



Salt River Schools Progress Report

*A report to the Community by the
Education Board and Superintendent/Director*

Official Public Release – Monday, July 18, 2016

Reporting Period: April 1—June 30, 2016

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Join Our Students' Journey!

Focus Area 1: Student Performance, Support and Curriculum

Key Accomplishments (April 1 – June 30, 2016)



- Superintendent/Director recruitment is complete. Dr. Louis Laffitte began in mid-July 2016. Initial onboarding was completed. We look forward to Dr. Laffitte's leadership and vision.
- Salt River Elementary Principal has been hired. Ms. Amanda Guerrero began in mid-June 2016. We look forward to her great work with our Elementary students and staff.
- Each of the four (4) schools held its graduation ceremonies for the students promoting or graduating from ECEC, Elementary, Junior High, High School and ALA. Families, Board Members and Council Members were invited to attend.
- The Salt River Graduation Recognition Program was held on Thursday, June 16, 2016 at Talking Stick Resort. Fifty-three (53) graduates from high school through post-secondary attended and were honored.
- All site administration, district administration and curriculum teams received McRel Power WalkThrough training. ECEC has a customized template to facilitate site initiatives. Data is being warehoused for SY16-17 strategic analysis.
- The Curriculum & Assessment Committee (CAC) has completed their SY15-16 resource audit and inventory. 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). CAC co-chairs present sub-committee findings to the entire CAC, then the Education Administration leadership and finally to the Education Board. The recommendations are planned for next school year 2016-17 implementation. The CAC is drafting rubrics and guidelines that could lead to considerations for board policy adoption.
- We are continuing the Higher Education "College Prep Talks" series and ECAP 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 to academic success in addition to financial aid and literacy.
- Monthly student and staff recognition during the Education Board meetings, where certificates are provided. 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.
- Quality Schools Project (QSP) is the project in partnership with the Center for Student Achievement (CSA), and it is underway. Site leaders have scheduled needs analysis meetings. Ongoing strategic meetings continue to help articulate professional development and cater to the specific site needs. The SY16-17 School Calendar may include the QSP dates and other important Student Assessment Windows, which will be beneficial for students, parents, families and staff. For SY2016-17, the instructional assessment tool will be evaluated, which will result in a focus in keeping the Board goals and priorities.

Updates on Priorities for Focus Area 1

Priority	Status Update
Division-wide curriculum and assessment system implemented with fidelity	<ul style="list-style-type: none"> The Curriculum & Assessment Committee (CAC) has completed their SY15-16 resource audit and inventory. 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). CAC presented to the Education Board in May 16, 2016. The recommendations are planned for next school year 2016-17 implementation. The CAC is drafting rubrics and guidelines that could lead to considerations for board policy adoptions. 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	<ul style="list-style-type: none"> SRHS (9th thru 12th Grades) – 136/136 H.S. students have a graduation plan in place, where 38 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 13 JH students have ESS transition plans in place. ALA – 35/35 gen-ed plans are in place; 12/12 ESS plans are in place. SRE – 62/62 ESS plans are in place. All other gen-ed students do not have academic plans but solely components of Response-To-Interventions (RTIs). ECEC- 259/259 TSGold plans in place; 28 ESS (IEP & IFSP) plans in place.
Continuous improvement plans for all sites – implemented, evaluated and adjusted as needed	There were no changes this quarter. Continuous improvement plans are in place and being implemented.
Defined native culture and language program for all sites	<p>Collaboration between Education Native Language Culture (ENLC) and O’odham Piipaash Language Program (OPLP) continue with the following focus:</p> <ul style="list-style-type: none"> O’odham Piipaash Language Teacher Certification Writing O’odham Piipaash Language Culture Standards Planning the Annual 2017 O’odham Teacher Gathering of which Salt River Education is to host Staffing partnership <p>Education Native Culture Language has facilitated:</p> <ul style="list-style-type: none"> Bringing together all Language Culture staff (PreK-12) to formulate a systemic team of Language Culture human resources O’odham Piipaash Language Culture standards have been written and are in final edit

	<ul style="list-style-type: none"> • PLC (Professional Learning Community) training for all Language Culture staff able to attend • Established a Jr. High O’odham Language class at SRHS SY2016-2017 <p>Education Native Culture Language on-going:</p> <ul style="list-style-type: none"> • Growing an influential team of Language Culture personnel (PreK-12) • Write curriculum to support the O’odham Piipaash Language Culture Standards • Facilitate relevant connection of O’odham Piipaash Language Culture into all academic learning areas <p>Education Native Culture Language challenges:</p> <ul style="list-style-type: none"> • Communicating, collaborating and coordinating a new department • Staffing-Culture and Language teachers at each site • Systematic clarity as to what the expectations are for all employees related to the “Culture Commitment Acknowledgement”
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 four schools. Higher Education provides substantial outreach and support with students at ALA and SRHS. The annual ‘Education Resource Fair’ was focused primarily on the educational programs and services offered to all Community families, held March 30, 2016. A SY16-17 single registration packet is available online and at each school for parents and families.

