansas Early Learning Standards and will use a multi-tiered system of supports to meet the academic and social learning needs of students. The district will investigate the ability to expand early childhood services, using the SMART Start model, delivered at elementary schools in the Shawnee Mission School District.

ACADEMIC GOALS



*CCR: College and Career Readiness/ *CTE: Career and Technical Education

THEME 2: FACILITIES

PROVIDE UP-TO-DATE FACILITIES THAT SUPPORT THE NEEDS OF STUDENTS, STAFF, AND PROGRAMS.

We will ensure safe and efficient facilities, places that support the learning that takes place inside.

Using the advice of experts, the district will make building enhancements to make sure students are learning in the best possible environments.

Middle school students prepare for another exciting day of learning.

FACILITIES



Our first priority is to ensure our buildings provide the best learning and working environments as we serve our students today and the generations of students to come.

Each step we take must be intentional and financially responsible, acting as good stewards of our resources.

Working with input from the community, students, and staff, our goal is to establish and maintain facilities that enhance the learning environment.

With the help of the community, we have developed a long-range facility plan that will advise the steps we take to support programs and educate current and future generations of learners.



Exterior rendering of the new Shawanoe Elementary School.

Providing state-of-the-art learning opportunities is a priority in Shawnee Mission. The district has been rebuilding aging schools to ensure facilities keep pace with modern educational needs. The rebuilding of Shawanoe Elementary School is currently underway. This design will include a Federal Emergency Management Agency (FEMA)-rated storm shelter.

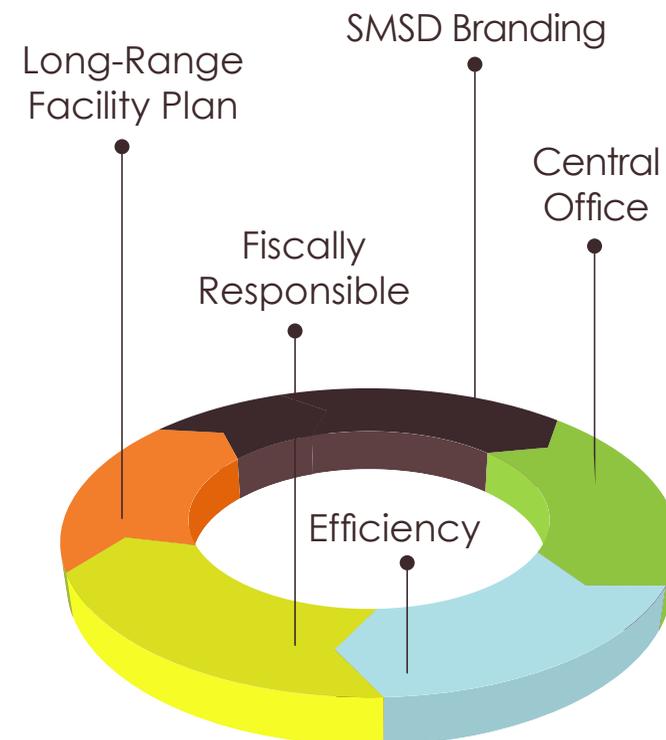


Multiple schools in the Shawnee Mission School District have received national recognition for their energy-efficient buildings. The district will continue to build on that success by incorporating energy-efficient strategies in building design and operations.

A stakeholder committee has been engaged to assist in identifying facility needs as part of the long-range planning process. The plan will address maintenance, modernization, and efficiency needs to bring all facilities in line with current industry standards.



FACILITY GOALS



The district will take a significant step toward improving efficiency with the construction of a new central administrative office.

The new facility will be located at the former site of Antioch Middle School, with completion scheduled in 2016.

THEME 3: COMMUNITY/ MARKETING

PROVIDE TIMELY, ACCURATE, AND RELEVANT
INFORMATION TO ALL STAKEHOLDERS AND ENGAGE
THEM AS PARTNERS IN EDUCATION.

