

SCHOOL DISTRICT 197

# STRATEGIC IMPLEMENTATION PLAN



CREATING THE  
WORLD'S BEST WORKFORCE  
**2023-2024**

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# INTRODUCTION

In fall 2019, School District 197 hosted community-wide input sessions to gather input into the creation of a revised strategic plan. Hundreds of community members, students, and staff responded to the following prompts:

- What do our students need to learn so they are ready for their future?
- What do you value most about our schools?
- What are some new opportunities we should explore?
- How can you and our community connect with and support our schools?

A representative group was convened in December 2019 to digest all of the input and create a new strategic framework to guide our new and long-term work. The framework they drafted included a mission statement, belief statements, and focus areas for improvement. After an initial review by the

school board, additional input was sought through a variety of focus groups. This input was used to revise the initial draft of the strategic framework. The final draft was approved by the school board in June 2020.

The strategic framework provides the district with a direction for our work. For example, one focus area for improvement is to, “Establish a district-wide system of social-emotional learning and support.” Each year we determine the specific strategies the district needs to implement to move us towards our desired improvement. These strategies, which we will call implementation targets, will be described in more detail later on in this report.

We are excited about the work our Strategic Framework will continue to direct this year.

**Nurture, Inspire, Prepare  
Together, we thrive!**

# STRATEGIC FRAMEWORK (*adopted June 2020*)

## SCHOOL DISTRICT 197

*Nurture. Inspire. Prepare. Together, We Thrive.*

School District 197 is committed to caring relationships, equitable practices, and high achievement for all.

### GOALS

All students are academically and socially ready for school.

All 3rd graders can read at grade level.

All racial and economic achievement gaps are closed.

All students graduate from high school.

All students are ready for career and college.

### WE BELIEVE...

#### RELATIONSHIPS

- People thrive when they feel connected, trusted, and affirmed.
- Communication and collaboration strengthen school, family, and community relationships.

#### EQUITY

- Our diversity makes us stronger.
- Seeking to understand each other strengthens the individual and community.
- We are all accountable for removing barriers and creating equitable systems.

#### ACHIEVEMENT

- High expectations and personalized support are critical for student success.
- Innovative environments promote curiosity, creativity, and courageous action.
- Everyone has the ability to continually grow.

### FOCUS AREAS

1

Establish a district-wide system of social-emotional learning and support

2

Build equitable systems and support throughout the district

3

Increase E-12 opportunities for career exploration and preparation



# FOCUS AREAS & IMPLEMENTATION TARGETS

As you saw on the previous page, we have three focus areas. They are:

- Establish a district-wide system of social-emotional learning and support.
- Build equitable systems and support through the district
- Increase E-12 opportunities for career exploration and preparation.

The intent of focus areas are not to capture all we do as a school system. Rather, they are to identify the specific areas in which we want to target our improvement efforts in order to live out our mission (School District 197 is committed to caring relationships, equitable practices, and high achievement for all)

...and to achieve our goals.

School District 197's goals are:

- All students are academically and socially ready for school
- All 3rd graders can read at grade level
- All racially and economic achievement gaps are closed
- All students graduate from high school
- All students are college and career ready.

In the pages that follow, you will find the specific strategies (aka Implementation Targets) we have selected for the 2023-24 school year. They are grounded in research and based on the ongoing feedback we receive from students, staff, families and our community.



# FOCUS AREAS OVERVIEW: SOCIAL-EMOTIONAL LEARNING

## **“Establish a district-wide system of social-emotional learning and support”**

Social and emotional learning or SEL is the process through which all young people and adults acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions and achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.

According to the Collaborative for Academic, Social, and Emotional Learning, there are a number of benefits that students derive from SEL.

- An improvement in social and emotional skills, attitudes, relationships, academic performance, and perceptions of classroom and school climate
- A decline in anxiety, behavior problems, and substance abuse
- Long-term improvements in skills, attitudes, prosocial behavior, and academic performance

Social and emotional learning is also aligned in our equity work by creating caring, just, inclusive, and healthy communities that support all individuals in reaching their fullest potential. Implementing SEL across our district both fosters and depends upon an equitable learning environment, where all students and adults feel respected, valued and affirmed in their individual interests, talents, social identities, cultural values, and backgrounds.

Our SEL vision states “Through an equitable system of social and emotional learning support, all students and staff will grow in the following capacities:

- Self-awareness
- Self-management
- Social awareness
- Relationship skills
- Responsible decision-making

The district is using the 10 indicators from CASEL (shown below) to establish, review and monitor SEL implementation.



