



*SCHOOL DISTRICT OF UNIVERSITY CITY*

# **Comprehensive School Improvement Plan**

**In Compliance for**

**Comprehensive School Improvement**

**As Required by the**

**Department of Elementary and Secondary Education**

**Approved December 6, 2007**

**Revised November 11, 2010**

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Dr. Chauna Williams, Asst. Superintendent of Curriculum & Instruction**

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# INTRODUCTION

As a component of the implementation of the Fourth Cycle Missouri School Improvement Program (MSIP) review process, all districts are required by the Missouri Department of Elementary and Secondary Education (DESE) to develop in compliance to Standard 8.2, a Comprehensive School Improvement Plan (CSIP) that would direct the overall improvement of its educational programs and services. The School District of University City began this process in October 2006. The purpose of the Comprehensive School Improvement Plan is to focus on the future goals of the District that need to be developed and implemented during the next five years. It is a plan that centers on the improvement of the District from all perspectives with the major thrust on **enhancing student achievement and performance levels.**

The following is a background explanation of the Comprehensive School Improvement Plan Process utilized by the District:

## **I. THE CONCEPT OF COMPREHENSIVE SCHOOL IMPROVEMENT PLAN (CSIP)**

The “CSIP Plan” is used in the same context as a “strategic plan.” The plan is designed to identify important, long-range improvement issues and describes a specific set of actions to be undertaken, relative to these issues over a five-year period. It’s intended to identify “**what**” the goals for improvement will be; it is not intended to identify “**how**” the District intends to make the desired improvements. The plan describes the actual commitment by the District to address issues.

The CSIP Plan details the Districts plan to reallocate resources, redefine and/or eliminate less effective programs and services, and incorporate any new programs and services that have been identified to produce higher student performance as measured by MSIP performance indicators.

The CSIP Plan for the School District of University City incorporates improvement issues related to student performance (Standards 16.1 – 18.1), Technology, 4<sup>th</sup> Cycle MSIP identified concerns, long-term facility and maintenance needs (Standard 14.1B), Library Media Standards assessment (Standard 10.C), state and federal programs, improvement requirements and other issues identified by the District.

## **II. THE PROCESS**

The District process involved a cooperative group of various members of the staff and community. The process was comprised of sequential activities, which were needed in order to create an effective, coherent written plan. As a part of the process, the District established a Planning Committee representative of key stakeholders and all segments of the community, members of the District's staff and the Board of Education. The committee reflected a cross-section of the University City community and school district. The committee consisted of approximately fifty members. An outline of the component document is indicated below.

## COMPREHENSIVE SCHOOL IMPROVEMENT PLAN FLOW CHART

Beliefs / Vision  
Mission Statement  
Analysis of Internal and External Factors and Data  
Identification of Strengths and Weaknesses  
Identify and Prioritize Areas for Improvement  
Identify Measurable Improvement Objectives  
Identify Improvement Strategies  
Identify Action Steps for Each Strategy  
Set Times  
Assign Responsibilities  
Identify Resources  
Report to Planning Committee  
Implement  
Incorporate Required Updates  
Monitor/Evaluate and Update  
Annual Report to the Board of Education

### **III. WRITTEN PLAN COMPONENTS:**

The actual plan consists of various segments. It describes how the District will apply its financial and personnel resources to realize pre-determined and measurable objectives or outcomes.

**Beliefs Statements** – Districts’ beliefs regarding students and student learning.

**Vision Statements** - Clarifies what the District values.

**Mission Statement** – Precise statement regarding purpose and function of the District.

**Analysis of Internal / External Factors** - The plan will focus on improvement issues that are a natural outgrowth of a study of where the **District is today and what it wants to become in the future**. The committee assessed the Districts current status in the educational community and then looked at the direction needed for future growth and development.

