SALT RIVER SCHOOLS

Salt River Schools

Progress Report

A report to the Community by the

Education Board and Interim Superintendent/Director

Official Public Release – Monday, January 25, 2016

Reporting Period: October 1—December 31, 2015

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Focus Area 1: Student Performance, Support and Curriculum

Key Accomplishments (October 1 - December 31, 2015)

- *Implemented and utilizing McRel Power WalkThrough Observation instruments for all classroom observations in all schools. This will result in active and immediate feedback for professional development. A detailed training session is scheduled for February 1 and 2, 2016.*
- *In lieu of the 2015 Curriculum Audit, the Education Board has authorized the establishment of a Curriculum & Assessment Committee (CAC) under the guidance and direction of the Chief Academic Officer, who carefully monitors and oversees all progress. The CAC is an advisory set of committees charged with evaluating and making recommendations regarding the Pre-K through 12th grade curriculum, assessment, professional development and teacher evaluation framework(s). The recommendations are planned for next school year 2016-17 implementation.*
- *Implemented the Higher Education "College Prep Talks" series for students attending SRHS and ALA. The College Prep Talks series offers students an interactive approach to learning about college and career preparation/readiness while focusing on topics related academic success in addition to financial aid and literacy. Salt River Higher Education partnered with NAU's Center for American Indian Economic Development (CAIED) to become a facilitator of the Seven Generation Money Management (7GMM) program which helps students learn about financial responsibility and money management.*
- *Increased outreach efforts to Community students attending Mesa Public Schools as well as Boarding Schools interested in learning about the Higher Education funding application and scholarship process.*
- *International and cultural exchange for two (2) students and their parents during a STEAM (Science, Technology, Engineering, Art and Mathematics) trip to Sri Lanka in December 2015.*
- *In order to provide the best customer service for students and families, the class sizes were revised at all four (4) schools within the Article 4- Students Policy.*
- *Improving the student disciplinary procedures and practices at all schools, which will eventually be carefully documented in the Student handbooks and/or Student Policy.*
- *Monthly student and staff recognition during the Education Board meetings, where certificates are provided.*
- *Establishing a partnership with the Arizona Charter Association, in particular, the Center for Student Achievement (CSA).The project is a 3 1/5 year process for schools improvement within the Quality Schools Project (QSP) framework. Focus will be student growth, teacher development, and leadership development. The first phase will be a Needs Analysis process, and then customized training and coaching plans will be developed for subsequent years. A critical component to this project's success is systemic leadership support, board support, fidelity and coachability.*
- *Shared responsibility throughout all levels of administration/management by assigning all performance goals and priorities.*

Measure of Success		Actual 2014-15	Target 2015-16	Actual 2015-16
% seniors graduating (Oct. 1–Sept.)		57% SRHS 25% ALA	75% SRHS 50% ALA	91% SRHS * To be evaluated ALA *
% 4-year-olds completing Kindergarten Readiness Assessments		N/A	100%	In Progress of identifying the appropriate Kindergarten Readiness Assessment Tool for all students at ECEC hasn't yet reported on TSG readiness assessment.
% 3rd grade students proficient or above in Reading		88% Galileo	90% Galileo	30% SRI *
% 5th grade students scoring at or above grade level in Math		42% Galileo	65% Galileo	25% SMI *
Success in Algebra I as indicated by:	% 8th/9th graders taking Algebra I	7% SRHS 50% ALA	20% SRHS 75% ALA	48% SRHS students n/a- ALA
	% 8th/9th graders succeeding in Algebra I	39% Galileo	50% Galileo	100% SRHS n/a- ALA
Average annual student attendance rate—Early Childhood Education Center (ECEC)		71.54%	80%	83%
Average annual student attendance rate—Salt River Elementary School (SRES)		94.75%	95%	96%
Average annual student attendance rate—Salt River High School (SRHS)		91.93%	95%	91%
% students enrolled by October 1 still enrolled on last scheduled day		N/A	80%	80%-overall

Measures with an Asterisk are marked as subject to change and/or are measures which contain the 'best available information'.

