HURON | Studer Education

Ringgold School District
Continuous Improvement Process

Board of Education

October 18, 2023

ORGANIZATIONAL CONTINUOUS IMPROVEMENT PROCESS

DEFINE SUCCESS

- Beliefs, Values & GOALS
- Mission

ALIGN & EXECUTE

- Strategic Actions
- Annual Action Plan

SCORECARD

A system for improvement that aligns goals, actions and processes.

CASCADE COMMUNICATION

- Align goals, actions and processes within and across levels, departments and stakeholders

MONITOR VALIDATE & ADJUST

- Short Cycles
- Measure
- Report
- Validate
- Adjust

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MISSION STATEMENT:

The mission of the Ringgold School District is to provide a world-class, student-centered education that maintains high expectations and ensures successful outcomes for every students through participation in an academically intensive environment that develops and prepares the whole child for entry into an ever-changing global workforce.

VISION STATEMENT:

To prepare the leaders of tomorrow, one student at a time.

EDUCATIONAL VALUE STATEMENTS:

STUDENT:

We believe that ALL students have value and the ability to learn.

STAFF:

We believe that innovative, differentiated instructional strategies bolster students' innate desire to learn.

ADMINISTRATION:

We believe that every student deserves to be educated in a learning environment that is safe and comprised of honest, passionate, compassionate, local team members.

PARENTS:

We believe that all students deserve the opportunity to receive a high-quality education.

COMMUNITY:

We believe that we can produce a high-quality education in a fiscally responsible manner.

CONTINUOUS IMPROVEMENT:

We believe data must be used to drive instruction and that students learn best in a safe, nurturing, and respectful environment.

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Core Values

Community – We take pride in uniting in the celebration and commitment of the growth of the Ringgold School District.

Goals – We strive to achieve the desired outcomes through effort and determination.

Leadership – We prioritize guiding and empowering others to take responsibility for decision making and outcomes.

Resilient – We aim to maintain a positive mindset, a willingness to grow and the ability to learn from setbacks.

Respect – We desire to recognize every individual's intrinsic value as a person and as a partner in our children's education.

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Strategic Improvement Plan 2023-2028

Student Experience

Create an environment where students reach their full potential in their chosen pathway through rigorous, student-centered teaching and learning.

Employee Experience

Provide a positive work culture that offers an elevated level of support and professional growth, while fostering good relationships and shared communication.

Family & Community Experience

Support student success through collaboration, communication & partnering with families & the community to ensure students graduate with their peers, prepared for their chosen pathway.

Organizational Excellence

Sustain safe learning environments while ensuring initiative-taking operational structures that are aligned directly to priorities that assure the success of all students.

Ringgold School District

Strategic Plan Pillar	Strategic Plan Outcomes	Ringgold School District Strategic Plan Priority Statements & Areas of Focus
Student Experience *Create an environment where students reach their full potential in their chosen pathway through rigorous, student-centered teaching and learning.*	• **Students perform at or above grade level and are ready for post-secondary success.** ○ Meet or exceed the Statewide Average Achievement Score and Growth Score in ELA/Literature/Reading, Mathematics and Science. ○ Advanced Placement Participation. ○ College in High School courses. ○ High school cohort graduation rate. ○ Number of Industry Certifications earned. ○ Number of work-based learning students. • **Students show growth in social-emotional learning, character development, and a sense of belonging.** ○ Meet or exceed the Pennsylvania State Average for regular attendance. ○ A 30% reduction in discipline referrals in three years. ○ Results from the Leader in Me Measurable Results Assessment. ○ Number of students engaged in co-curricular and extra-curricular activities. ○ Huron Studer Education Student Experience Survey responses.	• **Health & Well-Being*: Encourage healthy personal habits, social-learning, character development, and promote a sense of belonging.*** ○ *Implement a safe environment of support and well-being for students to develop and demonstrate a sense of personal responsibility.* ○ *Establish a connectedness where students feel accepted, respected, included, and supported by others in the school social environment.* ○ *Cultivate a culture of belongingness by building relationships and providing opportunities for all students to feel valued.* ○ *Recognize and celebrate group and individual student successes in meaningful ways, both formally and informally, as a district/school, by leaders, and peer-to-peer.* • **Learning & Engagement:** ***Empower students through a student-centered learning approach to increase student learning and engagement.*** ○ *Create an environment where students reach their full potential in their chosen pathway through rigorous, student-centered teaching and learning while feeling challenged, excited, and responsible for expanding their knowledge through:* ▪ *Academic Strategies for each Pathway,* ▪ *Communication,* ▪ *Co-Curricular,* ▪ *Extra-curricular, and* ▪ *Personalization.* • **Career Development & Future Readiness:** ***Provide intentional activities for students to explore which career field is the best fit, and how to get there.*** ○ *Inspire students to be good citizens and active participants in pursuing their pathway for post-high school success through opportunities to be enrolled in post-secondary education either at college, a vocational technical school, employed in the workforce, or enlisted in the military.* ○ *Develop personal interests through career exploration K-12.* ○ *Awareness of community helpers and careers within the community.*