**Internal Analysis** – Sources of internal assessment data included:

- Missouri Assessment Program (MAP) Results
- Prior Missouri School Improvement Program (MSIP) Summary Reports
- Other District Data i.e. (Attendance, Suspension, Free & Reduced Lunch)
- The District’s Annual Performance Report (APR)
- MSIP Advance Questionnaire
- District Score Card (Attendance, Suspension, Promotion/Retention Rates, Fund Balance, Annual Performance Indicators)

**External Analysis** – External factors focus on issues that are outside the District’s direct control, but will be recognized in the District’s planning and include some of the following:

- Changing Demographic Studies
- Advances in Technology
- Changes in Legal Requirements (i.e. No Child Left Behind-NCLB, Senate Bill 319)
- State & Federal Program Requirements (i.e. ESEA Title I, II, IID, etc.)
- MSIP Final Report
- North Central Report
- Census Reports
- National Standards / Studies
- Missouri Show-Me Standards
- Grade Level Expectations
- Public Forum Information Dates
- Missouri School Public Relations Association (MOSPRA) Report

**Objectives (Goals)** - The District concluded the assessment phase and identified strategic and/or critical issues and selected them to be incorporated into the Comprehensive School Improvement Plan (CSIP). An objective was written for each critical issue. These objectives are measurable and focus on results and accountability. They also focus on the MSIP Performance Standards that include academic achievement, reading achievement, career preparation, and educational persistence.

**Benchmarks** - Benchmarks have been established for 2007 – 2012, the baseline year begins in 2007.

**Strategies** - The strategies written refer to discrete plans intended to accomplish the identified goals. Each strategy is written in measurable form.

**Action Steps** – The strategies are broken down into action steps, that describe in detail the specifics of the planning effort.

### **Summary**

The Missouri Department of Elementary and Secondary Education (DESE) is interested in continuous effort being made by each district to bring about improvements consistent with the MSIP standards. The Comprehensive School Improvement Plan is a means through which this improvement is expected to occur along with other District initiatives.

### **Required Review & Revisions**

The CSIP should be reviewed and amended annually with a report to the Board of Education. The entire document should be revised every five years.

## **Development Timeline**

**The following is a list of CSIP Committee Meetings for the 2010 – 2011 school year:**

September 15, 2010 – CSIP Overview and Process

November 17, 2010 – Identified Objectives/Strategies/Targets

May 4, 2011 – Look at the Evidence and Documentation provided by Committees

June 8, 2011 – Recommendations for Changes

## **BELIEF STATEMENTS**

We believe:

1. The District is **accountable** for educating all students.
2. **Education** includes the academic, social, emotional and physical growth of all students.
3. High and clear expectations must be **insisted upon** and **supported** to facilitate achievement for all.
4. Quality instruction is **essential** to the academic achievement of all students.
5. Data-driven decision-making is **critical**.
6. Diversity **enriches** the educational experience for all.
7. Students, staff, family and community collaborations are **essential** to the District's success.
8. A safe, orderly, and respectful environment is **conducive** to learning.
9. Sufficient resources are **necessary** to provide high-quality educational programs and services.

## VISION STATEMENT

We want to be a district that:

1. **Meets or exceeds** local, state, and national standards.
2. **Promotes** life-long learning and **prepares** all students to be responsible citizens and contributing members of society.
3. **Accepts** and **embraces** diversity and **insists** upon respect for all.
4. **Attracts** and **retains** highly qualified personnel.
5. **Fosters a professional learning community** among staff for continuous improvement.
6. **Provides a safe** and **secure** learning environment.
7. **Promotes strong** parent, community, and school alliances.
8. **Seeks** and **utilizes** a broad range of **partnerships** and resources.
9. **Instills pride** in students, staff, community and alumni.

## **MISSION STATEMENT**

The School District of University City is committed to educational excellence for all students. We will educate and graduate students who have mastered a comprehensive body of knowledge, have developed critical thinking skills, value creativity, respect diversity, and make responsible life choices.

## Academic Achievement for All Students

**Student Performance - Develop and enhance quality educational/instructional programs to improve student performance and enable students to meet their personal, academic, and career goals.**

**District Goal:** Educate students so they have mastered a comprehensive body of knowledge and have developed the necessary critical thinking and decision-making skills that will enable them to make responsible life choices.

**I. Objective:** An annual increase of 3 or more MAP Performance Index (MPI) Points over the previous year.

**How objective will be measured:** The MAP Index from a specific school year will be compared to the previous year for an annual increase of 3 or more MAP Performance Index (MPI) Points.