Key Issues & Concerns

- *Improvements towards 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. Powerschool SIS has moved to Arizona Education Data Standards (AzEDS), which means real time data entry by staff and teachers is immediately reported the Arizona Department of Education (ADE). Data cleanup is in process.*
- *Vacant Chief Academic Officer and Curriculum & Instruction Director positions; recruitments are in progress.*
- *Quality Schools Project (QSP) is the project in partnership with the Center for Student Achievement (CSA), and it is underway. Site leaders have scheduled needs analysis meetings. Ongoing strategic meetings continue to help articulate professional development and cater to the specific site needs. The SY16-17 School Calendar will include the QSP dates and other important Student Assessment Windows, which will be beneficial for students, parents, families and staff.*
- *Improving the student disciplinary procedures and practices at all schools, which will be carefully documented in the Article 4 - Students Policy.*
- *Several assessment systems were utilized in Fall Semester 2015 making it challenging to properly benchmark academic growth. Current systems in place will allow for a more*

streamlined process related to benchmark structures and protocol in addition to instructional leadership capacity and alignment with school improvement goals.

Focus Area 2: Communication



Key Accomplishments (April 1 – June 30, 2016)

- *Superintendent/Director recruitment is complete. Dr. Louis Laffitte began in mid-June 2016. Initial onboarding was completed. We look forward to Dr. Laffitte's leadership and vision.*
- *Salt River Elementary Principal has been hired. Ms. Amanda Guerrero began in mid-July 2016. We look forward to her great work with our Elementary students and staff.*
- *Education Administrators, Higher Education Administrator and Principals are actively using 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 fully utilizing SharePoint as a collaborative communication tool. Outcomes from the SharePoint communication tool are to-be-determined.*
- *College Readiness Community Event was a success where forty (40) participants attended on June 6, 2016. The event was held at Salt River High School, where Higher Education partnered with College Board and Arizona State University.*
- *A single SY16-17 registration packet was created and provided during this event, also online.*
- *The Salt River Graduation Recognition Program was held on Thursday, June 16, 2016 at Talking Stick Resort. Fifty-three (53) graduates from high school through post-secondary attended and were honored.*

Priority	Status Update
Develop and implement a division-wide communication plan	<i>Following a 30-day public comment period, completed the Communication Plan and released to Education Board and staff in January-February 2016.</i>
Implement an annual customer service survey including shared results and action plans for improvement	<i>Customer Service Surveys were also completed. Completed and communicated the Gallup Staff Engagement Poll with the Education Board and all employees. Engagement Committees have been created and are in process of creating action plans.</i>
Improve communication within the Division and within the Community	<i>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.</i>

	<i>All Principals and the Higher Education Administrator were trained on the OneCallNow Messaging system, where the system allow for telephone and email communication to parents and guardians.</i>
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Key Issues & Concerns

- *Vacant School Communications & Public Relations Director position; recruitment is in progress.*
- *Still in the planning process to develop a standing Training & Onboarding Manual for Education Board Members. The Board approved a contract with Arizona School Boards Association (ASBA) to allow ASBA to provide Ethics, Open Meeting Law, New Board Member Orientation and other critical training topics. The first training began in April 2016. Additional trainings will be scheduled as appropriate under Dr. Laffitte's leadership.*
- *Master calendaring is a top priority for all events impacting all stakeholders. This will be a focus going into school year 2016-17.*

Focus Area 3: Personnel



Key Accomplishments (April 1 – June 30, 2016)

- Superintendent/Director recruitment is complete. Dr. Louis Laffitte was hired by the Education Board and began in mid-June 2016. Initial onboarding was completed. We look forward to Dr. Laffitte's leadership and vision.
- Salt River Elementary Principal was hired. Amanda Guerrero began in July 2016.
- Received the results of the HR Audit/Assessment. An Executive Summary is being prepared for the Education Board. Next steps are still to be determined.
- Completed the Teacher Component of the Market Compensation Study. The Education Board received the Teacher Market Compensation Study's recommendations in January 2016. All other market compensation studies are in process of being summarized in an Executive Summary for the Board. This is the first Market Compensation Study launched independently by Salt River Schools. Human Resources is responsible for leading these projects.
- 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. The strategic summaries were provided to the Education Board on March 21, 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.
- Curriculum & Assessment Committee (CAC) will review of teacher and leadership evaluation instruments. CAC and Human Resources presented a teacher evaluation instrument to the Education Board at a board work session on July 7, 2016. Work is in progress.
- Share responsibility throughout all levels of administration/management by assigning all performance goals and priorities.