Explicit SEL instruction



SEL integrated with academic instruction



Youth voice and engagement



Supportive school and classroom climates



Focus on adult SEL



Supportive discipline



A continuum of integrated supports



Authentic family partnerships



Aligned community partnerships



Systems for continuous improvement

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# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: SEL

## **“Establish a district-wide system of social-emotional learning and support”**

### **Explicit SEL Instruction**

Providing students with consistent opportunities to cultivate, practice, and reflect on social and emotional competencies in ways that are developmentally appropriate and culturally responsive.

#### **Objectives:**

- Align elementary counseling curriculum to SEL learning targets and identify any gaps.

Develop a coordinated approach for supporting students’ social and emotional learning across the district that will include specific learning targets for students and a map for where they will be taught.

### **Integrated SEL with Academic Instruction**

Integrating SEL objectives into instructional content and teaching strategies for academics as well as music, art, and physical education.

#### **Objectives:**

- Pilot strategies to create conditions for growth and learning across all five SEL competencies.
- Utilize AMAZEworks curriculum as part of a 3-year roll-out in the early learning and elementary sites. These books and lessons foster social-emotional learning through the lens of anti-bias education.

### **Youth Voice and Engagement**

Honoring and elevating a broad range of student perspectives and experiences by engaging students as leaders, problem solvers, and decision-makers

- Targets identified in Equity focus area under “Equitable Student Leadership and Voice”

### **Supportive School and Classroom Climates**

Creating schoolwide and classroom learning environments that are supportive, culturally responsive, and focused on building relationships and community.

#### **Objective:**

- Implement administrative team learning walks (classroom visits) aligned with the Indicators of Schoolwide SEL Reflection Tool.

### **Focus on Adult SEL**

Providing staff with regular opportunities to cultivate their own social, emotional, and cultural competence, collaborate with one another, build trusting relationships, and maintain a strong community.

- This indicator was the focus of implementation targets in 2021-22 and 2022-23 and will be ongoing. There are no additional implementation targets in 23-24.

# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: SEL

## “Establish a district-wide system of social-emotional learning and support”

### Supportive Discipline

Creating discipline policies and practices that are instructive, restorative, developmentally appropriate, and equitably applied.

#### Objectives:

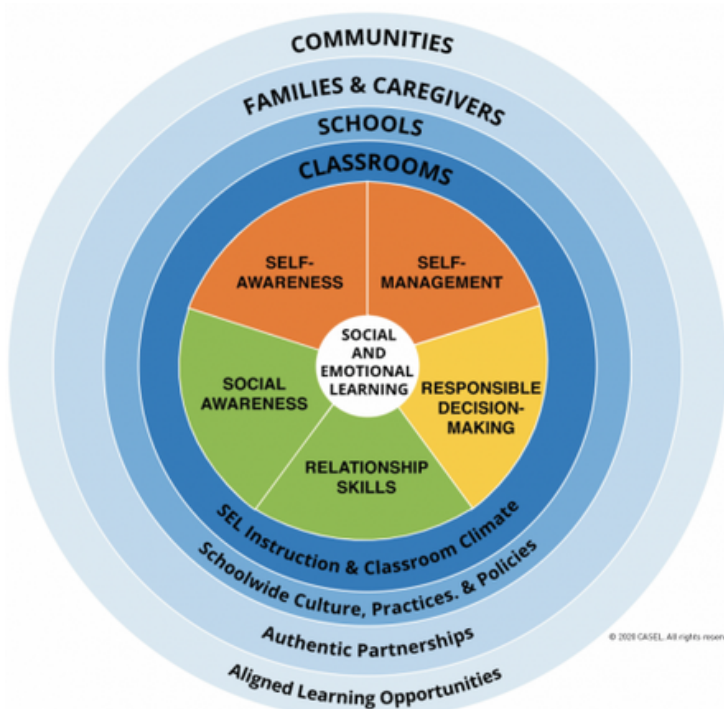
- Train school administrators on legislative changes related to school discipline practices.
- Develop and implement updated suspension procedures.
- Update non-exclusionary student support intervention resources for school teams.

### Continuum of Integrated Supports

Ensuring that SEL is seamlessly integrated into a continuum of academic and behavioral supports, which are available to ensure that all student needs are met.

