



# Excelsior Springs School District Comprehensive School Improvement Plan 2017-2022

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**Excelsior Springs 40 School District**  
**2017-2022 Comprehensive School Improvement Plan Summary**

The Comprehensive School Improvement Plan (CSIP) is a five-year strategic plan which provides a framework through which the Excelsior Springs School District will support the schools in ensuring the academic success of each student. Strategic planning is a requirement for evaluation as dictated by the Missouri School Improvement Process (MSIP). The District's CSIP is a vital part of the evaluation process and is the driving document which links the vision and goals set forth by the District, with the school improvement plans developed by the buildings. Although the CSIP undergoes a comprehensive review on a five-year cycle, the plan is reviewed and progress is evaluated annually. If new information, specifically student performance data, indicates mid-cycle revisions are necessary, revisions will be incorporated into the current plan.

This strategic plan is founded in thoughtful input from stakeholders including parents, students, community members and dedicated education professionals who share a common mission – to assure a focused and challenging curriculum that will monitor progress and provide a comprehensive system of support to prepare all students for their next level of learning. The process was structured through a steering committee and five focus committees. Each focus committee was charged with analyzing data and considering input from all stakeholder representatives regarding its goal area and then drafting measurable objectives which describe what the District should accomplish over the next five years.

The CSIP will guide the building committees in development of their annual building improvement plans and by school administration in development of the operating budget and capital improvement needs. This document will be a living guide that will set a direction for changing and energizing the course of learning in the Excelsior Springs School District.

## Comprehensive School Improvement Plan Development Team

There were four District Level Committees, each committee focused on one of the District's CSIP focus areas. Each Committee consisted of Teachers, Parents and Community members. The feedback was reported to the Curriculum & Instruction Team and then analyzed for alignment in the CSIP.

### **District Finance Team**

Dr. David Lawrence                      Superintendent  
Focus Area 2: Highly Qualified Staff  
Focus Area 5: Governance

### **District Facilities/Operations Team**

Dr. David Lawrence                      Superintendent  
Focus Area 3: Facilities, Support and Instructional Resources

### **District Communication/Community Involvement Team**

Dr. Jaret Tomlinson                      Deputy Superintendent  
Focus Area: 4: Parent and Community Involvement

### **District Curriculum & Instruction Committee**

Dr. Stephani Reynolds                      Director of Curriculum & Instruction  
Focus Area 1: Student Performance  
Focus Area 3: Facilities, Support and Instructional Resources

Tom Mayfield                      Safety Coordinator [represented all committees]  
Wayne Ball                      Technology Director [represented all committees]

## Comprehensive School Improvement Plan Timeline

Feb/Mar 2016	CSIP Work Session – Initial discussion regarding development of mission and values.
May 2016	CSIP Work Session – Continuing development of mission and values.
September 2016	CO Administrator Meeting – Discussion on District Team and setting agendas.
September 2016	District Team Meeting #1 – Consensus for mission/vision/core beliefs, goals, objectives, and strategies.
October 2016	District Team Meeting #2 - Review final draft of goals/objectives and give feedback on possible action steps.
November 2016	CO Administrative Meeting – Finalizing strategies, action steps, and measurements.
December 2016	District Administrator Meeting – Review preliminary CSIP plan.
December 2016	Sent CSIP to District Level Team members for review and comment.
January 2017	Present to Board of Education.

## Vision

*Inspire, Empower, Challenge*

## Mission

Working together to discover potential, explore passions, and develop leadership ***for all learners.***

## Core Beliefs

Student-focused

Integrity

Growth Mindset

Collaboration

Community Partnership

Innovation

Transformation

## Guiding Philosophy

Continuous Improvement

# Comprehensive School Improvement Plan Framework

## **Focus Area 1: Student Performance**

Goal: Develop and enhance quality educational and instructional programs to improve performance in all curricular areas and enable students to meet their personal, academic and career goals.