If all schools in Shawnee
Mission are to go from
good to great, the
community must be
involved.

The strength of our schools
is strongly correlated
with the engagement
of our community.

Shawnee Mission students in
the Biotechnology program
gain real-world experience
through shadowships.

COMMUNITY/ MARKETING



As we prepare students for the future, our goal is to welcome all family and community members to work together with us on a shared vision for our schools.

Our goal is to engage with our community frequently and clearly in order to keep great things happening for students in the Shawnee Mission School District.

Through strategic partnerships, increased collaboration, and opening opportunities for two-way engagement, we will work together to prepare students for the future.



Knowing our success is strengthened one conversation at a time, the school district will continue to reach out to the community through authentic partnerships and by making an intentional effort to seek feedback from students, staff, and patrons.

We must be able to communicate with those familiar with our schools and those who have yet to learn about our community. We will do so through a strategic marketing plan and consistent branding that helps unify our image and reflect our identity.

We hope you will be a part of the Shawnee Mission story. It is a story we are proud to share.

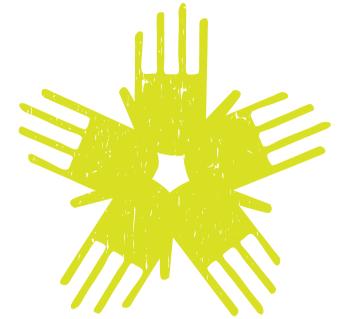
We will continue to build our network through social media outlets as a means of marketing district events and highlighting programs and activities.



More than 1,000 community members and staff members provided feedback in the 2013-14 school year about Shawnee Mission schools through a phone and web survey by an independent company. We will continue to seek community feedback through surveys and other targeted contacts in order to accurately assess public perception about the school district and educational issues.



Partnerships play an important role in ensuring our students remain connected with their communities. To find out more about how to get involved, visit www.smsd.org/community.



To view our district publications and *Inside Shawnee Mission School District*, visit <http://www.smsd.org/publicinfo/pages/publications.aspx>.

Sign up for our Key Communicator and/or Connection e-newsletter at <http://www.smsd.org/about/Pages/communications.aspx>.



COMMUNITY/ MARKETING GOALS

- SMSD Branding
- Electronic Media
- Community Outreach
- Fiscally Responsible
- Marketing Plan
- Authentic Partnerships
- Stakeholder Engagement

THEME 4: STUDENT/EMPLOYEE WELL-BEING

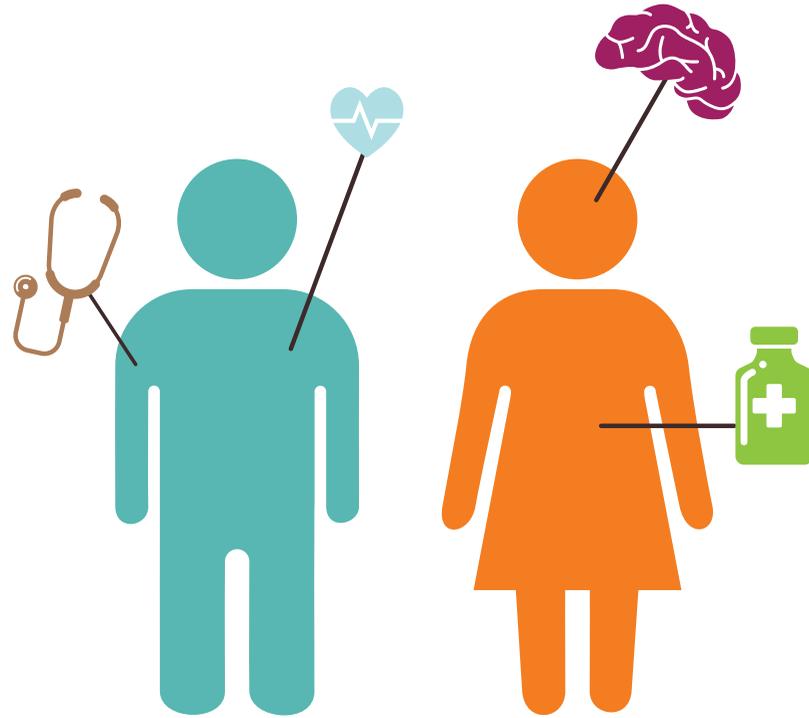
CREATING A CULTURE OF WELLNESS THROUGH OPPORTUNITIES THAT ENHANCE OVERALL HEALTH AND QUALITY OF LIFE.