#### Objectives:

- Continue in year 2 of a nine-month cohort from MDE, enhancing the implementation of the Minnesota Multi-tiered System of Supports (MnMTSS) where SEL is integrated into a continuum of academic and behavioral supports, ensuring that all student needs are met.
- Participate in FAST for Success - Sustain with the University of Minnesota to support reading at all elementary schools.
- Participate in “Problem-Solving Teams Training” with Center for Applied Research Educational Improvement and pilot a multi-tiered system of support (MTSS) team process at Somerset.





# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: SEL

## **“Establish a district-wide system of social-emotional learning and support”**

### **Authentic Family Partnerships**

Providing families and school staff with regular and meaningful opportunities to build relationships and collaborate to support students' social, emotional, and academic development.

#### **Objectives:**

- Develop and share information sheets with families that provide an overview of the social-emotional learning approach at each school.
- Develop content to inform families about social-emotional learning to highlight the work being done in the district, schools, and classrooms.
- Share highlights from each focus area (SEL, Equity, College/Career Exploration) in the District Newsletter regularly.
- Gather feedback on the SEL implementation targets from parents via advisory teams.

### **Aligned Community Partnerships**

Ensuring that school staff and community partners are aligned on common language, strategies, and communication around all SEL-related efforts and initiatives, including out-of-school time.

- Provide training on social-emotional competencies with a focus on adult SEL to community education coordinators, school-age care supervisors, and support staff.

### **Systems for Continuous Improvement**

Ensuring implementation and outcome data are collected and used to continuously improve all SEL-related systems, practices, and policies with a focus on equity.

#### **Objectives:**

- Conduct annual surveys with students, staff, and families to gather feedback that will be analyzed and used to drive the work in SEL.
- Utilize the “Indicators of Schoolwide SEL Reflection Tool” with site leaders annually to gather feedback on SEL implementation that will guide next steps.

# FOCUS AREAS OVERVIEW: EQUITY

**“Build equitable systems and support throughout the district”**

School District 197 is on an equity journey. While there has been work done previously and some progress has been made, there remains much to do.

We are committed to equitable opportunities and equitable outcomes for all members of our School District community including students, families and staff. Creating equitable opportunities is dependent upon having inclusive policies and practices that represent all students, and providing each student increased access to and creating meaningful participation in high-quality learning experiences where each student realizes positive outcomes. Educational equity benefits everyone and prepares all students to thrive in a racially and culturally diverse local, national and global community.

In August 2023, the School Board adopted Policy 106 Equity. It outlines the seven commitment areas described below.

## **Diverse Classrooms and Schools**

Removing barriers and developing systems that reduce disparities in participation in educational programs and extracurricular activities.

## **Teacher and Leader Quality and Diversity**

Recruiting, hiring, and retaining a diverse, culturally responsive, and equity-minded workforce that reflects the demographics of our student population. This includes ongoing professional development focused on equity, racial consciousness and cultural responsiveness.

## **Equitable Resource Allocation**

Prioritizing the allocation of resources, including but not limited to, curriculum, facilities, staffing, support services, technology, transportation, and activities, in a manner that ensures all students, especially historically marginalized students, have the access and opportunity necessary to succeed.

## **Equitable Curriculum, Instruction and Assessment**

Prioritizing culturally relevant curriculum, equitable rubrics for decision-making, inclusive instructional practices, and fair assessment and grading to reflect student learning accurately.

# FOCUS AREA OVERVIEW:

## EQUITY (continued)

### **Equitable Learning in Classroom and Other School Environments**

Committing to culturally affirming, inclusive, and responsive community building and behavior management, fostering diverse physical spaces, rituals, and routines, while nurturing strong, supportive student relationships and holding them to high expectations. Additionally, we're prioritizing behavior support and discipline practices that reduce disparities in suspensions and focus on restoring relationships when harm occurs.

### **Equitable Student Leadership and Voice**

Seeking to gather and understand student perspectives (especially those from historically marginalized groups) in decision-making processes, creating spaces for student affinity groups, and providing leadership opportunities.

### **Equitable Family and Community Partnerships**

Building linguistic and cultural bridges between the school district and our diverse communities, and seeking representation reflective of student demographics on district advisory committees while offering affinity spaces, cultural liaisons, family education, and interpretation and translation resources. These tools will enable us to better understand the perspectives, goals, and priorities of our communities and actively seek ongoing input and feedback.



# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: EQUITY

**“Build equitable systems and support  
throughout the district”**

## **Diverse Classrooms and Schools**

Removing barriers and developing systems that reduce disparities in participation in educational and extracurricular programs.

