



Priority School Progress Plan  
For Santee Community Schools



## Priority School Progress Plan

### Purpose

Each Priority School under AQuESTT, Nebraska's accountability system for public schools and districts, is required to submit a Progress Plan for approval by the State Board of Education (79-760.07 R.R.S.). The purpose of the Progress Plan is to identify goals and areas for growth and improvement, measurable indicators of progress, strategies and actions to achieve improvement, associated timelines and resources, and evidence to monitor progress. The Progress Plan will serve as the primary improvement plan for the Priority School and will also be part of the continuous improvement plan for the district in which the Priority School is located (92 NAC 10, Section 009.01B2).

### AQuESTT Framework for Support and Intervention for Priority Schools

AQuESTT provides the framework for intervention and support of improvement efforts by Priority Schools. The AQuESTT domains of *Student Success and Access* and *Teaching and Learning* rely on the following AQuESTT tenets to guide schools and districts in achieving a quality education system and ensuring student success:

- Positive Partnerships, Relationships & Student Success
- Transitions
- Educational Opportunities & Access
- College & Career Readiness
- Assessment
- Educator Effectiveness

Within the framework for Priority School interventions, the following indicators of effective schools support the AQuESTT tenets and will guide the identification of improvement areas and assist in determining appropriate actions and strategies for improvement:

- *Clear, Compelling Direction*
- *Instructional Leadership*
- *Student and Staff Culture*

Goals, actions, and strategies for improvement aligned to one or more of these indicators will form the basis of the Progress Plan for Priority Schools. As such, these indicators will focus the improvement efforts of the Priority School on the domains and tenets of AQuESTT.

### Priority School Progress Plan

The Progress Plan will include goals and strategies for improvement for the Priority School and may also include goals and strategies for improvement for the district Superintendent and the local Board of Education. The Progress Plan will also include processes for monitoring the progress of improvements through updates and reports to Nebraska Department of Education (NDE) and the State Board of Education. Additional information (e.g., school data, AQuESTT Diagnostic Review report, external accreditation review reports, improvement plans, etc.) may accompany the Progress Plan in order to provide rationale(s) for improvement goals and to document progress efforts. The Progress Plans for schools designated as Priority Schools in 2015 will be submitted to the State Board for approval on August 5, 2016.

## **The Process**

After a comprehensive review of multiple data points to include student achievement, perception, demographic, and school process data, Santee Middle School was designated as a Priority School on December 4, 2015. Numerous site visits and conversations led by the Nebraska Commissioner and Deputy Commissioner of Education with Santee Board of Education members and school leaders occurred beginning in January 2016, to explain the priority school designation and seek understanding and commitment from district leaders regarding the improvement process. A Diagnostic Review was completed by KLK Consulting, Inc. on March 11, 2016, in order to gather qualitative data to inform the review. As part of the process, on-site interviews were conducted with the principal, elementary and secondary students, teachers, non-certified staff, parents, and community members associated with the Santee Community School. Additionally, data from classroom visits on two occasions informed the commendations and recommendations summarized in the report.

Following the Diagnostic Review, the Deputy Commissioner of NDE spent March 14-16 on the Santee Community Schools' campus in order to continue to foster relationships, observe teaching and learning, and seek clarity of school improvement needs. Conversations with students, teachers, staff, administration, parents, and community members solidified the designation as a Priority School and their commitment to school improvement.

The Diagnostic Review was discussed with the principal of Santee Community Schools on April 17. The discussion, which included Commissioner Blomstedt, Deputy Commissioner Frison, and other NDE staff, reviewed the commendations and recommendations noted in the report, as well as next steps for sharing the report with members of the Santee Community Schools Board of Education and the school staff.

During a meeting with the President and Vice President of the Santee Community Schools' Board of Education, Administrators, ESU 1 staff, and NDE staff on April 23, 2016, an Executive Summary of the Diagnostic Review report was discussed in order to determine support needed to ensure students have access to a high quality education. Board of Education members expressed a desire to improve conditions within their schools to raise student achievement and welcomed support from NDE. The Commissioner of Education shared the full Diagnostic Review report with the Santee Community Schools Board of Education on May 10, 2016.

NDE staff and the school principal provided staff members with an overview of the Diagnostic Review report on May 18, 2016 and answered staff questions regarding the review. Two teachers and the principal were invited to serve on the initial Progress Plan writing team, along with NDE staff and representatives from ESU 1. The writing team met on May 27, 2016, to begin drafting the Progress Plan goals and improvement actions. During the months of June and July, refinement of the Progress Plan continued with NDE staff, school, and local board of education input.

An update concerning the Priority Schools' designation and progress toward supporting school improvement was provided to the State Board of Education on June 2, 2016. State Board members

reviewed the Progress Plan template and examples of goals, improvement actions, and the monitoring process during their committee meetings and the full State Board work session.

Several school leadership positions were hired during the months of June and July as recommended in the Diagnostic Review to include a Superintendent, an Elementary Principal, and an Instructional Coach.

The Nebraska Commissioner facilitated a retreat with the Santee Community Schools Board of Education and Administrators on July 7-8, 2016, as requested by the Santee Community Schools Board President. During this retreat, numerous topics included the following: Progress Plan review, the role of the Board of Education in school district improvement, 2016-2017 School Calendar, Pre-Service Teacher Work Days, communication protocol, etc.

In order to improve the direction, culture, and teaching and learning, the Administrative Team at Santee Community Schools recognizes the need to develop their own instructional and leadership capacity. Thus, Administrators from Santee Community Schools, Educational Service Unit 1, and the NDE have participated in several professional learning opportunities during the month of July to include APL Associates Instructional Strategies and Management training, NDE Teacher Evaluation Development training, and Coaching Champions training.

### **The Future**

The Santee Community School Leadership Team is excited to welcome teachers to the 2016-2017 school year on August 10 in anticipation of students beginning the new school year on August 15, 2016. Working together, there is no doubt the Santee community will accomplish the Progress Plan goals and strategies, which focus on Clear, Compelling Direction; Student and Staff Culture; and Instructional Leadership. Creating a positive emotional teaching and learning culture where children want to learn, parents want to send their children and teachers want to work will be a focus of the Santee Team.