The health of our students and staff directly affects the health of our schools.

Part of our plan of action is to provide resources to promote the well-being of our students and staff.

Elementary students stay active during the school day.

STUDENT/ EMPLOYEE WELL-BEING



PROMOTING HEALTHY LIFESTYLES TO SUPPORT LIFELONG WELLNESS

Our community is working strategically to foster an environment in which students and staff members can have healthy bodies as well as healthy minds.

The strategic plan addresses ways that individuals can better take care of themselves and one another.

The range of efforts will include everything from character education to building valuable community partnerships to on-campus facilities that provide health and wellness resources.

In the Shawnee Mission School District, we promote and encourage healthy lifestyles that will support lifelong learning.

A variety of resources are offered to students and staff to help promote overall wellness in our school communities.

In the fall of 2014, the Shawnee Mission School District entered into partnership with New Directions Behavioral Health Care in order to offer support to employees.

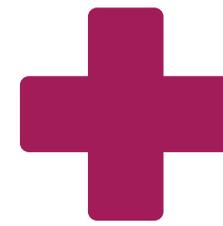
New Directions provides assessments, referrals, and counseling services to assist individuals seeking help for a variety of life issues.

Life can bring a variety of stresses and difficulties and this resource is being offered through the school district to help employees restore balance in their lives, achieve personal goals, and focus on promoting their own well-being.



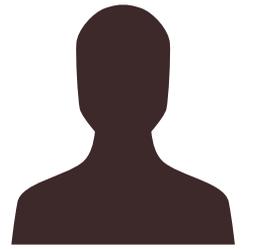
WELLNESS CENTER

The district recognizes the importance of the overall health of employees. In the future, to assist in meeting individual goals, all employees will have access to a wellness center and courses focused on improving overall health and fitness.



HEALTH CLINIC

Employees and their families will have access to a health clinic located in a district facility to provide affordable non-emergency healthcare, during evening and weekend hours.



CHARACTER DEVELOPMENT

Research-based character education will be taught in grades K-12 to help students develop healthy self-awareness and the ability to work with diverse people in all settings.



THEME 5: TECHNOLOGY

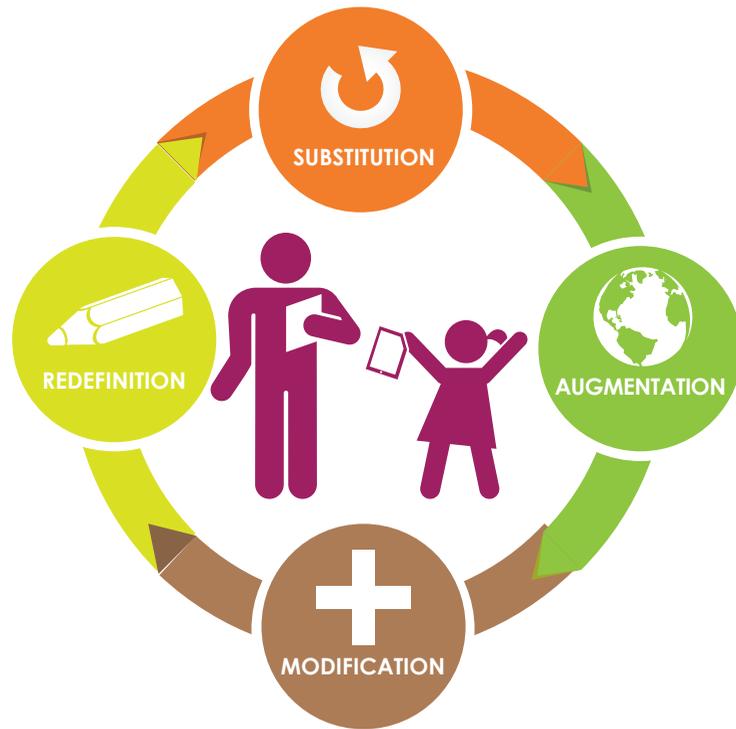
PROVIDE TECHNOLOGY TO ENHANCE THE STUDENT LEARNING EXPERIENCE.