### **Objectives:**

- Update equity questions on student, family, and teacher survey (this item addresses all seven categories of the Equitable Systems and Supports Actions)
- Develop a method for gathering, organizing, and reporting data on participation in educational programs.
- Identify barriers to participation in extracurricular activities among underrepresented groups and develop a plan to reduce disparities in participation for the 24-25 school year at the high school level.

## **Teacher and Leader Quality and Diversity**

Recruiting, hiring, and retaining a diverse workforce that reflects the demographics of our student population. This includes ongoing professional development focused on equity, racial consciousness and cultural responsiveness.

### **Objectives:**

- Fully implement 90-Day Check-Ins with new staff of color in the school district.
- Regularly participate in job fairs that celebrate diversity and inclusion.
- Develop partnerships with at least two Historically Black Colleges and Universities.
- Update and implement “Supporting LGBTQIA+ Students” required training at all sites.
- Offer LGBTQIA+ Allyship training at each of our secondary schools during a professional development day.
- Develop plans to add a cultural responsiveness element to teacher and principal evaluations.
- Implement Board training on the Ready for Rigor Framework for culturally responsive teaching.
- Implement Board training on Supporting LGBTQIA+ Students.



# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: EQUITY (continued)

## **Equitable Resource Allocation**

Prioritizing the allocation of resources, including but not limited to, curriculum, facilities, staffing, support services, technology, transportation, and activities, in a manner that ensures all students, especially historically marginalized students, have the access and opportunity necessary to succeed.

### **Objectives:**

- Provide administrative team professional development about the impact of financial barriers on students and draft a plan for improvement to be implemented no later than the 24-25 school year.
- Add a summer housing instability specialist to support families over the summer months when regular school staff are not available.
- Conduct regular department and site meetings, hosted by the Superintendent and Finance Director, to analyze and increase the equitable allocation of budgets and resources.

## **Equitable Curriculum, Instruction and Assessment**

Prioritizing culturally relevant curriculum, equitable rubrics for decision-making, inclusive instructional practices, and fair assessment and grading to reflect student learning accurately.

### **Objectives:**

- Collect and analyze data related to equitable grading practices at the secondary level and develop a plan for ensuring consistent practices and expectations.
- Continue the phased-in implementation of AMAZEworks at the Early Learning and Elementary levels.
- Implement follow-up professional development for the cohort of teachers who implemented AMAZEworks last year to integrate the tenets of anti-bias education into literacy instruction.
- Pilot schoolwide professional development on supporting multilingual learners in the mainstream classroom at Garlough.

# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: EQUITY (continued)

## **Equitable School and Classroom Environments**

Committing to culturally affirming, inclusive, and responsive community building and behavior management, fostering diverse physical spaces, rituals, and routines, while nurturing strong, supportive student relationships and holding them to high expectations. Additionally, we're prioritizing behavior support and discipline practices that reduce disparities in suspensions and focus on restoring relationships when harm occurs.

### Objectives:

- Implement administrative team learning walks aligned with the Ready for Rigor framework for culturally responsive teaching.
- Develop a tool to provide schools feedback on the diversity, equity, and inclusion of their common spaces and learning environments.
- Conduct diversity, equity and inclusion training with all operations staff and paraprofessionals over the course of the school year.
- Provide access to training on supporting LGBTQIA+ students for non-licensed staff.
- Provide staff the option to add pronouns to their badges.

## **Equitable Student Leadership and Voice**

Seeking to gather and understand student perspectives (especially those from historically marginalized groups) in decision-making processes, creating spaces for student affinity groups, and providing leadership opportunities.

### Objectives:

- Update the equity questions on the student survey.
- Hire at least five student ambassadors to help plan and run the multidistrict "Beyond Our Walls Equity Summit."
- Increase student members on the Equity Advisory to at least twelve.
- Add an Asian Student Affinity Group at the high school.
- Add a superintendent advisory group that reflects the demographics of our students.

# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: EQUITY (continued)

## Equitable Family and Community Partnerships

Building linguistic and cultural bridges between the school district and our diverse communities, and seeking representation reflective of student demographics on district advisory committees while offering affinity spaces, cultural liaisons, family education, and interpretation and translation resources. These tools will enable us to better understand the perspectives, goals, and priorities of our communities and actively seek ongoing input and feedback.