Priority	Status Update
Clearly define and document the hiring process for all positions.	Human Resources is working towards a clear and definable process and documentation of the recruiting process including sourcing, screening and interviewing standards. The related procedures are still in process of being updated.
Create and use appropriate pre-employment assessments	Implementation of an assessment of system for senior & mid-level management utilizing an on-line assessment (The Hire) for applicants. On-line assessment is composed of measurements of analytical and management

	<i>skills. Standardization of standard basic skills testing for administrative support staff.</i>
Conduct an HR audit and create action plans to address the findings	<i>Anticipated completion date is to-be-determined. Currently in progress of reviewing – auditing Human Resources processes including recruitment, performance management, compensation procedures and administration duties.</i>
Identify and track key HR metrics around recruitment, hiring, retention etc. and report the data regularly	<i>In progress of identifying key metrics of sourcing efficiencies, hiring successes and turnover reporting structures.</i>

Key Issues & Concerns

- *Vacant Chief Academic Officer, Curriculum & Instruction Director, School Communications & Public Relations Director and Admin Secretary positions; recruitments are in progress.*
- *Personnel matters remain a challenge in general. Addressing major issues in the employee satisfaction/engagement survey to ensure several issues are addressed, utilizing management and employee input to develop Engagement Action Plans.*
- *Ensuring accuracy of the performance management system and the identification of ineffective performance to put in place any necessary improvement or development plans.*
- *Annual Training, also known as recalibration, for all supervisors on evaluation instrument tools is still needed for fairness and consistency for all employees. HR Procedures will be implemented.*
- *Underutilized HR data and HR information systems by all staff. In progress of evaluating through the HR Audit/Assessment.*

Focus Area 4: Resources



Key Accomplishments (April 1 – June 30, 2016)

- *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.*
 - *In July 2016, the Education Board Room's CIP is in process. The Education Board Room will receive an upgrade to its Audio/Visual (A/V) Equipment amongst other necessary building improvements.*
 - *The Elementary School, where needed, is receiving new carpet during the month of July 2016.*
- *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 short- and long-term process.*
- *Curriculum inventories were also conducted in December 2015, where the results are also being evaluated for efficiency and effectiveness. ECEC, SRES, ALA and SRHS curriculum resources, training and assessment inventories are complete. The inventories' evaluation is to-be-determined.*

Priority	Status Update
Develop and ensure implementation of plan to increase student enrollment	<i>The Communications Plan was finalized in January-February 2016 following a 30-day public comment period. The Communications Plan does include an approach to increasing student enrollment.</i>
Develop a plan for each department to track key metrics and share results regularly	<i>Completed. Completed a plan to track all key metrics and share results through the "Progress Report" which reflects public accountability every quarter.</i>
Implement a division-wide student discipline policy that is communicated to all stakeholders and implemented with fidelity	<i>Assigned to Assistant Superintendent and School Security. Anticipated completion date is not yet determined. The student discipline and behavior policy will be included within the Article 4 – Students Policy.</i>

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 still being evaluated.*
- *Curriculum inventories were also conducted in December 2015, where the results are also being evaluated for efficiency and effectiveness. ECEC, SRES, ALA and SRHS curriculum resources, training and assessment inventories are complete. The next steps are to-be-determined.*
- *Ongoing issues around managing the Capital Improvement Projects (CIPs) with clear communication for stakeholders.*