## 2016-2017 Priority School Progress Plan for Santee Community Schools

**School Name:** Santee Middle School  
**School Address:** 206 East Frazier Avenue

**School District:** Santee Community Schools  
Niobrara, NE 68760

**School District Superintendent:** Carol Remp

**Superintendent Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**7-12 Principal:** Tony Hoffman

**Principal Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**PK-6 Principal:** Cindy Nagel

**Principal Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Santee Board of Education President:** Steve Moose

**Board President Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Deputy Commissioner of Education:** Deborah A. Frison

**Deputy Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Commissioner of Education:** Matthew L. Blomstedt

**Commissioner Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**State Board of Education President:** Rachel Wise

**Board President Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Section 1: School Goals and Improvement Actions

### Priority School Progress Plan for Santee Community Schools

#### Indicator of an Effective School: Clear, Compelling Direction

**Improvement Goal:** During the 2016-2017 school year, Santee Community Schools and all stakeholders (i.e., school administration, teaching and classified staff, local school board members, community programs/directors, parents/guardians, all relatives, elders, and tribal council members) will engage in a systematic, clearly documented, inclusive and comprehensive process to communicate the school purpose and direction through a shared commitment to its vision, mission, and cardinal virtues in order to ensure student success, which includes meeting the mental, emotional, physical, and academic needs of each student as measured by perceptual survey data and artifacts (e.g., meeting agendas, data analysis, newsletters, revised vision/mission/virtues, etc.).

#### Rationale/Evidence for Improvement Goal:

1. 2016 AQUESTT Diagnostic Review Recommendations:
  - a. Work together with staff, students, and community to create and communicate a shared purpose and coherent effort of the core values, beliefs, mission, vision, and goals of the Santee Community Schools.
2. 2012 AdvancED External Review Recommendations:
  - a. Develop a process that ensures participation of all stakeholders as the mission statement is developed.
  - b. Continue to work with stakeholders to create a school-wide vision that will focus on how the school's goals will be met.
3. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Promote and strengthen community-school engagement.
  - b. Establish and implement effective communications processes between and among all stakeholders.

CLEAR COMPELLING DIRECTION	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  Educator Effectiveness  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  Educational Opportunities And Access	1. Re-configure the Continuous Improvement Steering Committee to include the principals, certified representation from each grade span, a classified staff member, a parent, and a secondary student so that Progress Plan implementation reflects the shared interests and efforts of all stakeholders.	August 2016 - June 2017	Time (monthly or semi-monthly) for planning and work related to Progress Plan implementation  ESU 1 Professional Development (PD) Staff	Principals  Superintendent	July 2016 – Determine team members and meeting schedule  August 2016 – Team members meet for initial orientation  October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE	Calendar showing meeting dates/ Agendas/published minutes/ periodic status reports on progress for full staff and School Board  Progress Plan updates submitted to School Board and NDE
	2. Establish a sense of urgency with the School Board to make organizational changes that include clarifying board members’ roles in the operation of the school and writing Board goals so that obstacles are removed and time is provided for priority efforts focused on student achievement.	April 2016 - June 2017	Meetings with School Board members  NDE Leadership  Steering Committee  NDE Staff	Superintendent  Principals  School Board  NDE Staff	April - July 2016 – Meetings with Commissioner/Deputy to discuss organizational structure/roles  June/October 2016; January/April/June 2017 – Update to State Board  July 2016 – School Board Retreat with NDE staff	Scheduled meetings with School Board members, steering committee; meeting minutes  School Board roles and goals  Local/District/School Organizational Chart

<p style="text-align: center;"><b>CLEAR COMPELLING DIRECTION</b></p> <p style="text-align: center;"><i>AQuESTT Tenet Alignment</i></p> <p style="text-align: center;">Educator Effectiveness</p> <p style="text-align: center;">College And Career Ready</p> <p style="text-align: center;">Assessment</p> <p style="text-align: center;"><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p style="text-align: center;">Transitions</p> <p style="text-align: center;">Educational Opportunities And Access</p>	<p>3. Engage the Santee Tribal Council, the school continuous improvement steering committee, and School Board in collaborative efforts so that student success is a shared responsibility and priority.</p>		<p>Monthly staff meetings, parent newsletters, student progress reports, social media, coffee meetings, email</p>	<p>Superintendent</p> <p>Principals</p> <p>School Board Members</p> <p>Steering Committee</p>	<p>July/August 2016 – NDE staff meets with Tribal Council and School Board to discuss collaboration opportunities and schedule future 2016-2017 meeting dates</p> <p>September 2016- May 2017 – Quarterly meetings</p>	<p>Minutes from scheduled meetings with School Board members, steering committee</p>
	<p>4. Increase frequency, clarity, and variety of two-way communication among all stakeholders so that there is increased knowledge and commitment to the school’s vision, mission, cardinal virtues and goals for improvement.</p>	<p>September 2016 - June 2017</p>	<p>School vision, mission, cardinal virtues, goals</p> <p>Progress Plan</p>	<p>Superintendent</p> <p>Principals</p> <p>School Staff</p> <p>School Board</p>	<p>August 2016 – Share vision, mission, cardinal virtues, goals with staff, students, parents and community members</p> <p>October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to Local Board and NDE</p>	<p>Meeting agendas from Parent/Community Nights, Student Assemblies, Staff meetings</p> <p>School newsletters</p> <p>Website</p> <p>Facebook page</p> <p>Posters/Flyers</p> <p>Staff/Student handbooks</p> <p>Meeting agendas/minutes</p>

<p><b>CLEAR COMPELLING DIRECTION</b></p> <p><i>AQuESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>5. Define, operationalize and monitor school-wide and classroom rules and procedures so that students and staff understand and contribute to a learning environment that promotes student success.</p>	<p>September 2016 - June 2017</p> <p>Sept 2016 - August 2017</p>	<p>Instructional Facilitator</p> <p>ESU 1 PD Staff</p> <p>NDE Consultant(s)</p>	<p>Principals</p> <p>Steering Committee</p> <p>Teachers</p>	<p>September - October 2016 – Define classroom rules and procedures and plan for implementation</p> <p>October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE</p>	<p>Posters/flyers</p> <p>Classroom observation logs</p>
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## Priority School Progress Plan for Santee Community Schools

### Indicator of an Effective School: Student and Staff Culture

**Improvement Goal:** During the 2016-2017 school year, Santee Community Schools will establish, implement and communicate a climate of high expectations while celebrating rituals, traditions, and cultural competencies in order to shape the desired collaborative school culture for staff and students as measured by stakeholder perceptual survey data.