### Strategies:

**1. Focus teacher and administrative work on the Instructional Core: teacher's knowledge and skills (instructional leadership), student engagement in their own learning (engagement), and academically challenging content (essential learning and formative assessment).**

**Person Responsible:** C&I/ Professional Development Chairs (PDC)/Principals/Teachers

**Start Date:** August 2010

**Completion:** June 2010

**ACTION STEP 1:** Provide professional development in the professional learning community collaboration model for teachers and administrators.

**Person Responsible:** C&I/ Principals/Leadership Teams/ PDC/Teachers

**Start Date:** August 2009

**Completion:** July 2013

**Funding Source:** General Funds/Title IIA/PDC

**ACTION STEP 2:** Provide professional development for teachers and administrators in identification of essential learning objectives.

**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers

**Start Date:** August 2009

**Completion:** July 2011

**Funding Source:** General Funds/Title IIA/PDC

**ACTION STEP 3:** Provide professional development for teachers and administrators in formative assessment for learning.

**Person Responsible:** C&I

**Start Date:** August 2009

**Completion:** July 2011

**Funding Source:** Title IIA

**ACTION STEP 4:** Provide professional development for administrators and teachers on the design and quality of instructional responses.

**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers

**Start Date:** August 2009

**Completion:** June 2011

**Funding Source:** General Funds/PDC

**ACTION STEP 5:** Provide tools for monitoring student engagement and evaluating the quality of student work.

**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers

**Start Date:** August 2009

**Completion:** June 2011

**Funding Source:** General Funds/PDC

**ACTION STEP 6:** Provide time for teacher collaboration around essential learning and the design of quality instructional responses.

**Person Responsible:** C&I/Principals/Leadership Teams/Teachers

**Start Date:** August 2009

**Completion:** June 2011

**Funding Source:** General Funds/PDC

**ACTION STEP 7:** Provide tools for monitoring the work of the professional learning community.

**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers

**Start Date:** July 2010

**Completion:** July 2011

**Funding Source:** General Funds/PDC

**ACTION STEP 8:** Implement quarterly District learning walks to evaluate instruction.

**Person Responsible:** Superintendent/C&I/ Principals/Leadership Teams/Teachers

**Start Date:** October 2010

**Completion:** June 2011

**Funding Source:** NA

## **2. Focus on improving “student and academic behavior and outcomes”.**

**Person Responsible:** C&I/SSD Area Coordinator/Executive Director of Pupil Personnel/Principals/Leadership Teams/Teachers