2023-2024 Ringgold SIP Annual Action Plan			
Student Experience	**Student Experience: Health & Well-Being**	**Person Responsible**	**Measure**
	• Continue implementation of Leader in Me through the development of common language throughout the district and the incorporation of teaching and learning strategies • Establish the role of the Lighthouse Team and utilize the Lighthouse Team and other school leaders to reach out to peers/students to seek input. • Cultivate a culture of belongingness by building relationships and providing opportunities for all students. • Establish K-12 district and community recognition events for students. • Revitalize Senior walks through elementary, middle, and high school buildings.	• District and School Administrators • PBIS Teams	• MRA Results • Attendance Data • Discipline Data • Participation in engagement activities • Survey perception data
	Student Experience: Learning & Engagement	**Person Responsible**	**Measure**
	• Develop a 30-minute daily reading intervention program block for grades kindergarten through six. • Conduct weekly walk-throughs focused on identified strategies. • Incorporate Project-Based (Hands-On) Learning strategies in Science.	• Elementary Principals • Technology Department	• Formative assessment data • Walk-through data
	Student Experience: Career Development & Future Readiness	**Person Responsible**	**Measure**
	• Advocate for each student to develop a digital portfolio of career artifacts. Process and platform to be developed during the year. • Conduct Career Days/Fairs at each school.	• District and School Administrators • School Counselors	• % of students having a digital portfolio • Survey perception data

STUDENT EXPERIENCE

✓or X	Measure		Outcome
	RES will meet or exceed the state average for ELA on the PSSA exam	**Goal**	62.8%
		Earned	57.6% Baseline
	RES will meet or exceed the state average for Math on the PSSA exam	**Goal**	44.0%
		Earned	39.0% Baseline
	RES will meet or exceed the state average for Science on the PSSA exam	**Goal**	73.1%
		Earned	68.0%
	RMS will meet or exceed the state average for ELA on the PSSA exam	**Goal**	43.6%
		Earned	38.6% Baseline
	RMS will meet or exceed the state average for Math on the PSSA exam	**Goal**	29.0%
		Earned	24.0% Baseline
	RMS will meet or exceed the state average for Science on the PSSA exam	**Goal**	66.0%
		Earned	66.0% Baseline

✓or X	Measure		Outcome
	RHS will meet or exceed the state average in Literature on the Keystone exam	**Goal**	54.0%
		Earned	49.0% Baseline
	RHS will meet or exceed the state average in Algebra on the Keystone exam	**Goal**	55.8%
		Earned	46.0% Baseline
	RHS will meet or exceed the state average in Biology on the Keystone exam	**Goal**	50.0%
		Earned	45.0% Baseline
	All RSD students to achieve 100% pf Career Standards Benchmarks as measured by the Future Readiness Index	**Goal**	100%
		Earned	
	RSD to meet or exceed state average for regular attendance as measured by the Future Readiness Index	**Goal**	82.2%
		Earned	
	Studer Ed Student Experience Overall Survey Responses	**Goal**	3.80
		Earned	3.65 Baseline

RES = Ringgold Elementary Schools (RESN/RESS)
RMS = Ringgold Middle School
RHS = Ringgold High School
RSD = Ringgold School District