We are planning for their future instead of our past.

In order to improve achievement outcomes and prepare students for a future we cannot yet envision, the Shawnee Mission School District has taken an important step in making more resources available to students. The Shawnee Mission Board of Education approved a digital learning initiative to transform educational delivery and access to information.

Students collaborate using an iPad for learning.

TECHNOLOGY



Members of the community had a clear message: students in the Shawnee Mission School District need greater access to technology.

Superintendent Jim Hinson and members of the board of education heard the message and responded by making a decision in 2014 to place a technological device in the hands of every student.



This strategic decision will enhance the power of learning.

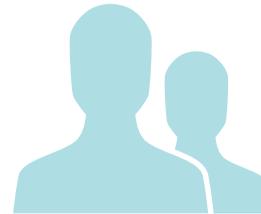
How is technology used in classrooms? The Substitution, Augmentation, Modification, and Redefinition (SAMR) Model, developed by Dr. Ruben Puentedura helps paint a more clear picture:

- **SUBSTITUTION:**
Technology helps in completing a task that could be done without technology. Example: a student reads an e-book on an iPad.
- **AUGMENTATION:**
Technology helps substitute a task and augment a function. Example: A student reads an e-book on an iPad and uses the search function to locate vocabulary words and read a definition about them on the screen.
- **MODIFICATION:**
Typical tasks are able to be redesigned. Example: students can annotate what they are reading. They can sketch, write, and insert images to enhance their notes.
- **REDEFINITION:**
The device allows a teacher and student to create new tasks impossible without technology. Example: Students read a book and then create their own film or interactive book to demonstrate to the teacher what they learned.

96%
62%

The United States Department of Commerce cites that “96 percent of working Americans use new communication technologies as part of their daily life, while 62 percent use the Internet as an integral part of their jobs.” Giving students a chance to work with technology helps them prepare for future opportunities.

Fully integrated digital learning, funded through the district’s capital outlay budget, is being phased in over two years at the elementary schools. Each middle school student and high school student received a technology device in the fall of 2014. All instructors have a Macbook Air and an iPad.



Professional development, provided initially by Apple Professional Development Specialists, will continue to ensure meaningful integration of technology in instruction. Technical support teams are also in place as a resource for students and staff. Digital citizenship will also be an important component of this initiative.



TECHNOLOGY GOALS:

- 1:1 Initiative
- Curriculum Integration
- Professional Development
- Parent Communication
- Infrastructure Capacity

THEME 6: RESOURCES

MAXIMIZE RESOURCES AND MAINTAIN FISCAL RESPONSIBILITY.



The success of our school district relies on effective use of our resources.

The community entrusts the school district to target resources to serve the best interest of our students.

A music teacher introduces students to new instruments.

RESOURCES



During a time when resources are increasingly scarce and expectations for academic performance have never been higher, it is imperative for the Shawnee Mission School District to demonstrate responsible stewardship of the taxpayer dollar.

It is essential we ensure our investments in strategic initiatives yield the expected results and provide a positive return on investment.



