**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.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Step/Strategies</th>
<th>Resources Needed</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| **1. Obtaining and Sustaining Academic Excellence** | 1. Continue to perform 1 & 5 year graduate follow-up surveys.  
2. Create & maintain five year curriculum purchase cycle (as budget will allow).  
3. Provide time & support for curriculum development that supports the Common Core.  
4. Provide time & resources for staff Professional Development.  
5. The Annual Yearly Progress Report data in regard to the Iowa Assessments (ITBS/ITED) will be presented to the Board annually.  
6. Support and conform to the Early Literacy legislation.  
7. Recruit, hire and maintain quality administrators, teachers and staff.  
8. Establish an academic Hall of Fame in the High School | 1. Provide funding for HS staff to facilitate the survey to graduates to include follow-up.  
2. Provide resources for curriculum adoption materials on a 5 year cycle as budget permits.  
3. Provide resources for teachers to research, develop & write curriculum throughout the year & during the summer.  
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 & approved by building principals/curriculum director.  
5. The District will provide a min. of 6 days to review intervention data & district wide assessments.  
6. Maintain a full time Curriculum Director position. | 1. Report to the Board the results of the surveys and strategies identified to address changes as needed.  
2. Updated curriculum & recommendation for purchase of materials will be presented to Board annually.  
3. Curriculum will align with Common Core & as each area is updated, it will be presented to the Board.  
4. Professional Development plan and calendar will be presented to the board annually.  
5. ICSD students will meet or exceed State requirements in regard to the Iowa Assessments.  
6. Annual report to the board showing K-11 assessments & proficiency with a goal of 90% or more of 3rd grade students being proficient by 2018.  
7. Visual representation of the academic Hall of Fame in the High School. |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Step/Strategies</th>
<th>Resources Needed</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| **2. Responsibly Manage Fiscal Resources** | 1. Utilize financial forecasting to improve decision making.  
2. Conduct on-going financial education yearly for the Board.  
3. Provide avenues for staff to have a clearer understanding of school finance.  
4. Technology will be used to advance the efficiencies of the District Office.  
5. Maintain an 8-10% solvency ratio.  
6. Maintain an Unspent Balance of 15% of annual expenses.  
7. Require staff through the use of professional learning groups for cost efficiency improvements for the district (must be non-personnel). | 1. Utilize the Iowa School Board Association and their financial forecasting program.  
2. Special sessions for the Board and public will be held in regard to District finance.  
3. Superintendent & business manager will include articles in the newsletter, on the website and during staff meetings in regard to school finance.  
4. Business Manager will research avenues to make daily procedures more efficient using technology.  
5. Continue to analyze & monitor District line item budget to look for cost savings & continue to work with Principals and Accounts Payable for accurate coding of expenditures.  
6. Time during professional development to meet and collaborate on district efficiency ideas. | 1. 5-10 year financial forecasting document to be created and presented to the board each year.  
2. Board presentations will be held periodically in regard to finance topics.  
3. Superintendent & Business Manager will develop presentations on finance topics. Newsletter articles will be developed by Superintendent and Business Manager.  
4. Cost savings to the District due to increased use of technology (less man hours).  
5. To maintain a solvency ratio between 7-11% annually.  
6. Annually the individual professional learning C groups create five ideas to help improve the school districts’ operational efficiencies (non-personnel). |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Step/Strategies</th>
<th>Resources Needed</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| **3. Strengthen Communications** | 1. Create and maintain new channels for improving District PR plan.  
2. Educate staff on multiple channels available to promote their programs and students.  
3. Utilize/expand relationship with Cities, Chamber and County.  
4. Report quarterly to Board all electronic hits to schools’ website.  
5. Principals to communicate with staff, students and parents regarding the Living the Mustang Way.  
6. Review annually our common messages policy (chain of command) | 1. Utilize PR services for District.  
2. Monthly promotion of staff/coaches/activity sponsors and programs at Board meetings.  
3. Provide time to educate staff on PR strategies available.  
4. Time to build relationships with Cities, Chamber and County.  
5. Receive staff, parent and student input for Living the Mustang Way per building.  
6. Maintain the Communication Plan  
7. Allocate necessary financial resources to continue the Living the Mustang Way program. | 1. Positive promotion of District will increase overall enrollment.  
2. Shrink the open enrollment gap.  
3. Increased public awareness of all school programs and activities.  
4. Staff morale will be improved through recognition of their students and programs.  
5. Stronger relationship between Cities, Chamber, County and School that will promote the community as a whole.  
7. Increase public and staff awareness of the Common Message (chain of command) protocol. |
2. Maintain and update annually District 5 year facility plan.  
3. Analyze capital projects and take into account cost savings to general fund (solar panels, wind turbine, etc.). | 1. Utilize experts to gain resources and knowledge.  
2. Time for board work sessions. | 1. Maintain up to date safe learning environment for our students.  
2. Long range facility and technology plan will be reviewed annually by the Board.  
3. Analyze information from experts to make the best decisions regarding capital projects. |
| **5. Create an Exemplary Activities Department** | 1. Recruit, hire and maintain quality coaches and activity sponsors.  
2. Annual review of the long range improvement plan for athletics and activities.  
3. Create avenues to promote success.  
4. Educate students and parents on sportsmanship scores | 1. Establish and maintain quality facilities.  
2. Maintain a full time activities director position.  
3. Administration and Board to support the coaches/sponsors.  
4. Allow Administration time to annually present the sportsmanship scores. | 1. Increase & sustain overall participation in all activities.  
2. Establish, maintain and increase successful programs and offerings  
3. Have a lower turnover of coaches/sponsors.  
4. Sportsmanship scores should be below or equal to the state average for those sports were scores are tracked. |