Updates on Priorities for Focus Area 1

Priority	Status Update
Division-wide curriculum and assessment system implemented with fidelity	• In lieu of the 2015 Curriculum Audit, the Education Board has authorized the establishment of a Curriculum & Assessment Committee (CAC) under the guidance and direction of the Chief Academic Officer, who carefully monitors and oversees all progress. The CAC is an advisory set of committees charged with evaluating and making recommendations regarding the Pre-K through 12th grade curriculum, assessment, professional development and teacher evaluation framework(s). The recommendations are planned for next school year 2016-17 implementation. • For SY2015-16, sites are using SRI, SMI, TSG and ATI Galileo for assessment tools. • For SY2016-17, the primary assessment tool will be evaluated, which will result in a focus in keeping the Board goals and priorities.
Academic/graduation plans for all students	• SRHS (9th thru 12th Grades) – 152/152 H.S. students have a graduation plan in place, where 33 of the students have current ESS plans in place, as well. • SRHS (7th thru 8th Grades) – 74/74 JH students have Gen-Ed plans in place including but not limited to Math and/or ELA interventions, where 14 JH students have ESS transition plans in place. • ALA – 37/37 gen-ed plans are in place; 7/7 ESS plans are in place. • SRE – 59/59 ESS plans are in place. All other gen-ed students do not have academic plans, but solely components of Response-To-Interventions (RTIs). • ECEC- 244/244 TSGold plans in place; 40 ESS plans in place.
Continuous improvement plans for all sites – implemented, evaluated and adjusted as needed	ADE had successful visits at SRHS and ALA in January 2016 regarding their evaluations of the status of the continuous improvement plans. Continuous improvement plans are in place and being implemented.
Defined native culture and language program for all sites	Collaboration meetings are in progress, where two meetings have occurred to date. Collaboration meetings contain cultural language specialists, and at times Tribal Culture Language (OPLP) department. Native Culture Office goals and timelines are being developed and evaluated, where it includes the Native Language Teacher Certification.
Plan for improving communication between school sites focused on enhancing student success – (ECEC) PreK through higher education	Weekly building leadership meetings are held where communication is provided. Weekly newsletters are generated from the 4 schools. Higher Education provides

	substantial outreach and support with students at ALA and SRHS. Additionally, SRES and SRHS have planned a major event focusing on the 5th to 11th Grade Students and Families in their transition from elementary to high school, and to share High School opportunities. The event is "Future Eagles Night, to be held on Tues., January 26, 2016. The annual 'Education Resource Fair" is going to be focused primarily on the educational programs and services offered to all Community families, which is scheduled for March 30, 2016. The Education Resource Fair is also focusing on the schools' registration efforts for SY16-17, and communication with families.

Key Issues & Concerns

- *Superintendent/Director vacancy and transitions are a challenge organizationally. Superintendent/Director job description is scheduled for advertisement and recruitment in January 2016.*
- *Lack of fidelity in the Student Information System (SIS) throughout the schools. Action plans are in place with specific deadlines, and assigned ownership and accountability is in place. The Student Information Systems will have fidelity (accuracy) no later than March 31, 2016.*
- *Vacant Curriculum & Instruction Director position is advertised and being recruited for.*
- *Establishing a partnership with the Arizona Charter Association, in particular, the Center for Student Achievement (CSA). The project is a 3 1/5 year process for schools improvement within the Quality Schools Project (QSP) framework. Focus on student growth, teacher development and leadership development. The first phase will be a Needs Analysis process, and then customized training and coaching plans will be developed for subsequent years. A critical component to this project's success is systemic leadership support, board support, fidelity and coachability.*
- *Established a working team of school registrars/staff to streamline the paper student registration process. This working team will evaluate all four (4) schools' registration packets and related forms for compliance and to determine how to improve the process for parents/guardians/families.*
- *Improving the student disciplinary procedures and practices at all schools, which will eventually be carefully documented in the Student handbooks and/or Student Policy.*
- *Too many assessment systems were utilized in Fall Semester 2015, which do not provide for proper academic benchmarking (not all sites using requested Galileo benchmarks structures and protocols. Results vary due to several factors, including but not limited to instructional leadership capacity, alignment with school improvement goals).*