An annual comprehensive evaluation of all programs will be conducted. Recommendations for efficiency from national organizations, such as the National Association of School Business Officials, will be reviewed. Inter-governmental agreements to share

expenses will be explored and public opinion will be monitored annually to measure progress, identify needs, and ensure a return on investment.



The district will proactively monitor trends and forecasts to ensure we are providing innovative and visionary programming.

A core component of a successful school system is its employees, both those who teach and those who serve in support roles. The Shawnee Mission School District will continue to focus on attracting the best and the brightest individuals to work in the district. The district will develop a comprehensive plan to recruit, retain, and reward employees in order to ensure we have the best talent serving the students of Shawnee Mission.



The district will establish sustainable partnerships with local home remodeling and landscape companies focused on upkeep and improvements at all school facilities.

The Shawnee Mission School District strives to be a model of instructional best practice.

To accomplish this goal, an annual comprehensive review of best practices in the area of education, as published by organizations recognized nationally and internationally as leaders in the field, will be conducted.



RESOURCES GOALS



THEME 7: SAFETY & SECURITY

DEVELOP PROACTIVE PREPAREDNESS PLANS AND ESTABLISH RELATIONSHIPS THAT SUPPORT INITIATIVES RELATED TO IMPROVED SAFETY AND SECURITY.



It takes a community effort to provide positive environments for learning.

The safety and security of our students and staff members is of paramount importance.

School resource officers share lessons in safety and connect with students.

COMMUNITY EFFORT

SAFETY & SECURITY



Using the advice of experts, district staff members are enhancing buildings, developing comprehensive plans, and taking the steps necessary to strengthen and build upon measures already in place.

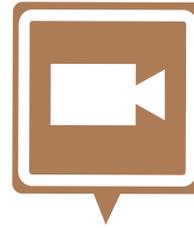
It takes a team effort to keep schools safe and secure. In the spring of 2014, a new individual stepped up to lead such a team in Shawnee Mission. John Douglass began his role as Director of Safety and Security, bringing with him 41 years of experience in the Overland Park Police Department.

He will focus his attention on keeping our schools and students safe. "They are, without a question, our most precious resource and we can't afford to let anything happen to them," he said.

Collaborating with administrators and staff members throughout the district, he is working to evaluate, modernize, and improve all procedures related to safety and security. This includes the development of a full-scale emergency operations plan that provides everyone with steps to prepare for and respond to emergency situations.



The district is also providing security upgrades at facilities across the district. Much of that work is related to securing entrances of school buildings. The goal is to keep teachers and students as safe as possible.



To provide additional security, 16 facilities received upgrades in 2014. These included enhanced security fencing, new digital camera security systems, installation of door access controls, bollards at exterior entrances, signage at exterior entry points, and new classroom door hardware.

District team members have also taken part in training provided by FEMA in order to gain knowledge, skills, and expertise in best practices that will help inform courses of action.



Since the early 1970s, the Shawnee Mission School District has employed certified law enforcement officers to work closely with school communities – serving as first-responders as well as educational and informational resources.

For information on school safety and security, visit <http://security.smsd.org/pages/default.aspx>.