### Rationale/Evidence for Improvement Goal:

1. 2016 AQuESTT Diagnostic Review Recommendations:
  - a. Establish and implement norms, rituals, traditions, and cultural competencies in order to shape the desired collaborative culture for staff and students.
  - b. Investigate a positive behavior support model to support a positive student culture to improve the social climate of the school and to ensure a safe and caring environment in which all students feel welcomed, valued, and have an ownership of their school.
2. 2012 AdvancED External Review Recommendations:
  - a. Incorporate a diversity class for the staff to help the new staff to gain an understanding of the Dakota culture, history, and language.
  - b. Continue to review the professional development plan that supports the target goals.
3. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Improve student and staff culture.
  - b. Develop policies and procedures to support consistency of expectations and accountability for student and staff behaviors.
  - c. Create opportunities for community members to collaborate with school staff to provide presentations and other opportunities for students to learn about the Dakota language and culture.

STUDENT AND STAFF CULTURE	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  Educational Opportunities And Access	1. Review and implement meeting norms/expectations at all staff and student gatherings so that communication is shared and clear and outcomes are accomplished.	August 2016 - June 2017	Santee Community Schools meeting expectations document  Student expectations  Models to support positive student behavior and expectations for staff interactions and meeting norms	Principals  Instructional Facilitator  Teachers  Staff  Students	April 2016 discuss and set meeting expectations  November 2016 – Report progress to Steering Committee  January 2017 – Report progress to the School Board  April 2017 – Report progress to NDE	Santee Community Schools meeting expectations document  Meeting agendas from Steering Committee and School Board  Implementation plan for student and staff and behavior expectations containing school-wide procedures and routines
	2. Administer and analyze results of AdvancED stakeholder surveys so that data can be used to improve outcomes that lead to increased student achievement.	September 2016 and May 2017	AdvancED pre- and post-stakeholder surveys	Principals  Steering Committee	September 2016 – Administer pre-survey and analyze results / March 2017 – Administer post-survey and analyze results	Survey results and recommendations for improvement  AdvancED External Review Report
	3. Develop and implement two-way communication processes so that new and veteran teachers are supported in understanding school and professional expectations.	August 2016 - May 2017	Santee Staff Resource Folder and “What Did/Do I Need?” collaborative	Superintendent  Principals  Instructional	August 2016 – Principal shares communication processes	Samples of communication documents

<p><b>STUDENT AND STAFF CULTURE</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>4. Investigate and implement Professional Learning Communities (PLCs) as a means to improve collaboration related to high probability strategies, use of common assessments, and analysis of student work so that instruction and student learning improve.</p>	<p>August 2016 - May 2017</p>	<p>documents (on the Drive)</p> <p>Research studies</p> <p>ESU 1 PD Staff</p> <p>Solution Tree resources</p> <p>Marzano resources</p>	<p>Facilitator</p> <p>Principals</p> <p>Instructional Facilitator</p> <p>Steering Committee (perhaps with outreach to AdvancED Standard 3 – Teaching and Assessing for Learning)</p> <p>Teachers</p>	<p>February/May 2017 – principals share communication examples and updates with the School Board and NDE</p> <p>September/October 2016 – Research PLC information</p> <p>November 2016 – Presentation to staff regarding benefits and processes of PLCs/Assign PLC members</p> <p>December 2016, January and May 2017 – PLC meetings</p> <p>March 2017 – Report progress and share PLC artifacts with the School Board and NDE</p>	<p>Meeting agendas, research articles, notes from group meetings</p>
<p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>5. Provide opportunities to celebrate and learn about the Dakota culture so that students and staff recognize how cultural rituals, traditions, and competencies support student success.</p>	<p>August 2016 - May 2017</p>	<p>Community members</p> <p>School Board</p> <p>Tribal Council</p> <p>School Staff</p>	<p>Superintendent</p> <p>Principals</p> <p>School Staff</p>	<p>August 2016 - May 2017 (Dates to be determined)</p>	<p>Newsletters</p> <p>Social media/email</p> <p>Coffee meetings/ Reports to School Board and NDE</p>

## Priority School Progress Plan for Santee Community Schools

### Indicator of an Effective School: Instructional Leadership

**Improvement Goal:** During the 2016-2017 school year, Santee Community Schools will develop instructional and leadership capacity among all staff to ensure individual students have meaningful and engaging opportunities to learn from creative and energetic teachers and support staff that make learning interesting and meaningful as measured by data (e.g., Nebraska Teacher/Principal Performance Framework, instructional coaching logs, curriculum documents, pacing guides, lesson plans, classroom observations, perceptual data, instructional coaching records, student achievement, etc.).

### Rationale/Evidence for Improvement Goal:

1. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Develop a common language for instruction.
  - b. Provide more culturally relevant learning activities for students and staff.
  - c. Provide professional development on utilizing technology and resources.
2. 2016 AQUESTT Diagnostic Review Recommendations:
  - a. Ensure alignment of standards, curriculum, daily instruction, assessment, and professional learning.
  - b. Expect high quality instruction by:
    - i. Planning purposeful, directed lessons aligned to Nebraska standards;
    - ii. Posting and referencing daily, student friendly, learning targets that contain the thinking level and skill students are expected to master during the lesson in every classroom.
3. 2012 AdvancED External Review Recommendations:
  - a. Create alignment documents and practices, scope and sequence guides, and instructional pacing and grade level benchmarks with full stakeholder involvement.
  - b. Engage in a formal process to develop a long-term sustainability plan to include full implementation of reading, math, and behavioral programs so that grade-level student achievement becomes a reality.

INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  <b>College And Career Ready</b>  <b>Assessment</b>  Positive Partnerships, Relationships & Student Success  Transitions  Educational Opportunities And Access	1. Align standards, curriculum, assessment, lesson planning, and professional learning so that daily instruction is enhanced to support the learning needs of each student.	August 2016 - May 2017	Build Your Own Curriculum  ESU 1 PD Staff  NDE Teaching and Learning specialists  Nebraska Content Area Standards  Curriculum Guides  Subject/Course Pacing Guides  NeSA Assessment Table of Specifications (TOS)/Check 4 Learning (C4L)/ Measures of Academic Progress (MAP) Alignment  Lesson Planning Templates	Principals  Instructional Facilitator  Teachers  ESU 1 PD Staff	August 2016 – Professional Development Calendar Plan to conduct alignment processes and activities  September 2016 update to School Board on alignment processes and activities  October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE	Curriculum documents/pacing guides/ lesson plans  Professional development log and attendance  Teacher-made assessments (C4L) aligned to NeSA assessment expectations

INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  <b>College And Career Ready</b>  Assessment  Positive Partnerships, Relationships & Student Success  <b>Transitions</b>  Educational Opportunities And Access	2. Expect high quality instruction so that all students have sufficient opportunities to develop learning, thinking, and life skills that lead to success at the next level by: <ol style="list-style-type: none"> <li>Participating in training and implementation of APL Associates Instructional Skills and Management model</li> <li>Developing standard special education processes that ensure follow-through with fidelity</li> <li>Planning purposeful, directed lessons aligned to Nebraska standards</li> <li>Posting and referencing daily student learning targets that contain the thinking level and skill students are expected to master during the lesson in every classroom</li> <li>Providing more authentic and challenging learning opportunities for students</li> <li>Improving the quality of immediate, specific, timely feedback given to students regarding their work products during instruction</li> </ol>	August 2016 - May 2017	Attend NDE Teacher Evaluation Development Grant Training (Summer 2016)  APL Training and videos  ESU 1 PD Staff  NDE Consultant(s)  Professional Learning data and processes	Principals  Instructional Facilitator  Teachers	September 2016 – Update to School Board on lesson planning, APL implementation, walk-throughs and coaching, and special education processes.  November 2016- Update to School Board and NDE on lesson planning, APL implementation, walkthroughs and coaching, and special education follow-through  February 2017 – Update to School Board and NDE on lesson planning, APL implementation, walkthroughs and coaching, and special education follow-through  May 2017 – Update to School Board and NDE on student survey data, walk-through/coaching logs, and IEP processes.	Curriculum Documents  Lesson plans aligned to curriculum  Walk-through and coaching logs  Student perceptual survey data  Special Education process documents  Sample posted objectives

<p><b>INSTRUCTIONAL LEADERSHIP</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>3. Establish, train, support, and institutionalize a common instructional language so that research-based practices are implemented in every classroom in order to improve the intellectual climate of the school where all students are supported and challenged to do their very best and achieve work of quality.</p> <p>Examples of Research-based practices:</p> <ol style="list-style-type: none"> <li>Gradual Release of Responsibility Model</li> <li>Engagement strategies</li> <li>Descriptive feedback</li> <li>Differentiation of instruction</li> <li>Rigorous learning expectations</li> <li>Cooperative learning</li> <li>Brain-based learning strategies</li> <li>Literacy strategies</li> <li>Mental models (e.g., anchor charts, graphic organizers)</li> </ol>	<p>August 2016- May 2017</p>	<p>Professional Development Opportunities</p> <p>Instructional Coaching</p> <p>ESU 1 PD Staff</p>	<p>Principals</p> <p>NDE Consultant(s)</p> <p>Instructional Facilitator</p> <p>Teaching Staff</p>	<p>August 2016 – Initial planning for training and implementing an instructional model</p> <p>Progress updates to School Board and NDE: September/October 2016 and January/ March/May 2017</p>	<p>Meeting agendas/minutes</p> <p>Professional development participation logs</p> <p>Walk-throughs and coaching logs</p>
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INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  Positive Partnerships, Relationships & Student Success  Transitions  <b>Educational Opportunities And Access</b>	4. Research and develop a teacher/principal evaluation system so that instructional coaching is aligned to the Nebraska Teacher and Principal Performance Framework.	June 2016- May 2017	NDE Educator Effectiveness Evaluation Development Grant training (Summer 2016)  NDE Consultant(s)  ESU 1 PD Staff	Principals  Instructional Facilitator  Teaching Staff  NDE Staff	June/July 2016 – Attend training  January 2017 – report progress to School Board and NDE	Implementation plans  Samples of evaluation documents  Instructional coaching logs
	5. Implement a process to analyze the impact of Reading Mastery, Saxon Math, Connecting Math Concepts, Achieve 3000, Accelerated Reader, and block scheduling so that future decisions regarding curriculum and instruction are determined according to an evidence-based rationale.	September 2016- May 2017	Student achievement data  Perceptual data  Peer-reviewed, empirical studies  What Works Clearinghouse Research  ESU 1 PD Staff	NDE Consultant(s)  Principals  Teachers  NDE Staff  NDE Consultant(s)	Update School Board and NDE on process to review curriculum programs and study of block schedule:  September 2016  November 2016  January 2017  March 2017 – Present recommendations to the School Board and NDE regarding any program or scheduling changes.	Description of the review process for curriculum programs  Data defining current impact of curriculum programs  Recommendations for use of the curriculum programs for the 2017-2018 school year  Findings of block schedule study, plan and proposal for the 2017-2018 school year

INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
AQuESTT Tenet Alignment  <b>Educator Effectiveness</b>  College And Career Ready  <b>Assessment</b>  Positive Partnerships, Relationships & Student Success  Transitions  Educational Opportunities And Access	6. Establish an elementary literacy framework to include the following strategies so that students receive comprehensive instruction to support high levels of achievement: a. Whole group instruction that includes mini-lessons focused on grade-level objectives in the areas of phonemic awareness (grades K-2), phonics, vocabulary development, fluency, and comprehension b. Guided reading groups where the teacher meets with every student every day (time is the variable) to provide differentiated support for students c. Independent practice of skills at the students' independent levels	August 2016- May 2016	NDE Teaching and Learning specialists  ESU 1 PD Staff  NDE Consultant(s)  Nebraska English Language Arts (ELA) content area standards  Professional development opportunities	Principal  Teaching Staff  Instructional Facilitator	September 2016 – June 2017 Quarterly progress updates to State Board  September, November 2016, January, March 2017 – lesson plan checks  October 2016/May 2017 – progress status report to School Board and NDE  December 2016/ March 2017 – staff discussion of status of posting objectives/ student work examples  January 2017 – report to Continuous Improvement Steering Committee  April 2017 – survey students and staff about feedback quality	Curriculum guides  Pacing guides  Lesson plans  Teacher-made assessments aligned to Nebraska standards using Check 4 Learning (C4L)  Professional development logs

## Section 2: Superintendent Goals and Improvement Actions

### Priority School Progress Plan for Santee Community Schools Superintendent

#### **Indicator of an Effective School: Clear, Compelling Direction**

**Improvement Goal:** During the 2016-2017 school year, the Superintendent of the Santee Community Schools, will ensure the effective operation and instructional efficiency of the PreK-12 school by developing, managing, evaluating, and supporting all resources essential to increasing student achievement as measured by perceptual survey data and artifacts (e.g., local and state board update reports, meeting agendas and minutes, etc.).