### Objectives:

- Add at least four parent/guardian members to Equity Advisory.
- Add an equity page to the School District 197 website to share the work our students and staff are doing to build inclusive, welcoming, and equitable school communities.
- Begin to tell our equity story more intentionally in school district communications (social media, newsletters, etc.).
- Develop and implement a districtwide communications campaign to improve student attendance.
- Develop additional resources to provide at enrollment to help families new to the country navigate and advocate during the enrollment process.
- Streamline equitable intake process for students new to the country at the high school level.



# FOCUS AREAS OVERVIEW: CAREER & COLLEGE READINESS

## **“Increase E-12 opportunities for career exploration and preparation”**

This work is not new to the strategic framework but rather an expansion of the work we have been focused on for the last nine years. As part of our previous strategic framework, we were striving toward two specific strategies: Developing an electronic college and career portfolio beginning in 7th grade and expanding options for students to successfully earn postsecondary credit concurrently while earning a high school diploma, including the potential to earn up to an Associate of Arts degree or other certifications that make students “job ready” upon graduation.

Over the last decade, School District 197 has worked with the intention to expand its high school offerings and organize its courses by career fields and show the alignment to career pathways. Students at Two Rivers High School now have over 30 rigorous courses to select from which can provide them with college-credit bearing opportunities and several courses that provide industry-recognized certificates, on-the-job training, and internships.

Warrior Seminar, a required course for all incoming 9th-grade students, has been another important cornerstone of our career and college readiness approach.

Warrior Seminar provides opportunities for students to transition to high school, explore career and post-secondary options and develop themselves as individuals. Through Warrior Seminar, students have the opportunity to meet and talk with dozens of community-based businesses, organizations, and post-secondary institutions, as well as work in small group settings with adult mentors, who discuss topics such as resume building, professional conduct, and how to participate effectively in interviews.

In the new strategic framework, you will notice that the work now intentionally includes all our learners, from the youngest students in our early learning programs to our graduating seniors at Two Rivers High School.

In the spring of 2022, our district was awarded a grant to help us continue to expand our college and career opportunities. This grant provides our district with the ability to;

- erase gaps in our college and career-focused courses and experiences,
- enhance and expand opportunities in already-established subject areas, and
- provide structures and systems of support for students to be successful in all these emerging opportunities.



# FOCUS AREAS OVERVIEW: CAREER & COLLEGE READINESS (continued)

## “Increase E-12 opportunities for career exploration and preparation”

Our district has identified two main goals targeted for this grant. They are listed below:

- By the end of the 2023-2024 school year, a minimum of five academically rigorous courses that are the focus of this grant will be sustainable additions to the TRHS course catalog.
- By the end of the 2023-2024 school year, in at least five of these rigorous courses that are the focus of this grant, the students of color representation will mirror the demographic representation of Two Rivers High School.

Grounding our work is a graphic organizer developed by the Minnesota Department of Education in collaboration with Minnesota State Universities and Colleges.

The graphic (see page 18) provides a framework for organizing Minnesota Career Fields, Clusters & Pathways. It depicts the foundational knowledge and skills, career fields, career clusters, and career pathways that Minnesota will use for developing programs of study in career and technical education.

Courses at Two Rivers have been reviewed and those that provide career exploration, exposure or opportunities in a specific career field have been identified in the academic planning guide for students. Students that have an interest in a specific pathway are encouraged to take a course or sequence of courses in the specific pathway.



As we continue work in this area, our goal is to expose students in early learning through middle school to a wide variety of careers in these career fields, clusters, and pathways.



# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: CCR

## **“Increase E-12 opportunities for career exploration and preparation”**

### **Course, School and Structural Support**

Reducing barriers to improve student outcomes for underrepresented student groups.

#### Objectives:

- Design and implement a sustainable work-based learning program at Two Rivers that gives students high school credit for employment experiences in the community.
- Explore opportunities expanding intervention support at the middle and high school level.
- Through the curriculum review process, ensure course sequences will reduce barriers to participation in courses associated with college credit or industry relevant certification.
- Implement tasks and activities associated with the National Writing Project grant for students in grades 7-8 at Heritage Middle School.

### **Direct Student Supports**

Reducing barriers to improve students outcomes for underrepresented student groups.

#### Objectives:

- Increase support for underrepresented student groups to be successful on AP exams in high priority courses.
- Support students in rigorous course grant classes (eg. AP Human Geography Enrichment, AP Biology Enrichment).
- Provide deeper experiences for students through field trips and guest speakers in rigorous course grant classes.
- Continue refining recruitment process for students to enroll in courses associated with the grant.
- Implementation of BARR - Building Assets, Reducing Risks for students in grade 9.
- Continue to review and refine transition procedures for students from Pre-K to elementary, elementary to middle school, and from middle school to high school.