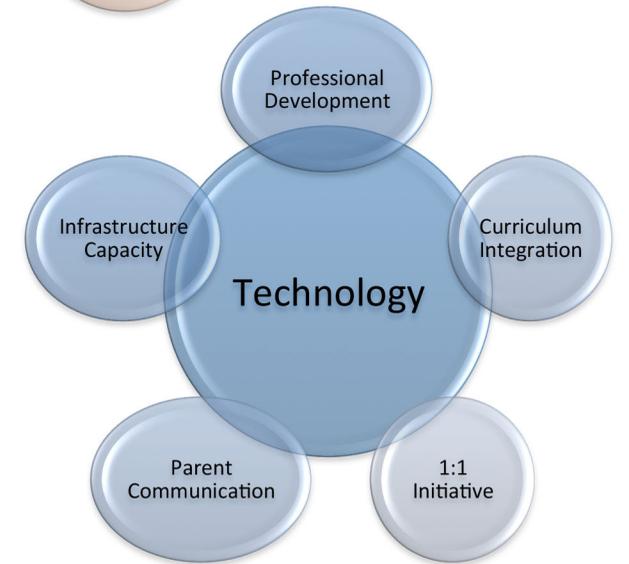
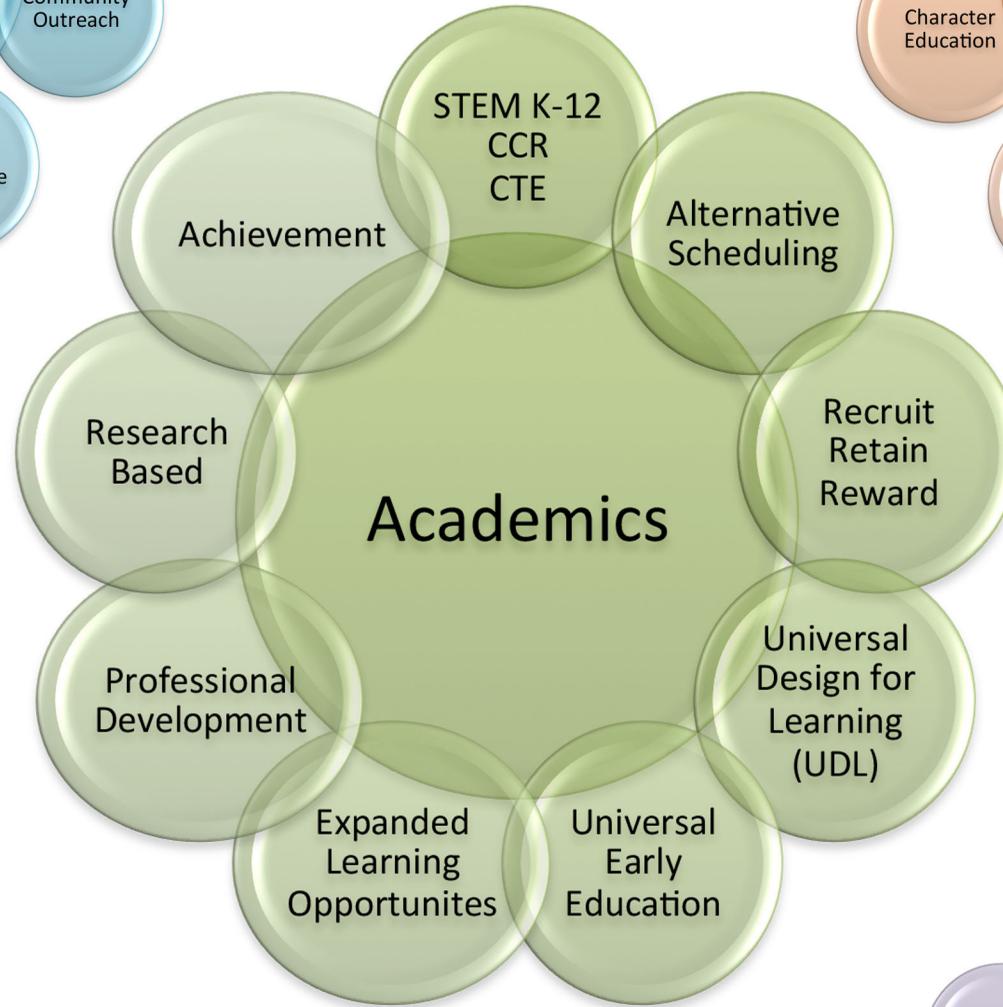
SAFETY & SECURITY GOALS:

- Secure Facilities
- Security Planning
- FEMA Training
- Officer Development
- Threat Assessment