Measures: Academic Performance data, Survey data, District Annual Performance Report

## **Focus Area 2: Highly Qualified Staff**

Goal: Attract, develop, and retain a highly qualified workforce that utilizes exemplary professional practices.

Measures: Survey data, Network for Educator Effectiveness data

## **Focus Area 3: Facilities, Support and Instructional Resources**

Goal: Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Measures: Financial measures, Survey data

## **Focus Area 4: Parent and Community Involvement**

Goal: Increase family and community support for student learning and citizenship development.

Measures: Survey data

## **Focus Area 5: Governance**

Goal: Operate with fiscal integrity, efficiency, and effectiveness providing leadership and representation to benefit the students, staff and patrons of the District.

Measures: District Annual Performance Report, Survey data, Comprehensive School Improvement Plan

## Focus Area 1: Student Performance

**Goal:** Develop and enhance quality educational and instructional programs to improve performance in all curricular areas and enable students to meet their personal, academic and career goals.

### Measures:

- Assessment Performance
- Survey Data
- District Annual Performance Report (APR)

**Objective 1:** ESSD will annually prepare every student for graduation and for success in their personal, academic and career goals.

### Action Plan A

Provide and deliver a guaranteed and viable curriculum by providing effective instruction and supports learning for all students.

Develop and maintain a Pre-k – 12 digital interdisciplinary curricula that is vertically and horizontally aligned with a focus on college and career readiness.

Provide access and instruction with relevant tools and resources that will be used in college and careers.

Research and develop programs and practices that enhance personal, social and civic responsibility of all learners.

### Action Plan B

Implement assessments that allow educators to alter instruction and provide timely feedback toward standards.

Ensure Professional Learning Community (PLC) work is focused on student learning and data informed instruction.

Revisit and review Missouri Learning Standards to revise rubrics for essential standards.

Build capacity in teachers to develop common formative and summative assessments at all levels.

Research and implement assessment program/software to track student growth throughout the year.

### Action Plan C

Provide a multi-tiered system of support that improves achievement for all learners.

Provide and support Positive Behavior Interventions and Support (PBIS) and Response to Intervention (RTI) needs of the district.

Research and implement reading interventions at the secondary level.

Develop a systematic plan to provide support for students' social, emotional and behavioral needs.

Identify at risk students and develop individual plans for success.

## **Objective 2: ESSD will increase student connectedness and engagement to their learning.**

### Action Plan A

Provide students with access to a technology enhanced curricular and instructional personalized learning

Identify a team of appropriate stakeholders to research, define, and implement personalized learning models that include small learning communities and problem based.

Allocate financial and human resources for implementation of personalized learning model.

Establish partnerships with community for Project Based Learning (PBL) and authentic learning opportunities.

### Action Plan B

Improve and increase student opportunities through career and college readiness courses, career exploration, advanced classes, and online and blended learning opportunities.

Expand secondary course offerings.

Develop, utilize, and annually review personalized college and career education plans for all 6<sup>th</sup> – 12<sup>th</sup> grade students.

Design and implement a plan for integration of Post-Secondary Success Skills in all Pre K – 12<sup>th</sup> grade classrooms.

## Focus Area 2: Highly Qualified Staff

**Goal:** Attract, develop, and retain a highly qualified workforce that utilizes exemplary professional practices.

Measures:

- Survey Data
- NEE Indicators

**Objective 1: Provide high quality professional learning that prepares each staff member to meet the needs of every learner.**

### Action Plan A

Provide focused district wide professional development for an extended period of time to facilitate a systematic training plan.

Utilize alternative opportunities for professional development and evaluate the effectiveness of each strategy (choice, variety, job-embedded, individual learning plans, varied delivery models).

Build capacity in district instructional staff and leadership to identify and apply innovative and effective instructional practices.

Implement consistent induction model that ensures annual professional growth for 1<sup>st</sup> & 2<sup>nd</sup> year faculty and administrators.