Focus Area 2: Communication

Key Accomplishments (October 1 - December 31, 2015)
- *The Education Board hired the Interim Superintendent/Director. The announcement was publicly communicated in all available mediums. Onboarding was completed, and transitioning is a work in progress.*
- *The Superintendent/Director job description is being advertised.*
- *Effectively and consistently communicating all major projects, events and areas of need with the Education Board no less than monthly.*
- *Hired the School Communications and Public Relations Director.*
- *The draft Communications Plan was distributed publicly where feedback and comments were solicited during a 30-day timeframe. The Communications Plan will be finalized in late January 2016.*
- *Education Administrators and Principals were trained on the OneCallNow System (parent communication tool via phone calls/emails). The OneCallNow phone calls are now a person's voice, which has created an improved experience for parents/guardians/families.*
- *Curriculum & Assessment Committee (CAC) listening tour involving diverse stakeholder groups of enrolled community members, staff, elders, business leaders, government leaders, etc.*
- *CAC fully utilizing SharePoint as a collaborative communication tool.*
- *Scheduled Education Board presentations and work-session on QSP partnership, where board dates are 1/11/2016 and 1/25/2016.*

Measure of Success	Actual 2014-15	Target 2015-16	Actual 2015-16
Annual Education Division customer service score	N/A	3	Target Jan-2016
% department and superintendent updates presented to the Education Board on time/on schedule	N/A	95%	100% as of 12/31/2015.

Priority	Status Update
Develop and implement a division-wide communication plan	*On schedule; final Communication Plan to be released to staff before January 31, 2016.*
Implement an annual customer service survey including shared results and action plans for improvement	*On schedule for the Gallup Staff Engagement Poll in the month of January 2016. Customer Service Surveys are scheduled for January 2016.*
Improve communication within the Division and within the Community	*Every week, all newsletters are communicated within leadership and throughout all staff. Additionally, all Key*

	Communication items are emailed, posted to Connections, posted online and on Facebook. Flyers are another source of communication, especially, as it relates to compliance and critical information with students and families. Established a Communications Working Group.

Key Issues & Concerns

- *The new Customer Service Survey is scheduled for January 2016. This will be an annual survey where the first survey is the January 2016 survey, and will be the baseline for future years.*
- *In the planning process to develop a standing Training & Onboarding Manual for Education Board Members. This is new for this school year. Anticipated completion date is March-April 2016.*
- *Gallup Engagement Poll for Staff is critical to obtain current levels of engagement as the benchmark for future Gallup Polls. First Gallup Poll for staff is targeted in January 2016. This is the first time an engagement poll/survey has been conducted, and thus the results will be evaluated by Education Administration and Education Human Resources annually and ongoing.*
- *Established a Communications Working Team to make an effort to facilitate collaboration and communication across staff assigned with events/calendaring.*

Focus Area 3: Personnel

Key Accomplishments (October 1 - December 31, 2015)
- *The Education Board hired the Interim Superintendent/Director. The onboarding was successfully completed.*
- *Waiting on the results of the HR Audit/Assessment, where the results are scheduled to be received by January 2016. Education Administration will evaluate and address the HR Audit/Assessment items.*
- *Completed the Teacher Component of the Market Compensation Study. The Education Board will receive the Teacher Market Compensation Study's recommendations in January 2016. All other positions will be completed before February 2016. This is the first Market Compensation Study launched independently by Salt River Schools.*
- *Hired the Human Resources Director and successfully provided onboarding and transitioning.*
- *Education Human Resources has evaluated the quality and fairness of historical SY14-15 employee evaluations based upon H.R. best practices, including rating distribution/spread and addressing performance concerns of ineffective/developing performers. This included the teacher evaluations.*
- *Training for all supervisors on evaluation tools is planned for January-February 2016.*
- *Monthly student and staff recognition during the Education Board meetings. Certificates are provided.*
- *SRHS, ALA and SRES have active Professional Learning Communities with comprehensive training.*
- *CAC review of teacher and leadership evaluation instruments.*
- *Share responsibility throughout all levels of administration/management by assigning all performance goals and priorities.*

Measure of Success	Actual 2014-15	Target 2015-16	Actual 2015-16
% administrative/central services departments with goals aligned to the Division strategic plan and presented to the Education Board with a related action plan	N/A	95%	100% Goals In Place; Action plans in progress.
% schools with goals aligned to the Division strategic plan presented to the Education Board with a related action plan	N/A	100%	100% Goals In Place; Action plans in progress.