SAFE SCHOOL HOTLINES

- SM East High School
(913) 993-6850
- SM North High School
(913) 993-7070
- SM Northwest High School
(913) 993-7463
- SM South High School
(913) 993-7672
- SM West High School
(913) 993-8060
- SM Horizons High School
(913) 993-9518
- Broadmoor Technical Center
(913) 993-9705

STOP SCHOOL VIOLENCE
(877) 626-8203



SMART GOALS

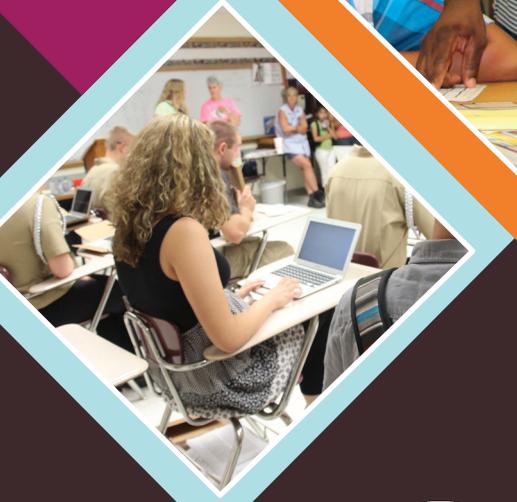
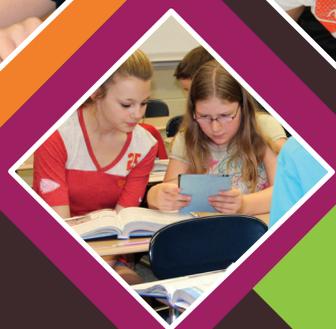
Seven themes have been identified to guide our strategic plan. They include: academics, facilities, community/marketing, student/employee well-being, technology, resources, and safety and security. General goals have been established under each of the seven themes and are listed on the diagram on pages 32-33. To ensure we are progressing and achieving our intended goals, SMART goals will be identified to support each of the general goals. These serve as action items to move the district toward attainment of the goal and completion of the planned initiatives. SMART goals are defined as:

- S = Specific
- M = Measurable
- A = Attainable
- R = Results-based
- T = Time-bound

Because the SMART goals are specific and time-bound, they will ensure the Shawnee Mission School District is moving forward and making progress toward completion or attainment of the goal. An example of a SMART goal under the theme of academics and general goal of research-based is on page 35.



Theme/Goal Strategic Plan Reference	Academics - Research-based
SMART Goal	By fall of 2015, the district will have developed an evidence-based instructional framework to meet rigorous and relevant academic and social outcomes. (Daggett System of Effective Instruction)
Specific What How Why	<ul style="list-style-type: none"> • A common instructional framework provides clear expectations for instructional practices • The framework needs to represent the collective work of district departments and building leadership • Development of a framework that is reflective of: <ul style="list-style-type: none"> o High-yielding instructional practices o Differentiation (UDL) o Culturally-responsive practices o Technology integration
Measurable At least two indicators	<ul style="list-style-type: none"> • Spring 2014 – Core team assembled with initial work on scope of project and plan development • Fall 2014 – Create initial framework • Spring 2015 – Team presents the framework to district community for review • Fall 2015 – Team integrates the framework into district professional development structure
Achievable Is it possible? Resources needed	<ul style="list-style-type: none"> • Team should include, but is not limited to, district instructional and content specialists, teacher leaders, principal leaders • Team can establish standing meetings and convene at Indian Creek Technology Center Resources: Time and funding for professional development, Daggett materials, district expectations for instruction, district walk-through tool, and collaborative time in learning teams
Results-based Reason/Purpose/ Benefit	The intended outcome is to create a framework that will include all district initiatives (PLCs, MTSS, technology integration, etc.)
Time-bound Completion Date Is it urgent?	Implementation for this goal has already begun, starting within the 2014-2015 professional development calendar
Department Responsible	Educational Services



SMSD

Shawnee Mission School District

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