### Action Plan A

Employ strategies to identify employment candidates that project as meeting the cultural needs of the district both as a new hire and continuing staff member.

**Objective 2: Attract and retain talented and diverse teaching and administrative candidates.**

Market the district to emphasize its priority to employ teachers and administrators who possess innovative and effective instructional skills.

Provide staff with a competitive compensation package in the top one-third as identified in the Superintendent's Report of comparable school districts.

Utilize annual surveys asking staff if they feel valued and recognized.

## Focus Area 3: Facilities, Support and Instructional Resources

**Goal:** Provide and maintain instructional resources, support services, and functional and safe facilities.

Measures:

- Financial Measures
- Survey Data

Action Plan A

Provide a District Facilities Plan to include an innovative, safe and healthy environment for all stakeholders.

**Objective 1: Develop and evaluate the annual budget for alignment of district facilities, instruction and technology resources to the Comprehensive School Improvement Plan.**

Explore and recommend the use of innovative learning environments including flexible furniture, efficient use of spaces, and instructional equipment that encourages collaboration for both staff and students.

Evaluate and make appropriate modifications to provide safe and secure facilities.

Action Plan B

Develop and implement processes and practices that reduce and/or control growth of instructional and/or support cost per learner.

Ensure sustainability of 1:1 resources for students and staff.

Develop and implement zero based budgeting protocols based on accomplishing goals identified in the strategic plan.

Action Plan C

Maintain and improve technology resources and infrastructure to support instructional programs.

Create and implement new program evaluation processes that include cost analysis.

Develop, implement, and adapt policies and processes to protect data, hardware and users.

Provide all district personnel and students with the necessary technology support to effectively use administrative and instructional technologies.

Provide all district personnel and students with equitable access to technology tools and resources to promote professional and academic

## Focus Area 4: Parent and Community Involvement

**Goal: Increase family and community support for student learning and citizenship development.**

### Action Plan A

Annually seek authentic feedback from the public to increase community satisfaction, trust, and support.

### Measures:

- Survey data

**Objective 1: Provide stakeholders a variety of opportunities to be engaged in relationships and expand partnerships to provide greater opportunities for real world application of learning for all students.**

Increase communication through emerging technologies with ESSD students' families and community.

Continually evaluate the school website and mobile applications for communicating district information.

Provide a variety of opportunities for community involvement.

Promote needs and results via a variety of communication and community tools.

Create an improved support system for staff members on how to communicate the volunteer needs in schools with an emphasis on traditionally underrepresented groups.

## Focus Area 5: Governance

**Goal: Operate with fiscal integrity, efficiency, and effectiveness providing leadership and representation to benefit the students, staff and patrons of the District.**

### Action Plan A

The Board of Education, in collaboration with administration, will establish annual board goals.

### Measures:

- District Annual Performance Report (APR)
- Survey Data
- Comprehensive School Improvement Plan

**Objective 1: The Board of Education and administration will establish and maintain policies and procedures that create a foundation for maximizing student achievement and managing district resources effectively.**

### Action Plan B

Increase opportunities for the Education Foundation and other school/community organizations in marketing efforts.

Board members will attend workshops and designated training sessions to gain professional development tools needed to effectively perform as board members and collaborate with the Superintendent.

Authentic feedback will be gathered via an annual survey of patrons and staff about providing effective leadership and governance.

**Objective 2: The Board of Education, through district administration, shall provide a learning and working environment that is both collaborative and informative involving district staff and patrons of the district.**

The district fund balances will be maintained at 23% with a 3% variance for specific needs as measured by our end of the year Annual Secretary of the Board Report.

Review progress toward district goals using annual program reviews and evaluations as presented to the Board of Education.

Create simplified, targeted budget reports for stakeholders.

Action Plan A

Annually review and communicate data related to the district's financial planning, student performance and instructional practices to ensure continuous improvement.