Strategic Plan Pillar	Strategic Plan Outcomes	Ringgold School District Strategic Plan Priority Statements & Areas of Focus
Employee Experience Provide a positive work culture that offers an elevated level of support and professional growth, while fostering good relationships and shared communication.	• **A positive workplace culture.** ○ Percent of staff present 95% of the school year. ○ Huron Studer Education Employee Experience Survey to determine employee perception of a positive workplace culture. • **Effective employees choose to stay in Ringgold School District.** ○ Employee Retention Rates. • **Employee access meaningful development opportunities.** ○ Professional Development participation. ○ Huron Studer Education Employee Experience Survey to determine employee perception of access to meaningful development opportunities.	• **Professionalism, Respect, and a Sense of Belonging:** ***Provide a collegial environment, develop relationships, cultivate collaboration, provide opportunities for open communication, and enhance a sense of community through shared values.*** ○ *Provide a collegial environment where individuals feel respected and included while cultivating opportunities for collaboration and open, two-way communication.* ○ *Celebrate team and individual employee successes in meaningful ways, both formally and informally, as a district/school, by supervisors, and peer-to-peer.* ○ *Provide employee health and wellness programs to improve productivity, effectiveness, attendance, and job satisfaction.* • **Recruitment & Retention:** ***Recruit qualified applicants and retain effective teachers, leaders, and staff who exhibit pride in being a Ringgold School District employee.*** ○ *Recruit, develop, and retain high quality staff focused on District initiatives and reflective of our students.* • **Professional Development & Growth:** ***Develop aligned and relevant professional learning for all employees that improves knowledge, collaboration, and effectiveness while supporting educational and operational excellence.*** ○ *Develop aligned and relevant professional learning for all employees that improves their knowledge, collaboration, and effectiveness while supporting educational and organizational excellence through systemic processes.* ○ *Provide opportunities for professional growth and career advancement by offering aspiring leadership programs and increased responsibilities.*

Employee Experience	**Employee Experience: Professionalism, Respect & a Sense of Belonging**	**Person Responsible**	**Measure**
	• Provide opportunities for employees to help develop and/or revise processes. • Conduct Executive Leader Rounding with employees throughout the year. • Explore opening the fitness center after school for use by RSD employees.	• District Administrators • Athletic Director	• Number of Model Classrooms identified and visited. • Number of improved processes. • Monthly walk-throughs to assess building cleanliness and recognition. • Survey data • Number of monthly/quarterly recognitions • Number of RSD employees using the fitness center
	Employee Experience: Recruitment & Retention	**Person Responsible**	**Measure**
	• Conduct Exit Interviews to adjust district and school practices as needed.	• Human Resources Department	• Focused plan to address identified needs.
	Employee Experience: Professional Development & Growth	**Person Responsible**	**Measure**
	• Obtain input from teachers and staff on departmental needs for professional learning. • Utilize Professional Development schedules to provide training and time for collaboration. • Survey classified staff for professional development needs.	• District Administrators	• Professional Learning survey results • Completion certificates

EMPLOYEE EXPERIENCE

✓or X	Measure		Outcome	✓or X	Measure		Outcome
	# of improved processes	**Goal**	Baseline		% of staff present on all PD days	**Goal**	95%
		Earned				**Earned**	
	# of Model Classrooms identified and visited	**Goal**	Baseline		# of Completion certificates	**Goal**	Baseline
		Earned				**Earned**	
	# of exit interviews conducted	**Goal**	Baseline		Professional Learning survey responses	**Goal**	Baseline
		Earned				**Earned**	
	# of monthly walk-throughs to assess building cleanliness and recognition	**Goal**	9		# of monthly/quarterly recognitions	**Goal**	Baseline
		Earned				**Earned**	
	# of RDS employees using the fitness center	**Goal**	Baseline		# of Studer Ed Employee Experience Overall Survey Responses	**Goal**	3.27
		Earned				**Earned**	3.07 Baseline

Strategic Plan Pillar	Strategic Plan Outcomes	Ringgold School District Strategic Plan Priority Statements & Areas of Focus
Family & Community Experience *Support student success through collaboration, communication & partnering with families & the community to ensure students graduate with their peers, prepared for their chosen pathway.*	• **Families engage in partnerships with Ringgold School District.** ○ Participation in parent networking groups. ○ Number of Volunteers. ○ Huron Studer Education Parent Experience Survey. • **Our business, community, and alumni partners support student learning experiences.** ○ Number of Volunteers. ○ Mentorships with students. ○ Number of work-based learning experiences. ○ Number of student scholarships received. ○ Registered alumni. ○ Huron Studer Education Student Experience Survey.	• **Family Involvement:** ***Encourage, educate, and provide avenues for each students' family to be actively involved with their child's education.*** ○ *Encourage the value of education and partnering with families in all aspects of school life during their student's education experience.* ○ *Empower families to support their students' educational journeys through training and direct learning opportunities.* ○ *Provide consistent, positive, and constructive communication with parents about their child(ren).* • **Community Outreach & Partnerships:** ***Nurture strong, mutually complementary partnerships among the district, businesses, and the community to support student learning experiences.*** ○ *Participation in advisory groups.* ○ *Mentorships with students.* ○ *Student engagement.* ○ *Nurture a unified community system of support to ensure student success through collaboration and two-way communication with families and the community.* ○ *Nurture partnerships with local and state government agencies.* • **Alumni Engagement:** ***Partner effectively with our alumni.*** ○ *Communicate the successes of former Ringgold graduates.* ○ *Mentorships with students.* ○ *Student engagement.*