# FOCUS AREA IMPLEMENTATION TARGETS FOR 2023-2024: CCR (CONTINUED)

## **“Increase E-12 opportunities for career exploration and preparation”**

### **Career and College Readiness**

Expanding opportunities for students to earn college credit, career-based certifications, and internships.

#### **Objectives:**

- Implement year 2 courses within the Expansion of Rigorous Grant - AP Pre Calc, AP Government, CE Guitar Techniques
- Increase the number of staff who are credentialed to teach courses that provide high school credit and college credit concurrently.
- Increase the number of concurrent enrollment courses.
- Increase the number of students who enroll in, and are successfully completing, concurrent courses.
- Identify at least one course in each career pathway that can provide college credit or industry-relevant certifications.

### **Career and Technical Education Pathways**

Aligning and expanding opportunities for students to explore Career and Technical Education (CTE) pathways.

#### **Objectives:**

- Develop at least one course in the Agriculture, Food and Natural Resources career pathway for implementation no later than SY25-26.
- Develop a plan for creating full pathways in each of the six Career pathways.
- Develop and implement a plan to increase communication about courses and career pathways during the registration process.
- Align/consider MS elective opportunities to CTE pathways for implementation in SY24-25.



# ANNUAL REPORT & OTHER PERFORMANCE MEASURES

Each fall, the annual report shows progress towards attaining our strategic goals. The report identifies performance measures that indicate both a desired outcome and degree to which the district is making progress towards those outcomes. The report is available on the district website. In addition, the results are reported in an annual meeting in which key messages are prioritized and highlighted. Other reports are tailored to relevant audiences as deemed appropriate.

Annual Achievement and Program Targets are set based on the previous year's performance.

The Annual Targets measure the degree to which individual schools and the district are accomplishing the five goals established through the strategic framework:

- All students are academically and socially ready for school
- All third graders can read at grade level
- All racial and economic achievement gaps are closed
- All students graduate from high school
- All students are ready for career and college

Measurements used to assess progress minimally include those listed below.

- Student performance on the Minnesota Comprehensive Assessments (MCAs)
- Student performance on FastBridge assessments in area of literacy and math
- Rigorous course enrollment
- High school graduation rates
- High school cumulative GPA
- Results from each assessment will be broken down by student group to measure the achievement/opportunity gap



# ANNUAL REPORT & OTHER PERFORMANCE MEASURES (continued)

The following, in support of the district plans, are reported annually to the Minnesota Department of Education as part of Minnesota's World's Best Workforce Initiative:

- District Strategic Implementation Plan and World's Best Workforce Initiative
- Alternative Delivery of Specialized Instructional Services (ADSIS) Plan
- Alternative Teachers Performance Pay System (ATPPS) Plan
- District American Indian Education Plan
- District Achievement and Integration Plan
- District Staff Development Plan
- Read Well by Grade 3 Literacy Plan
- Early Childhood Special Education Outcomes Report

## PLAN FOR PROGRAM IMPROVEMENT

Schools and departments set annual continuous improvement goals aligned to the District Strategic Framework Goals. A needs assessment occurs each year by reviewing achievement trends. This assists schools and the district in identifying the strengths and weaknesses of instruction in pursuit of student and school success.

Schools complete their assessment by reviewing student achievement data that is disaggregated by subgroup, and site, in annual data retreats in July and August.

District and school goal setting follows. A Continuous Improvement Plan (CIP) is then developed. After district and site goals have been established, teachers develop goals in their Collaborative Teams (CTs).

Every teacher in the district participates in a CT. As part of the district, site, and team goal-setting and action-planning process, staff examine strategies for improving instruction, as well as considering and selecting best practices.

## SCHOOL DISTRICT 197 CONTINUOUS IMPROVEMENT MODEL



# 2023-2024 ANNUAL ACADEMIC ACHIEVEMENT TARGETS

The strategic framework establishes five goal areas. The district uses a variety of formative (along the way) and summative (at the end) measures to assess our progress towards achieving each goal. Among those measures, key progress indicators have been selected to use for our annual district targets.

## DISTRICT GOALS

### **All students are academically and socially ready for school.**

- The percentage of students in the district's four-year-old preschool program who are "kindergarten ready" in the areas of literacy and social/ emotional development will increase by 2% in each area by spring 2024.