% of open positions for SY15-16 where at least 1 Community member applied	N/A	80%	54%
% of open positions for SY15-16 filled with a Community Member	NA	40%	18%
% of underfill staff successfully completing the underfill program	NA	100%	Two underfill positions with Plans in Progress
Average time to fill an open position (posting to selection)	N/A	45 days	52 days

Priority	Status Update
Clearly define and document the hiring process for all positions.	*Human Resources has established a clear and definable process and documentation of the recruiting process including sourcing, screening and interviewing standards. The related procedures are being updated.*
Create and use appropriate pre-employment assessments	*Anticipated completion date before February 15, 2016. Huma Resources has initially selected three sources to provide pre-employment testing for senior management, teachers and administrative support candidates pre-employment testing.*
Conduct an HR audit and create action plans to address the findings	*Anticipated completion date before January 31, 2016. Currently in progress of reviewing – auditing Human Resources processes including recruitment, performance management, compensation procedures and administration duties.*
Identify and track key HR metrics around recruitment, hiring, retention etc. and report the data regularly	*Anticipated completion date before March 31, 2016. In progress of identifying key metrics of sourcing efficiencies, hiring successes and turnover reporting structures.*

Key Issues & Concerns
- *Superintendent/Director vacancy and transitions are a challenge organizationally. Superintendent/Director job description reviewed and advertisement was initiated the first week of January 2016 with internal and external posting of the position.*
- *Waiting on the results of the HR Audit/Assessment, where the results are scheduled to be received by January 2016. Education Administration will evaluate and address the HR Audit/Assessment items.*
- *Underutilized HR data and HR information systems by all staff. In progress of evaluating through the HR Audit/Assessment.*
- *Education Human Resources has evaluated the quality and fairness of historical SY14-15 employee evaluations based upon H.R. best practices. The planning efforts are underway for quality control and monitoring of the SY15-16 employee evaluations, in addition to providing guidelines for proper allocation of evaluation results & scheduled training for managers.*

Focus Area 4: Resources

Key Accomplishments (October 1 – December 31, 2015)
- *Share responsibility throughout all levels of administration/management by assigning all performance goals and priorities.*
- *Since the FY2015-16 Capital Improvement Projects (CIPs) were approved by Council, the Public Works (PW) department and Education Administration have mutually agreed upon the top CIP priorities. A great deal of work has been performed by both departments, Education and Public Works, including PW's architects.*
- *As required by the Community Government, effective utilization of all Education Buildings given the number of students enrolled is required and in process of being evaluated. This would include the South Campus departments, such as ALA, GED, School and Community Relations, Information Technology, and Child Find. This building evaluation process is a long-term process.*
- *Curriculum inventories were also conducted in December 2015, where the results are also being evaluated for efficiency and effectiveness. SRES, ALA and SRHS curriculum resources, training and assessment inventories are complete. ECEC's curriculum inventory is pending as of this report date.*

Measure of Success	Actual 2014-15	Target 2015-16	Actual 2015-16
% of reallocating (positions, funding, location, services provided) that follows pre-approved work flows	N/A	100%	100%
% purchases used per instruction/intent (not sitting in storage, etc.)	N/A	100%	Target Jan.2016
% students that are suspended three or more times per academic year	10	8	1 YTD at SRES; 1 YTD at SRHS; 0 YTD at ALA
% departments reporting key measures and data on time	N/A	100%	100% as of 12/31/2015.

Priority	Status Update
Develop and ensure implementation of plan to increase student enrollment	*The development and implementation of a formalized plan is in progress. It is a component of the Communications Plan, which is to be finalized by 1/31/2016.*

Develop a plan for each department to track key metrics and share results regularly	*Completed. Completed a plan to track all key metrics and share results through the "Progress Report" which reflects public accountability every quarter.*
Implement a division-wide student discipline policy that is communicated to all stakeholders and implemented with fidelity	*Assigned to Assistant Superintendent and School Security. Anticipated completion date is 2/01/2016. The student discipline policy may be included within the Article 4 – Students Policy.*

Key Issues & Concerns

- *Effective and efficient utilization of resources is a primary focus for all levels of the organization. Focus on instruction and academics is needed going forward, and at all levels of the organization.*
- *Equipment inventories were conducted and due in January 2016 to Education Finance.   The results are being evaluated.*
- *Curriculum inventories were also conducted in December 2015, where the results are also being evaluated for efficiency and effectiveness. SRES, ALA and SRHS curriculum resources, training and assessment inventories are complete. ECEC's curriculum inventory is pending as of this report date.*

-THE END-