**Improvement Goal:** During the 2016-2017 school year, the Superintendent of the Santee Community Schools will provide support to the principals and teachers in order to improve school operations and carry out the policies of the Board of Education as measured by regular update reports to the local and state boards of education.

#### **Rationale/Evidence for Improvement Goal:**

1. No acting Superintendent for Santee Community Schools – 2015-2016
2. Priority School Designation of Santee Community Schools – December 2015
3. Input from the Santee Community Schools Board of Education – January-July 2016
4. Superintendent of Santee Community Schools Job Description – 2016-2017

CLEAR COMPELLING DIRECTION	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  Educational Opportunities And Access	1. Implement the Priority School Progress Plan so that goals for improvement and related actions and strategies will promote and increase staff and student success. <ol style="list-style-type: none"> <li>a. Meet with principals weekly to review, monitor, and communicate progress toward attainment of the Priority School Progress Plan goals and action steps.</li> <li>b. Participate in quarterly school quality reviews with NDE representatives and ensure results are reviewed with the principals and addressed in the school.</li> </ol>	August 2016 - August 2017	School Board  School Staff  NDE Leadership	Superintendent  School Board  NDE staff	June-July 2016 – Meetings with Commissioner/Deputy to discuss organizational structure/roles  September 2016- May 2017 – Quarterly meetings with NDE  September 2016- August 2017 – Quarterly Updates to State Board  July 2016 – School Board Retreat with NDE staff	Progress Plan updates submitted to School Board, State Board, and NDE  Scheduled meetings with School Board, Steering Committee/ meeting minutes
	2. Serve as the NDE liaison for the school and provide communication so that all stakeholders will understand the implementation of school improvement efforts included in the Progress Plan. <ol style="list-style-type: none"> <li>a. Initiate and maintain ongoing and effective communication with school administration, teaching and classified staff, local school board members,</li> </ol>	August 2016 - August 2017	School Board  School Staff  NDE Leadership	Superintendent  School Board  NDE Staff	June-July 2016 – Meetings with Commissioner/Deputy to discuss organizational structure/roles  September 2016- May 2017 – Quarterly meetings with NDE	Progress Plan updates submitted to local and state boards and NDE  Scheduled meetings with School Board, Steering Committee/ meeting minutes  Newsletters

<p><b>CLEAR COMPELLING DIRECTION</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>community programs/ directors, parents/guardians, all relatives, elders, and tribal council community regarding student achievement and school programs.</p> <p>b. Support school-based, parent outreach programs, and strategies to engage parents in student learning.</p> <p>c. Act as an advocate for the Santee Community Schools.</p> <p>d. Oversee the management and response to parent complaints and participate in parent meetings.</p> <p>e. Support the alignment of functions between the schools, the Santee Board of Education and NDE.</p> <p>f. Participate in all Board of Education meetings and conduct frequent interaction with members of the local Board of Education.</p> <p>g. Prepare for each member of the local board, before each board meeting, an agenda listing items to be considered as well as the documents to support the recommendations.</p> <p>h. Offer professional guidance, recommendations or assistance, when appropriate, as the board is making</p>				<p>September 2016 - August 2017 – Quarterly updates to State Board</p>	<p>Website</p> <p>Social media</p> <p>Email</p>
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<p><b>CLEAR COMPELLING DIRECTION</b></p> <p><i>AQuESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>decisions.</p> <p>i. Provide regular communication to the NDE Deputy Commissioner, Dr. Deborah Frison or designee, via conference calls, email, etc., regarding the status and completion of assigned responsibilities.</p> <p>3. Provide support and evaluation of Santee Community Schools budgets through the following activities so that resources for the improvement of teaching and learning are provided:</p> <p>a. Review, approve, monitor the development/implementation of school site budgets, Title I, etc. to ensure effective use of allocated funds within approved budget.</p> <p>b. Work with the School Board to review school expenditures and how the expenditures improve student achievement.</p> <p>c. Supervise preparation of the annual budget and recommend it to the School Board at its regular meeting for budget approval.</p> <p>d. Supervise preparation of the budget for the public hearing in accordance with Nebraska statutes.</p>	<p>August 2016 - August 2017</p>	<p>School Board</p> <p>School staff</p> <p>NDE Leadership</p>	<p>Superintendent</p> <p>School Board</p> <p>NDE staff</p>	<p>June- July 2016 – Meetings with Commissioner/Deputy Commissioner to discuss organizational structure/roles</p> <p>September 2016- May 2017 Quarterly meetings with NDE</p> <p>September 2016 - August 2017 – Quarterly Updates to State Board</p>	<p>Progress Plan updates submitted to School Board, State Board, and NDE</p> <p>Scheduled meetings with School Board, Steering Committee/ meeting minutes</p>
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## Priority School Progress Plan for Santee Community Schools Superintendent

### **Indicator of an Effective School: Clear, Compelling Direction**

**Improvement Goal:** During the 2016-2017 school year, the Superintendent of the Santee Community Schools will establish, monitor, and adjust processes to engage all stakeholders (e.g., school administration, teaching and classified staff, local school board members, community programs/directors, parents/guardians, all relatives, elders, and tribal council members) in the communication and support of the school vision, mission, and cardinal virtues in order to ensure student success, as measured by perceptual survey data and artifacts (e.g., meeting agendas, data analysis, newsletters, revised vision/mission/virtues, etc.).