### **All third graders can read at grade level.**

- The percentage of the third-grade cohort of students who will meet the low-risk or lowest-risk target on aReading assessment in grade 3 will increase by 2% from 58% spring 2023 to 60% in spring 2024.

### **All racial and economic achievement gaps are closed.**

- The gap between students of color and white students in grades 1-8 will decrease 2% from XX% in fall 2023 to XX% in spring 2024 by increasing the percentage of students who meet the low-risk or lowest-risk target on aReading assessment of the groups as follows:
  - White students will increase 2% from XX% in fall 2023 to XX% in spring 2024
  - Students of color will increase 4% from XX% in fall 2023 to XX% in spring 2024
- The gap between students of color and white students in grades 1-8 will decrease by 2% from XX% in fall 2023 to XX% in spring 2024 by increasing the percent of students who meet the low risk or lowest risk target on aMath assessment of the groups as follows:
  - White students will increase 2% from XX% in fall 2023 to 79% in spring 2024
  - Students of color will increase 4% from XX% in fall 2023 to 48% in spring 2024

### **All students graduate from high school.**

Our improvement efforts will be focused on providing equitable supports for students of color in order to meet the goals below:

- The four-year graduation rate at Two Rivers High School (formerly Henry Sibley High School) will increase from 87.6% in 2022 to 89.6% in 2023.
- The percentage of students in grades 9-12 who pass all of their courses in both semester 1 and semester 2 will increase 2% from XX% in 22-23 school year to XX% in 23-24 school year.

# 2023-2024 ANNUAL ACADEMIC ACHIEVEMENT TARGETS (continued)

## All students are ready for career and college.

- The percentage of Hispanic students enrolled and successfully completing a college-level course will increase from 21% in spring 2023 to 23% in spring 2024.
- The percentage of students with a cumulative GPA of 2.7 will increase from 59% in spring 2023 to 61% in spring of 2024.

Please note: All targets under other goals areas will be disaggregated by race and socio-economic status to ensure gaps in those measures are closing as well.

## SITE GOALS

Pre-K Goals: Each site will improve by at least 2% the site's performance in the following areas:

- The percentage of students in the district's four-year-old preschool program who are "kindergarten ready" in the areas of literacy and social/ emotional development in each area.
- The largest race-based achievement gap in literacy and/or math.

Elementary School Goals: Each site will improve by at least 2% the site's performance in the following areas:

- The percentage of students in grades 1-4 who will meet the low risk or lowest risk target on aReading.
- The achievement gap for students of color in reading and/or math.

Middle School Goals: Each site will improve by at least 2% the site's performance in the following areas:

- The percentage of students in grades 5-8 who will meet the low risk or lowest risk target on aReading.
- The achievement gap for students of color in reading and/or math.

High School Goals: The high school will improve by at least 2% the site's performance in the following areas:

- The percentage of students in grades 9-12 who pass all of their courses.
- The percent of student earning a 2.7 GPA.
- The achievement or opportunity gap for students of color in alignment to district goals.



# MULTI-TIERED INTERVENTION MODEL

Annually, each student's progress toward meeting state and local academic standards is assessed. The assessment measures vary by grade level. In kindergarten through grade 4, Curriculum Based Measures through the Formative Assessment System for Teachers (FASTBridge) are used in reading. In grades 2-9, computer adaptive tests through FASTBridge are used for reading and math.

When data indicate a student is not making progress toward meeting standards, a student is referred to the school's Problem-Solving Team (PST). The PST is a general education initiative that provides support for teachers in meeting the unique learning and behavioral needs of students. The goal of the PST is to assist students needing differentiated instruction or other interventions to ensure their success in the general education setting.

The PST model should not be confused or combined with Special Education Child Study. PST focuses on problem solving by intervening early and providing effective instructional, social, and behavioral interventions. Through this process, assigned staff collect data to determine whether the student has shown improvement following consistent implementation and evaluation of targeted interventions.

The array of interventions available to students needing additional support varies somewhat by grade level, but several key supports are used in the district:

- Intervention services funded by Alternative Delivery of Specialized Instructional Services (ADSIS)
- Basic Skills Instruction
- Title I Services
- Targeted Services (after school and summer school, grades K-8)
- Credit Recovery (grades 9-12)
- Alternative Learning Center (ALC) Services (high school)
- Family Support Program

# REQUIRED NOTICES

## ACCESS TO DIVERSE TEACHERS

Annually, the Human Resources Department provides data on effective teachers, which includes demographic information including race. The data is reviewed at each site prior to the spring hiring season to assess the degree to which licensed teachers in district and/or school reflect the diversity of students enrolled. The Equity Advisory Committee also makes recommendations regarding the means to improve students' equitable access to effective and more diverse teachers.