2023-2024 Ringgold SIP Annual Action Plan			
Family & Community Experience	**Family & Community Experience: Family Involvement**	**Person Responsible**	**Measure**
	• Facilitate events that bring North and South elementary students together. • Publicize a reference resource for "Frequently Asked Questions" (FAQ) section within the parent portal. • Design positive student recognitions/celebrations that incorporate families.	• District and School Administrators • Athletic Director • Technology Department	• Perception of event attendees. • Number of coordinated events held • Number of individuals recognized • Tracked Website traffic
	Family & Community Experience: Community Outreach & Partnerships	**Person Responsible**	**Measure**
	• Invite local and state government representatives to be present for student recognitions and celebrations.	• Human Resources Department	• Participation of local and state government representative.
	Family & Community Experience: Alumni Engagement	**Person Responsible**	**Measure**
	• Build partnerships with former students to share their chosen field by recognizing them at athletic events. • Engineer an alumni section on the district webpage. • Establish an exit process to obtain a permanent address and email address from graduating seniors. • Encourage Ringgold High School graduates to serve as mentors for current students.	• Athletic Director • Technology Department	• Number of participants at alumni nights and RAMS Club • Number of registered alumni • Number of trained alumni mentors

FAMILY & COMMUNITY EXPERIENCE

✓ or X	Measure		Outcome
	Tracked RSD online Parent Portal and FAQ traffic	**Goal**	Baseline
		Earned	
	# of Family Oriented/Coordinated events held	**Goal**	Baseline
		Earned	
	Perception of event attendees	**Goal**	Baseline
		Earned	
	# Studer Ed Family Experience Overall Survey Responses	**Goal**	3.26
		Earned	3.06 Baseline
	# of individuals recognized	**Goal**	Baseline
		Earned	

✓ or X	Measure		Outcome
	# of registered alumni	**Goal**	Baseline
		Earned	
	# of trained alumni mentors assigned to students	**Goal**	Baseline
		Earned	
	# of participants at alumni nights and RAMS Club	**Goal**	Baseline
		Earned	
	# of local and state government representative participants	**Goal**	Baseline
		Earned	

Strategic Plan Pillar	Strategic Plan Outcomes	Ringgold School District Strategic Plan Priority Statements & Areas of Focus
Organizational Excellence *Sustain safe learning environments while ensuring initiative-taking operational structures that are aligned directly to priorities that assure the success of all students.*	• **A framework for district operations focused on improving processes, conserving resources, and positively impacting student achievement.** ○ Annual Approved Budget. ○ Annual Financial Audit. ○ Annual benchmarking comparison reports. ○ Annual year-end undesignated fund balance and grant funding total. ○ Average number of days to complete workorders. ○ Cybersecurity: Percentage of phishing emails prevented on network. ○ Average use of kilowatt hours/square foot. ○ Average use of natural gas BTU/square foot. ○ Percentage of on-time delivery of students. ○ Huron Studer Education District Service Excellence Survey. ○ Huron Studer Education Student, Family, and Employee Experience Surveys.	• **School Safety, Security, & Support:** ***Sustain safe learning environments*** ○ *Promote a secure learning environment where students and staff feel safe, respected, and valued.* ○ *Provide Transitional strategies and support for students & families.* • **Consistent Communication:** ***Cultivate practices that promote productive, interpersonal communication with all stakeholders.*** ○ *Advance a shared vision for the District and cultivate two-way communication between the District, students, employees, families, and community.* ○ *Improve staff and community understanding of the district's work by developing and implementing a comprehensive, multi-faceted communication plan.* • **Fiscal Stewardship:** ***Maintain fiscal solvency through an annual balanced budget while meeting the current and future needs of the district.*** ○ *Invest in district priorities, balancing the focus on student and staff success with fiscal responsibility.* ○ *Communicate budget process, priorities, and timeline to all stakeholders.* • **Continuous Improvement:** ***Develop, monitor, and align systems of support for all stakeholders.*** ○ *Fully implement the submitted district educational Comprehensive Plan and Special Education Plan.* ○ *Develop a district facilities plan, identify funding, and timeline.* ○ *Explore actions, both inside and outside the district, to expand opportunities for the district, students, and employees.* ○ *Establish a premier school district by enhancing stakeholder pride and engagement in being a Ringgold Ram.*

