

**Board Goal Statement:** The Independence Community School District’s Board of Education will promote efforts to increase student achievement by supporting district initiatives and will strive to provide opportunities, resources, and a highly qualified staff to all students. The Board will work to enhance a climate of positive communication while managing the schools in an efficient and cost effective manner.

Goal	Step/Strategies	Resources Needed	Outcome
<p><b>1. Obtaining and Sustaining Academic Excellence</b></p>	<ol style="list-style-type: none"> <li>1. Continue to perform 1 &amp; 5 year graduate follow-up surveys.</li> <li>2. Create &amp; maintain five year curriculum purchase cycle (as budget will allow).</li> <li>3. Provide time &amp; support for curriculum development that supports the Common Core.</li> <li>4. Provide time &amp; resources for staff Professional Development.</li> <li>5. The Annual Yearly Progress Report data in regard to the Iowa Assessments (ITBS/ITED) will be presented to the Board annually.</li> <li>6. Support and conform to the Early Literacy legislation.</li> <li>7. Recruit, hire and maintain quality administrators, teachers and staff.</li> <li>8. Establish an academic Hall of Fame in the High School</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide funding for HS staff to facilitate the survey to graduates to include follow-up.</li> <li>2. Provide resources for curriculum adoption materials on a 5 year cycle as budget permits.</li> <li>3. Provide resources for teachers to research, develop &amp; write curriculum throughout the year &amp; during the summer.</li> <li>4. Time will be provided in the school calendar for PD on designated days. PD opportunities outside the District will be provided for staff as requested &amp; approved by building principals/curriculum director.</li> <li>5. The District will provide a min. of 6 days to review intervention data &amp; district wide assessments.</li> <li>6. Maintain a full time Curriculum Director position.</li> </ol>	<ol style="list-style-type: none"> <li>1. Report to the Board the results of the surveys and strategies identified to address changes as needed.</li> <li>2. Updated curriculum &amp; recommendation for purchase of materials will be presented to Board annually.</li> <li>3. Curriculum will align with Common Core &amp; as each area is updated, it will be presented to the Board.</li> <li>4. Professional Development plan and calendar will be presented to the board annually.</li> <li>5. ICSD students will meet or exceed State requirements in regard to the Iowa Assessments.</li> <li>6. Annual report to the board showing K-11 assessments &amp; proficiency with a goal of 90% or more of 3<sup>rd</sup> grade students being proficient by 2018.</li> <li>7. Visual representation of the academic Hall of Fame in the High School.</li> </ol>

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<p><b>2. Responsibly Manage Fiscal Resources</b></p>	<ol style="list-style-type: none"> <li>1. Utilize financial forecasting to improve decision making.</li> <li>2. Conduct on-going financial education yearly for the Board.</li> <li>3. Provide avenues for staff to have a clearer understanding of school finance.</li> <li>4. Technology will be used to advance the efficiencies of the District Office.</li> <li>5. Maintain an 8-10% solvency ratio.</li> <li>6. Maintain an Unspent Balance of 15% of annual expenses.</li> <li>7. Require staff through the use of professional learning groups for cost efficiency improvements for the district (must be non-personnel).</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize the Iowa School Board Association and their financial forecasting program.</li> <li>2. Special sessions for the Board and public will be held in regard to District finance.</li> <li>3. Superintendent &amp; business manager will include articles in the newsletter, on the website and during staff meetings in regard to school finance.</li> <li>4. Business Manager will research avenues to make daily procedures more efficient using technology.</li> <li>5. Continue to analyze &amp; monitor District line item budget to look for cost savings &amp; continue to work with Principals and Accounts Payable for accurate coding of expenditures.</li> <li>6. Time during professional development to meet and collaborate on district efficiency ideas.</li> </ol>	<ol style="list-style-type: none"> <li>1. 5-10 year financial forecasting document to be created and presented to the board each year.</li> <li>2. Board presentations will be held periodically in regard to finance topics.</li> <li>3. Superintendent &amp; Business Manager will develop presentations on finance topics. Newsletter articles will be developed by Superintendent and Business Manager.</li> <li>4. Cost savings to the District due to increased use of technology (less man hours).</li> <li>5. To maintain a solvency ratio between 7-11% annually.</li> <li>6. Annually the individual professional learning C groups create five ideas to help improve the school districts' operational efficiencies (non-personnel).</li> </ol>

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<b>3. Strengthen Communications</b>	<ol style="list-style-type: none"> <li>1. Create and maintain new channels for improving District PR plan.</li> <li>2. Educate staff on multiple channels available to promote their programs and students.</li> <li>3. Utilize/expand relationship with Cities, Chamber and County.</li> <li>4. Report quarterly to Board all electronic hits to schools' website.</li> <li>5. Principals to communicate with staff, students and parents regarding the Living the Mustang Way.</li> <li>6. Review annually our common messages policy (chain of command)</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize PR services for District.</li> <li>2. Monthly promotion of staff/coaches/activity sponsors and programs at Board meetings.</li> <li>3. Provide time to educate staff on PR strategies available.</li> <li>4. Time to build relationships with Cities, Chamber and County.</li> <li>5. Receive staff, parent and student input for Living the Mustang Way per building.</li> <li>6. Maintain the Communication Plan</li> <li>7. Allocate necessary financial resources to continue the Living the Mustang Way program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Positive promotion of District will increase overall enrollment.</li> <li>2. Shrink the open enrollment gap.</li> <li>3. Increased public awareness of all school programs and activities.</li> <li>4. Staff morale will be improved through recognition of their students and programs.</li> <li>5. Stronger relationship between Cities, Chamber, County and School that will promote the community as a whole.</li> <li>6. Monthly Living the Mustang Way presented to board and publicly per building.</li> <li>7. Increase public and staff awareness of the Common Message (chain of command) protocol.</li> </ol>
<b>4. Maintain a Long Term Facility Plan</b>	<ol style="list-style-type: none"> <li>1. Maintain a long term facility and technology plan.</li> <li>2. Maintain and update annually District 5 year facility plan.</li> <li>3. Analyze capital projects and take into account cost savings to general fund (solar panels, wind turbine, etc.).</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize experts to gain resources and knowledge.</li> <li>2. Time for board work sessions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain up to date safe learning environment for our students.</li> <li>2. Long range facility and technology plan will be reviewed annually by the Board.</li> <li>3. Analyze information from experts to make the best decisions regarding capital projects.</li> </ol>
<b>5. Create an Exemplary Activities Department</b>	<ol style="list-style-type: none"> <li>1. Recruit, hire and maintain quality coaches and activity sponsors.</li> <li>2. Annual review of the long range improvement plan for athletics and activities.</li> <li>3. Create avenues to promote success.</li> <li>4. Educate students and parents on sportsmanship scores</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish and maintain quality facilities.</li> <li>2. Maintain a full time activities director position.</li> <li>3. Administration and Board to support the coaches/sponsors.</li> <li>4. Allow Administration time to annually present the sportsmanship scores.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase &amp; sustain overall participation in all activities.</li> <li>2. Establish, maintain and increase successful programs and offerings</li> <li>3. Have a lower turnover of coaches/sponsors.</li> <li>4. Sportsmanship scores should be below or equal to the state average for those sports were scores are tracked.</li> </ol>