SY2016-17

Performance Measures

Quarter to Quarter Comparison

Reporting Period: April 1—June 30, 2016

Student Performance - Measure of Success		Actual 2014-15	Target 2015-16	Actual 1Q-2016	Actual 2Q-2016	Actual 3Q-2016	Actual 4Q-2016
% seniors graduating (Oct. 1–Sept.) <i>(This data does not currently follow the ADE formula calculations.)</i>		57% SRHS 25% ALA	75% SRHS 50% ALA	75.6% SRHS; 54% ALA	91% SRHS; To be evaluated ALA	91% SRHS; 71% ALA	81% SRHS; 41% ALA
% 4-year-olds completing Kindergarten Readiness Assessments		N/A	100%	TBD; being evaluated	TBD; being evaluated	TBD; being evaluated	TBD; being evaluated
% 3 rd grade students proficient or above in Reading (Galileo)		88% Galileo	90% Galileo	Growth data is under review based on comparative analysis with embargoed AzMerit Scores	Not available; SRE did not use Galileo	Not available; SRE did not use Galileo	Not available; SRE did not use Galileo
% 3 rd grade students proficient or above in Reading (<i>SRI* - adaptive test that is not predictive of AzMerit High Stakes Test.</i>)		26% SRI *	50% SRI *	18% SRI *	30% SRI *	47% SRI *	49% SRI *
% 5 th grade students scoring at or above grade level in Math (<i>Galileo was calibrated against AzMerit between 2Q and 3Q; thus 3Q is predictive of AzMerit.</i>)		42% Galileo	65% Galileo	Growth data is under review based on comparative analysis with embargoed AzMerit Scores	Not available; SRE did not use Galileo	Not available; SRE did not use Galileo	Not available; SRE did not use Galileo
% 5 th grade students scoring at or above grade level in Math (<i>SMI* - adaptive test that is not predictive of AzMerit High Stakes Test.</i>)		0% SMI *	25% SMI *	5% SMI *	25% SMI *	11% SMI *	27% SMI *
Success in Algebra I as indicated by:	% 8 th /9 th graders taking Algebra I	7% SRHS 50% ALA	20% SRHS 75% ALA	60% SRHS students n/a- ALA	48% SRHS students n/a- ALA	48% SRHS students n/a- ALA	48% SRHS students n/a- ALA
	% 8 th /9 th graders succeeding in Algebra I	39% Galileo SRHS; not available for ALA students	50% Galileo SRHS n/a ALA	0% Galileo SRHS n/a ALA	100% Galileo SRHS n/a- ALA	33% Galileo SRHS n/a- ALA	33% Galileo SRHS n/a- ALA
% students enrolled by October 1 still enrolled on last scheduled day		N/A	80%	93%	80%	75.5%	75.5%

Notes: Galileo was calibrated against AzMerit between 2Q and 3Q; thus 3Q is predictive of AzMerit. SRI and SMI assessment systems are NOT predictive of AzMerit.

Communication - Measure of Success	Actual 2014-15	Target 2015-16	Actual 1Q-2016	Actual 2Q-2016	Actual 3Q-2016	Actual 4Q-2016
Annual Education Division customer service score (scale 1 out of 5, where 5 is extremely satisfied)	N/A	3	Target Nov-2015; Also will release Gallup Polls for students & staff engagement.	Target Jan-2016	2.8 (not statistically valid)	2.8 (not statistically valid)
% department and superintendent updates presented to the Education Board on time/on schedule	N/A	95%	100%	95%	100% as of 3/31/2016.	97% as of 6/30/2015.

Personnel - Measure of Success	Actual 2014-15	Target 2015-16	Actual 1Q-2016	Actual 2Q-2016	Actual 3Q-2016	Actual 4Q-2016
% 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%	91% Goals In Place; Action plans in progress.	100% Goals In Place; Action plans in progress.	100% Goals In Place; Action plans in progress.	100% Goals In Place; employee evaluations are pending completion
% 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.	100% Goals In Place; Action plans in progress.	100% Goals In Place; Action plans in progress.	100% Goals In Place; employee evaluations are pending completion
% of open positions for SY15-16 where at least 1 Community member applied	N/A	80%	38.5%	54%	10.13%	10.13%
% of open positions for SY15-16 filled with a Community Member	NA	40%	16.7%	18%	18.18%	9.85%
% of underfill staff successfully completing the underfill program	NA	100%	Two underfill positions with	Two underfill positions;	50% complete	50% complete

			Plans in Progress	Plans in Progress		
Average time to fill an open position (posting to selection)	N/A	45 days	Will begin tracking for next quarter, Jan-2016	52 days	53 days	58 days

Resource - Measure of Success	Actual 2014-15	Target 2015-16	Actual 1Q-2016	Actual 2Q-2016	Actual 3Q-2016	Actual 4Q-2016
% of reallocating (positions, funding, location, services provided) that follows pre-approved work flows	N/A	100%	100%	100%	100%	Pending audit review
% purchases used per instruction/intent	N/A	100%	Target Jan.2016	Target Jan.2016	TBD	Pending audit review
% students that are suspended three or more times per academic year	10	8	1 SRES 3 SRHS -0- ECEC -0- ALA	1 YTD at SRES; 1 YTD at SRHS; 0 YTD at ALA	1 YTD at SRES; 1 YTD at SRHS; 0 YTD at ALA	1 YTD at SRES; 5 YTD at SRHS; 0 YTD at ALA
% departments reporting key measures and data on time	N/A	100%	93% as of 10/5/15	100% as of 12/31/15	100% as of 3/31/16	94% as of 6/30/16

-THE END-