Organizational Excellence	Organizational Excellence: School Safety, Security & Support	Person Responsible	Measure
	• Review policies with staff to ensure everyone is aware of the district, school, and classroom protocols. • Ensure consistent implementation of expectations outlined in the Student Handbook. • Develop shared language, expectations, and recognitions for aligned behaviors through Leader in Me. • Create shared language, expectations, and recognitions for aligned behaviors through PBIS.	• District Administrators	• % of staff that have reviewed policies and protocols • Leader in Me recognitions • Lighthouse Team meetings minutes • Attendance data
	Organizational Excellence: Consistent Communication	**Person Responsible**	**Measure**
	• Formulate a district-wide calendar of events. • Implement consistent tiered policies, procedures, and protocols regarding internal and external customer service • Distribute compiled district-wide quarterly newsletters during September, December, March, and an annual report in June.	• District and School Administrators • Technology Department • Athletic Director • Communications Solutions Group	• Number of "good news" submissions. • Perception data
	Organizational Excellence: Fiscal Stewardship	**Person Responsible**	**Measure**
	• Communicate departmentally for orders/priorities. Cascade practices to the school and classroom levels. • Communicate the annual budget and highlight the significant changes from year to year.	• Business Services Department • Technology Department • Communications Solutions Group	• Tracked website traffic
	Organizational Excellence: Continuous Improvement	**Person Responsible**	**Measure**
	• Conduct quarterly review sessions to progress monitor the District Strategic Improvement Plan, 2023-2024 Annual Action Plan, and results observed. • Provide positive acknowledgments during events to reach a broader audience with "good news".	• Executive Cabinet	• District Scorecard • District Scorecard • Studer Education Survey Data

ORGANIZATIONAL EXCELLENCE

✓ or X	Measure		Outcome
	% of Staff who have reviewed policies and protocols	**Goal**	100%
		Earned	
	# of Leader in Me recognitions	**Goal**	Baseline
		Earned	
	% of Lighthouse Team meeting minutes	**Goal**	100%
		Earned	
	# of "Good News" submissions	**Goal**	36
		Earned	
	Studer Ed District Services Survey Responses	**Goal**	Baseline
		Earned	

✓ or X	Measure		Outcome
	Annual approved budget	**Goal**	100%
		Earned	
	Annual financial audit revenues exceeding expenditures	**Goal**	100%
		Earned	
	Tracked RSD online Business Office traffic	**Goal**	Baseline
		Earned	
	District Scorecard progress monitoring	**Goal**	4 times annually
		Earned	

Ringgold School District Scorecard



What makes the organizational scorecard a dynamic improvement tool?

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“OUTCOME MEASURE”
AFTER A WINDOW OF TIME