### **Rationale/Evidence for Improvement Goal:**

1. 2016 AQuESTT Diagnostic Review Recommendations:
  - a. Work together with staff, students, and community to create and communicate a shared purpose and coherent effort of the core values, beliefs, mission, vision, and goals of the Santee Community Schools.
2. 2012 AdvancED External Review Recommendations:
  - a. Develop a process that ensures participation of all stakeholders as the mission statement is developed.
  - b. Continue to work with stakeholders to create a school-wide vision that will focus on how the school's goals will be met.
3. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Promote and strengthen community-school engagement.
  - b. Establish and implement effective communications processes between and among all stakeholders.
4. Superintendent of Santee Community Schools Job Description - 2016-2017

CLEAR COMPELLING DIRECTION	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  Educator Effectiveness  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  Educational Opportunities And Access	1. Establish a sense of urgency with the local school board to make organizational changes that include clarifying board members’ roles in the operation of the school and writing School Board goals so that obstacles are removed and time is provided for priority efforts focused on student achievement.	April 2016 - June 2017	Meetings with school board members  NDE staff	Superintendent  School Board  NDE staff	April-July 2016 – Meetings with Commissioner/Deputy Commissioner to discuss organizational structure/roles  June/October 2016; January/April/June 2017 – Update to State Board  July 2016 – School Board Retreat with NDE staff	Progress Plan updates submitted to the School Board, the State Board, and NDE
	2. Increase frequency, clarity, and variety of two-way communication among all stakeholders so that there is increased knowledge and commitment to the school’s vision, mission, cardinal virtues and goals for improvement.	September 2016 - June 2017	Meetings with School Board  NDE staff  Monthly staff meetings, parent newsletter, student progress report, social media, email	Superintendent  Principals  School Board members  Steering Committee	July/August 2016 – NDE staff meets with Tribal Council and School Board to discuss collaboration opportunities and schedule future 2016 - 2017 meeting dates  September 2016 - May 2017 Quarterly meetings with NDE	Scheduled meetings with School Board, Steering Committee/ meeting minutes  School Board roles and goals  School Board/District/ School Organizational Chart

<p><b>CLEAR COMPELLING DIRECTION</b></p> <p><i>AQuESTT Tenet Alignment</i></p> <p>Educator Effectiveness</p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>			<p>School vision, mission, cardinal virtues, goals</p> <p>Progress Plan</p>		<p>August 2016 – Share vision, mission, cardinal virtues, goals with staff, students, parents and community members</p> <p>October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE</p>	<p>Meeting agendas from Parent/Community Nights, student assemblies, staff meetings</p> <p>School newsletters</p> <p>Website</p> <p>Facebook page</p> <p>Posters/flyers</p> <p>Staff and Student handbooks</p>
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## Priority School Progress Plan for Santee Community Schools Superintendent

### **Indicator of an Effective School: Student and Staff Culture**

**Improvement Goal:** During the 2016-2017 school year, the Superintendent of the Santee Community Schools will establish structures and processes to support a school learning environment that promotes student and staff success and recognizes and celebrates cultural rituals, traditions, and competencies as measured by data ( e.g., stakeholder perceptual surveys, student, family, community engagement activities, etc.).

### **Rationale/Evidence for Improvement Goal:**

1. 2016 AQUESTT Diagnostic Review Recommendations:
  - a. Establish and implement norms, rituals, traditions, and cultural competencies in order to shape the desired collaborative culture for staff and students.
  - b. Investigate the Positive Behavior Support model to support a positive student culture to improve the social climate of the school and to ensure a safe and caring environment in which all students feel welcomed, valued, and have an ownership of their school.

**Rationale/Evidence for Improvement Goals (continued):**

2. 2012 AdvancED External Review Recommendations:
  - a. Incorporate a diversity class for staff to help the new staff gain an understanding of the Dakota culture, history, and language.
  - b. Continue to review the professional development plan that supports the target goals.
  
3. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Improve student and staff culture.
  - b. Develop policies and procedures to support consistency of expectations and accountability for student and staff behaviors.
  - c. Create opportunities for community members to collaborate with school staff to provide presentations and other opportunities for students to learn about the Dakota language and culture.
  
4. Superintendent of Santee Community Schools Job Description - 2016-2017

STUDENT AND STAFF CULTURE	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  <b>Educational Opportunities And Access</b>	1. Provide opportunities to celebrate and learn about the Dakota culture so that students and staff recognize how cultural rituals, traditions, and competencies support student success.  2. Build “a winning team” of key school personnel so that proper information flows through leadership, including established goals and action steps: <ol style="list-style-type: none"> <li>a. Coach and build capacity in order to ensure the success of principals and teaching staff.</li> <li>b. Advocate change within the schools.</li> <li>c. Collaborate with peers to develop a consistent approach for cultivating a successful team.</li> </ol>	August 2016 - May 2017           August 2016 - May 2017	School staff  Community members       NDE staff  NDE Consultant(s)	Superintendent           Superintendent	August 2016 - May 2017 (dates to be determined)           August 2016 - May 2017	Newsletters  Website  School Board updates and reports  NDE updates and reports   School Board updates and reports  NDE updates and reports  Email  Meetings/Agendas

## Priority School Progress Plan for Santee Community Schools Superintendent

### **Indicator of an Effective School: Instructional Leadership**

**Improvement Goal:** During the 2016-2017 school year, the Superintendent of the Santee Community Schools will increase instructional leadership capacity in school leaders and provide support to principals and teachers in order to improve school operations and carry out the policies of the Santee Community Schools Board of Education as measured by successful implementation of action steps and strategies in the Priority School Progress Plan.