## GIFTED AND TALENTED IDENTIFICATION PROCESS

At the end of each school year, the academic performance of students in grades 2-7 is evaluated to identify children who should receive Gifted and Talented (GT) services or be placed on School District 197's Talent Development and Watch list for the following year. Performance measures include, but are not limited to, the Cognitive Abilities Test (CogAT), reading and math assessments from the FastBridge.

Alternate Identification is an additional option for students who may be very high academic performers but do not qualify for GT services using the standard measures. Please contact the program coordinator for more information regarding Alternative Identification. See the district website for specific identification criteria, <https://www.isd197.org/academics/gifted-talented>.

## ACCELERATION

School District 197 recognizes MN State Statute 120B.15 and supports the need for academically gifted students to receive appropriate accelerated instruction. Whole Grade Acceleration or Single Subject Acceleration occurs when a student is not only doing the caliber of work necessary to be promoted to the next grade or enrolled in the next course in the academic sequence, but also demonstrates the ability to do the caliber of work required of students in the next grade level/subject/course. The goal of acceleration is to match the curriculum with the readiness and motivation of the learner.

The district uses the processes outlined on the district website if there is evidence to support acceleration. However, final determination to accelerate resides with the parent(s)/guardian(s). See the district website for the specific process, <https://www.isd197.org/academics/gifted-talented>.

# REQUIRED NOTICES (continued)

## EARLY ENTRANCE TO KINDERGARTEN

State of Minnesota regulations mandate that children reaching the age of five on or before September 1 of the school year are eligible for kindergarten. Children reaching the age of five after that date are not eligible for kindergarten until the following September. Exceptions will be considered when a child demonstrates, through assessments, above average social, emotional, physical, and intellectual maturity and the child will be five on or before November 1. Please see the district website for the application procedures, <https://www.isd197.org/academics/gifted-talented>.

## SCHOOL READINESS

The district's school readiness programs provide partial and full-day options that include a comprehensive curriculum aligned with state early childhood guidelines and kindergarten standards. The curriculum includes cognitive, social, emotional, physical, and academic skills that prepare students for success in kindergarten. Students participate in assessments three times a year that measure their progress and growth in academic content as well as social/emotional skills. The Early Learning Advisory Committee (ELAC) provides input on programs, curriculum, and transition practices into kindergarten. All early learning teachers participate in ongoing professional development throughout the school year including specific strategies for working with students whose native language is not English.

# ADVISORY COMMITTEES & FEEDBACK

## PARENT, COMMUNITY, STUDENT & STAFF ADVISORY COMMITTEES

A number of parent and staff advisory committees engage stakeholders in the process of reviewing programs and making recommendations for improvement, as well as general communication and advice. Membership is generally open to anyone who has an interest in promoting and supporting the program or initiative.

The standing advisory committees for School District 197 are listed below:

- District Curriculum Advisory Committee (CAC)
- Student Curriculum Advisory Committee
- District Special Education Advisory Committee (SEAC)
- District Gifted and Talented Advisory Committee (GTAC)
- District Equity Advisory Committee
- Tri-District Community Education Advisory Council
- Early Learning Advisory Council (ELAC)
- District Staff Development Committee (DSDAC)
- District Wellness Committee
- American Indian Parent Advisory Committee
- Padres Latinos en Acción
- Title I Parent Advisory
- Parent Ambassador Network (PAN)
- Career and Technical Education Committee (CTE)
- Superintendent Student Advisory Committee

## CONSTITUENT FEEDBACK

Bi-annually the district hires an external evaluator to do a random phone survey of a minimum of 400 district constituents. The survey provides a longitudinal look at how well residents feel the school district is educating our students, how well we are managing our resources, and how well the school board is performing in its role. The results are reported at a school board meeting, and the entire report is available for the public to access online.

# ANNUAL BUDGET

School District 197 reviews its budget annually to determine how existing funds will be used to support the plan and whether additional resources are needed. Requests for additional resources are considered in the context of the regular budgeting process, which begins annually in January and ends in June.

Below you will find two graphs outlining how our budget is used. The top graph shows how our budget is used when looking at the type of expenditures. The bottom graph shows how our budget is used when looking at the percent spent on different types of programs. Within these budgets, we have allocated sufficient funds to accomplish the implementation targets for the 2023-24 school year.