“IN TIME MEASURE”
MONITORS PROGRESS

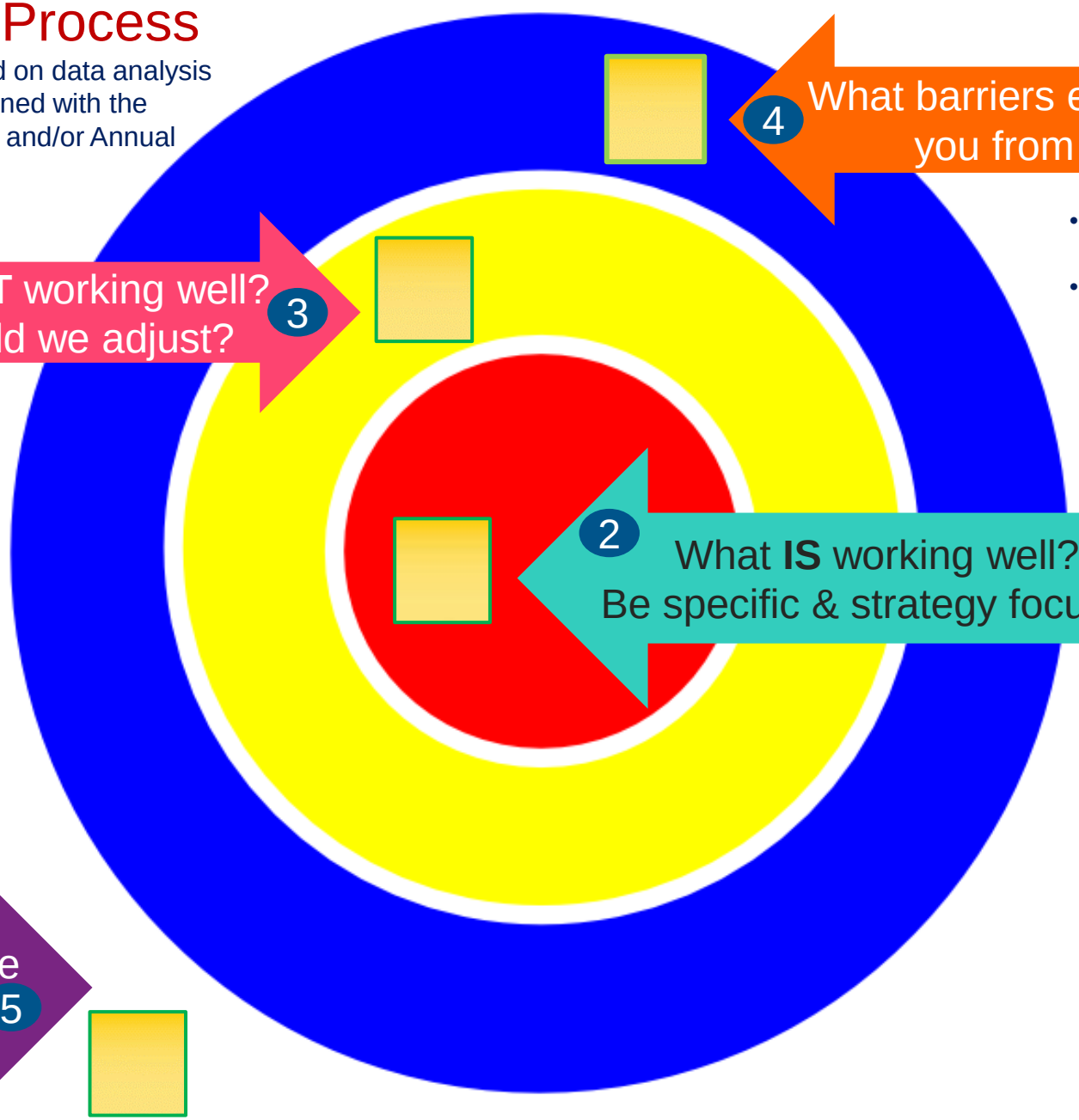


What types of measures are you currently using to determine if you are making progress or achieved results?

LEADING	LAGGING

1 Progress Monitoring Process

- What are the critical components based on data analysis that need to be focused on that are aligned with the District Strategic Plan Pillars, Priorities, and/or Annual Action Plan?



4 What barriers exist that are preventing you from hitting your goal?

- What is causing implementation to not be successful?
- What lessons have been learned?

What is **NOT** working well? How should we adjust? 3

- Are the strategic actions being implemented with fidelity?

If they are not:

- Is there something more effective we should be doing?
- What are the clear next action steps that will lead to progress?
- If we make these adjustments, what do we predict will happen?
- As we focus on getting better at getting better, what will "better" look like?
- When and how will we check our progress?

2 What **IS** working well? Be specific & strategy focused

- Is the strategy being used to achieve the goal working? How do you know?
  - Fidelity
  - Scale
  - Capacity
  - Impact
- What progress data and evidence are you using to make this determination?
- What are the clear next action steps that will lead to continued progress and growth?
- What will you do differently the next 30-45 days?
- Where are our bright spots? What specifically is happening that is having an impact that we could possibly replicate?

What should we quit doing due to lack of impact? 5

- What lessons have been learned?

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What are we as leaders doing to support the realization of end targets?

30-45 DAY SHORT-TERM GOAL:				
ACTION POINTS	MEASURE	RESOURCES NEEDED	IMPLEMENTATION TIMELINE	PERSON RESPONSIBLE
1.				
2.				
3.				
4.				
5.				

CASCADING OUR WORK

HOW DO WE ENSURE THAT OUR PROCESSES & COMMUNICATION ARE ALIGNED & CASCADE FROM THE BOARD ROOM TO THE CLASSROOM



Thank you!

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