### **Rationale/Evidence for Improvement Goal:**

1. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Develop a common language for instruction.
  - b. Provide more culturally relevant learning activities for students and staff.
  - c. Provide professional development on utilizing technology and resources.
2. Superintendent of the Santee Community Schools Job Description – 2016-2017

INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>1. Provide support and guidance to school leadership so that teachers receive clear expectations for instruction and students receive high quality instruction in every classroom:</p> <p>a. Provide leadership, direction, support and accountability to principals so that instructional and curricular programs are fully and appropriately implemented and evaluated in all subject areas.</p> <p>b. Supervise, train, and evaluate the performance of principals based on school performance, academic growth and operations management.</p> <p>c. Provide professional and leadership development to principals and leadership teams.</p> <p>d. Review observation paperwork monthly and discuss teacher and staff performance with principals.</p>	<p>August 2016 - May 2017</p>	<p>NDE staff</p> <p>NDE Consultant(s)</p> <p>Nebraska Teacher/Principal Performance Framework</p> <p>ESU 1 PD staff</p>	<p>Superintendent</p> <p>NDE staff</p>	<p>October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE</p>	<p>Progress Plan updates</p> <p>Program evaluations</p> <p>Training agendas/presentations</p> <p>Observation paperwork and monthly notes</p>

<p><b>INSTRUCTIONAL LEADERSHIP</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>2. Supervise curriculum and instructional programs of the schools so that students receive coherent instruction on state standards:</p> <ul style="list-style-type: none"> <li>a. Supervise principals in analyzing school achievement data and implications for curriculum and instructional needs.</li> <li>b. Supervise principals in evaluating classroom implementation of state content standards and lesson planning/delivery frameworks.</li> <li>c. Ensure implementation of federal, state, and local mandated programs.</li> <li>d. Build instructional coherence within the schools.</li> </ul>	<p>August 2016 - May 2017</p>	<p>NDE staff</p> <p>NDE Consultant(s)</p> <p>Nebraska Teacher/Principal Performance Framework</p>	<p>Superintendent</p>	<p>October 2016, January 2017, March 2017, May 2017 – Progress Plan updates to School Board and NDE</p>	<p>Analyzed data and recommendations for improvement</p> <p>Coaching notes</p> <p>Progress reports</p>
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### Section 3: Santee Board of Education Goals and Improvement Actions

## Priority School Progress Plan for Santee Community Schools Board of Education

#### **Indicator of an Effective School: Clear, Compelling Direction**

**Improvement Goal:** During the 2016-2017 school year, the Board of Education of the Santee Community Schools will establish, monitor, and adjust processes to engage all stakeholders (i.e., school administration, teaching and classified staff, community programs/directors, parents/guardians, all relatives, elders, and tribal council members) in the communication and support of the school vision, mission, cardinal virtues, the goals of the Santee Community Schools Priority School Progress Plan, and the budget in order to ensure student success, as measured by perceptual survey data and artifacts (e.g., meeting agendas, data analysis, newsletters, revised vision/mission/virtues, parent/guardian/community involvement, update reports on the Progress Plan, budget documents, etc.).

**Improvement Goal:** During the 2016-2017 school year, the Board of Education for the Santee Community Schools will actively engage in professional development activities designed to strengthen members' knowledge and understanding of their role in overseeing the school district as measured by artifacts (e.g., meeting agendas, update reports, budget documents, etc.).

#### **Rationale/Evidence for Improvement Goals:**

1. 2016 AQuESTT Diagnostic Review Recommendation:
  - a. Work together with staff, students, and community to create and communicate a shared purpose and coherent effort of the core values, beliefs, mission, vision, and goals of the Santee Community Schools.
2. 2012 AdvancED External Review Recommendations:
  - a. Develop a process that ensures participation of all stakeholders as the mission statement is developed.
  - b. Continue to work with stakeholders to create a school-wide vision that will focus on how the school goals will be met.

**Indicator of an Effective School: Clear, Compelling Direction**

**Improvement Goal:** During the 2016-2017 school year, the Santee Community Schools Board of Education will implement the Priority School Progress Plan with a specific focus on improvement in the areas of clear, compelling direction; student and staff culture; and developing instructional leadership capacity as measured by data (e.g., student achievement, artifacts identified in the Santee Community Schools Progress Plan, perception data, etc.).

**Rationale/Evidence for Improvement Goal:**

1. Priority School Designation of Santee Middle School - December 2015
2. Input from Santee Community Schools Board of Education - January-June 2016

CLEAR COMPELLING DIRECTION	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  Educational Opportunities And Access	1. Implement the Priority School Progress Plan so that goals for improvement and related actions and strategies will promote and increase staff and student success. a. Meet with the Superintendent at least monthly to review, monitor and communicate progress toward attainment of the Priority School Progress Plan goals and action steps. b. Participate in quarterly school quality reviews with NDE representatives and ensure results are reviewed with the Superintendent and addressed in the school.	August 2016- August 2017	Progress Plan  Scheduled meetings/updates to Board of Education by Superintendent  NDE staff	School Board  Superintendent  NDE Staff	May-July 2016 – Meetings with Commissioner/Deputy Commissioner to discuss organizational structure/roles  July 2016 – School Board Retreat with NDE staff  September 2016 – May 2017 Quarterly meetings with NDE  September 2016 - August 2017 – Quarterly Updates to State Board	Progress Plan updates submitted to School Board, State Board, and NDE  Scheduled meetings and agendas with Superintendent; meeting minutes
	2. Clarify board members’ roles and responsibilities in the operation of the school district so that obstacles are removed and time is provided for priority efforts focused on student achievement.	July 2016	National School Boards Association  National Caucus of American Indian/ Alaska Native School Board Members  NDE Consultant(s)	School Board Members  NDE Staff	July 2016 – School Board Retreat  December 2016 – School Board Retreat	Documented School Board members’ roles and responsibilities  Plan for attendance at meetings  Implement e-meetings



<p><b>CLEAR COMPELLING DIRECTION</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>b. Work with the Superintendent to review school expenditures and how the expenditures improve student achievement.</p> <p>c. Conduct a public hearing for the school budget in accordance with Nebraska statutes.</p>				<p>March 2017 – Receive preliminary proposed budget from Acting Superintendent</p> <p>April 2017 – Public hearing regarding proposed budget for 2017-2018 school year</p> <p>May 2017 – Board adopts 2017-2018 budget</p>	
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## Priority School Progress Plan for Santee Community Schools Board of Education

### **Indicator of an Effective School: Student and Staff Culture**

**Improvement Goal:** During the 2016-17 school year, the Board of Education from the Santee Community Schools will establish structures and processes to support an academically, physically, emotionally, and socially safe school learning environment that promotes high expectations for student and staff success and recognizes and celebrates cultural rituals, traditions, and competencies as measured by data (e.g., stakeholder perceptual surveys; number of students returning to the Santee Community Schools from neighboring districts; student, staff, family, community engagement activities, etc.).

### **Rationale/Evidence for Improvement Goal:**

1. 2016 AQUESTT Diagnostic Review Recommendation:
  - a. Establish and implement norms, rituals, traditions, and cultural competencies in order to shape the desired collaborative culture for staff and students.
2. 2012 AdvancED External Review Recommendations:
  - a. Incorporate a diversity class for the staff to help the new staff to gain an understanding of the Dakota culture, history, and language.
  - b. Continue to review the professional development plan that supports the target goals.

**Rationale/Evidence for Improvement Goals (continued):**

3. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Improve student and staff culture.
  - b. Develop policies and procedures to support consistency of expectations and accountability for student and staff behaviors.
  - c. Create opportunities for community members to collaborate with school staff to provide presentations and other opportunities for students to learn about the Dakota language and culture.

STUDENT AND STAFF CULTURE	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<b>AQUESTT Tenet Alignment</b>  <b>Educator Effectiveness</b>  College And Career Ready  Assessment  <b>Positive Partnerships, Relationships &amp; Student Success</b>  Transitions  <b>Educational Opportunities And Access</b>	1. Provide opportunities for students to celebrate the Dakota culture during School Board meetings so that students, staff, parents/guardians, and community members recognize how cultural rituals, traditions, and competencies support student success.  2. Build “a winning team” of School Board members so that proper information flows through leadership, including established policies, procedures, legal, and labor matters, etc.: a. Plan and attend training to focus on enhancing Board members’ understanding of topics such as labor matters, legal matters and NDE mandates, Superintendent evaluation process, etc. b. Develop and communicate policies and procedures to support consistency of expectations and accountability for student and staff behaviors and well-being.	August 2016 - May 2017           August 2016 - May 2017	School Board meeting calendar  Students  Community members   NDE Staff  Policy manual  Legislative updates	School Board Superintendent      School Board Superintendent NDE staff	August 2016 - May 2017 (dates to be determined)           August 2016 - May 2017 (dates to be determined)	School Board updates and reports  NDE updates and reports           School Board updates and reports  Attendance rosters and certificates  Communication of Policies and Procedures  Process to update Policies and Procedures

<p><b>STUDENT AND STAFF CULTURE</b></p> <p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p><b>Educational Opportunities And Access</b></p>	<p>c. Establish a procedure for a periodic review of existing policies.</p> <p>d. Collaborate with peers to develop a consistent approach for cultivating a successful team by attending meetings and conferences for local school boards.</p> <p>3. Provide leadership and direction to improve the overall learning environment so that all areas of the Santee Community Schools campus including the health, safety, security and happiness of students and staff are supported.</p> <p>a. Direct and support actions, programs, and activities which reduce the impacts of poverty on students, their families, and our community.</p> <p>b. Assure development by administration in each school of school and classroom learning environments, which foster the academic, physical, emotional and social safety of all students.</p> <p>c. Actively seek out and recruit families to return to the Santee Community Schools for their children’s education.</p>	<p>August 2016 - June 2017</p>	<p>School Board Committee to focus on the health, safety, and welfare of students and staff</p> <p>Community resources</p> <p>School Discipline Plan</p> <p>List of students attending neighboring school districts living in the Santee School District</p>	<p>School Board Superintendent</p>	<p>August 2016 - June 2017 – Monthly School Board Meetings</p>	<p>Board of Education agendas</p> <p>Committee meetings</p> <p>School Board reports</p> <p>Discipline Reports</p> <p>Data indicating the number of students returning to the Santee Community Schools for their education</p>
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## Priority School Progress Plan for Santee Community Schools Board of Education

### **Indicator of an Effective School: Instructional Leadership**

**Improvement Goal:** During the 2016-2017 school year, the Santee Community Schools Board of Education will increase instructional leadership capacity in school leaders and provide support to the Superintendent in order to improve school operations and carry out the policies and procedures as measured by successful implementation of action steps and strategies in the Priority School Progress Plan.

### **Rationale/Evidence for Improvement Goals:**

1. Staff and administrative feedback for school improvement efforts - February 2016:
  - a. Develop a common language for instruction.
  - b. Provide more culturally relevant learning activities for students and staff.
  - c. Provide professional development on utilizing technology and resources.

INSTRUCTIONAL LEADERSHIP	Action/ Strategy for Improvement	Timeline	Resources	Person(s) Responsible	Progress Monitoring	
					Dates	Artifacts
<p><i>AQUESTT Tenet Alignment</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>1. Provide support and guidance to the Superintendent so that principals receive clear expectations for instruction and students receive high quality instruction in every classroom:</p> <p>a. Provide leadership, direction, support and accountability to Superintendent so that instructional and curricular programs are fully and appropriately implemented and evaluated in all subject areas.</p> <p>b. Supervise, train, and evaluate the performance of the Superintendent based on school performance, academic growth and operations management.</p> <p>c. Provide opportunities for professional and leadership development to the Superintendent.</p>	<p>August 2016 - May 2017</p>	<p>NDE staff</p> <p>Nebraska Superintendent Performance Framework</p> <p>ESU 1 PD Staff</p> <p>Leadership training opportunities</p> <p>NDE Consultant(s)</p>	<p>School Board</p> <p>Superintendent</p> <p>NDE staff</p>	<p>October 2016, January 2017, March 2017, May 2017 – Updates to School Board and NDE</p>	<p>School Board reports</p> <p>Superintendent's evaluation</p> <p>Training log</p>

<p><b>INSTRUCTIONAL LEADERSHIP</b></p> <p><i>AQUESTT Tenet Alignment:</i></p> <p><b>Educator Effectiveness</b></p> <p>College And Career Ready</p> <p>Assessment</p> <p><b>Positive Partnerships, Relationships &amp; Student Success</b></p> <p>Transitions</p> <p>Educational Opportunities And Access</p>	<p>2. Monitor curriculum and instructional programs of the schools so that students receive coherent instruction on State standards:</p> <ul style="list-style-type: none"> <li>a. Receive reports related to school achievement data and implications for curriculum and instructional needs.</li> <li>b. Receive reports related to classroom implementation of state content standards and lesson planning/delivery frameworks.</li> <li>c. Ensure implementation of federal, state, and local mandated programs.</li> </ul>	<p>August 2016 - May 2017</p>	<p>Progress Plan</p> <p>Achievement data</p> <p>NDE staff</p>	<p>School Board</p> <p>Superintendent</p>	<p>October 2016, January 2017, March 2017, May 2017 – Updates to School Board and NDE</p>	<p>School Board reports</p>
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