**Start Date:** September 2010

**Completion:** June 2011

**ACTION STEP 1:** Monitor the work of the PBIS leadership team.

**Person Responsible:** Principals/SSD Area Coordinator/Leadership Teams/Teachers

**Start Date:** September 2010

**Completion:** July 2011

**Funding Source:** General Funds

**ACTION STEP 2:** Analyze the use of PBIS data and monitor the results.

**Person Responsible:** Principals/Leadership Teams/Teachers

**Start Date:** August 2010

**Completion:** June 2011

**Funding Source:** NA

**ACTION STEP 3:** Provide professional development for administrators on school culture and climate.

**Person Responsible:** Superintendent and Assistant Superintendent for Curriculum & Instruction

**Start Date:** September 2010

**Completion:** June 2011

**Funding Source:** General Funds

**ACTION STEP 4:** Provide professional development to administrators in the Pyramid Response to Intervention (PRTI).

**Person Responsible:** SSD Area Coordinator/Executive Director of Pupil Personnel

**Start Date:** August 2010

**Completion:** June 2011

**Funding Source:** General Funds

## **3. Analyze and utilize assessment data.**

**Person Responsible:** Data and Assessment Coordinator /C&I/ Principals/Teachers

**Start Date:** August 2010

**Completion:** June 2011

**ACTION STEP 1:** Analyze data to identify the high priority essential learning objectives.

**Person Responsible:** Data and Assessment Coordinator /Principals/Leadership Teams/Teachers

**Start Date:** August 2010

**Completion:** October 2010

**Funding Source:** N/A

**ACTION STEP 2:** Provide item benchmark analysis for building teams.

**Person Responsible:** Data and Assessment Coordinator / C&I/Principals

**Start Date:** September 2010

**Completion:** September 2010

**Funding Source:** N/A

**ACTION STEP 3:** Appropriate educational services will be provided to qualifying students.

**Person Responsible:** C&I/Data and Assessment Coordinator /Pupil Personnel/SSD/Principals/Teachers

**Start Date:** August 2010

**Completion:** November 2010

**Funding Source:** General Funds/Title I

**4. Provide additional academic support to students to increase achievement on MAP/End of Course Exams.**

**Person Responsible:** C&I/Title I/ Principals/Teachers

**Start Date:** August 2010

**Completion:** July 2011

**ACTION STEP 1:** Provide extended learning opportunities for students.

**Person Responsible:** C&I/ Coordinators/Principals/Title I

**Start Date:** November 2010

**Completion:** July 2011

**Funding Source:** Title I & V

**II. Objective:** Annually increase by 1% or more the percentage of students scoring at or above the National Average on the American College Test (ACT). The National average ACT score is 21.2.

**How objective will be measured:** The percentage of students scoring at or above the average ACT score will be compared to the previous year for an annual increase of 1% or more.

**1. Provide professional development for secondary communication arts teachers and social studies teachers to strengthen students vocabulary development through explicit literacy instruction.**

**Person Responsible:** C&I/Principals/Teachers (content area)

**Start Date:** August 2010

**Completion:** July 2011

**2. Prepare and support students for the ACT.**

**Person Responsible:** Data and Assessment Coordinator /Principals/Counselors/Teachers

**Start Date:** August 2010

**Completion:** May 2011

**ACTION STEP 1:** Monitor student enrollment and progress in ACT Prep courses.

**Person Responsible:** UCHS Principal/Counselors/C&I

**Start Date:** August 2010

**Completion:** June 2011

**Funding Source:** General Funds

**ACTION STEP 2:** Provide financial resources, as needed, allowing students to take the ACT.

**Person Responsible:** UCHS Principal/UCHS Counselors/C&I

**Start Date:** August 2010

**Completion:** June 2011

**Funding Source:** General Funds

**3. Refine the process for informing students and parents about the ACT, EXPLORE, and PLAN test.**

**Person Responsible:** Asst. Superintendent of C&I/Executive Director of Pupil Personnel/Secondary Principals/Secondary Counselors

**Start Date:** October 2010                      **Completion:** July 2012

**ACTION STEP 1:** Collect and evaluate evidence of the current information process.

**Person Responsible:** Asst. Superintendent for C&I/Executive Director of Pupil Personnel

**Start Date:** October 2010                      **Completion:** November 2010                      **Funding Source:** N/A

**ACTION STEP 2:** Revise the current process, develop a timeline for implementation, and communicate the process to the Superintendent.

**Person Responsible:** Asst. Superintendent for C&I/Executive Director of Pupil Personnel/Secondary Principals/Secondary Counselors

**Start Date:** November 2010                      **Completion:** January 2011                      **Funding Source:** N/A

**ACTION STEP 3:** Monitor the implementation of the new process through regular examination of school news letters and other forms of information provided to students and parents.

**Person Responsible:** Executive Director of Pupil Personnel/Secondary Principals

**Start Date:** January 2011                      **Completion:** July 2012                      **Funding Source:** N/A

**4. Refine the process for administering the PSAT and PLAN tests.**

**Person Responsible:** Asst. Superintendent for C&I/Executive Director of Pupil Personnel/UCHS Principals/UCHS Counselors

**Start Date:** October 2010                      **Completion:** November 2012

**ACTION STEP 1:** Provide UCHS counseling staff with written expectations regarding testing procedures and appropriate test environment for the administration of these assessments.

**Person Responsible:** Executive Director of Pupil Personnel/UCHS Principals

**Start Date:** October 2010                      **Completion:** November 2012                      **Funding Source:** N/A

**ACTION STEP 2:** Communicate with UCHS counselor assigned to administer assessments regarding expectations for administration of the assessments.

**Person Responsible:** Executive Director of Pupil Personnel/UCHS Principal

**Start Date:** October 2010                      **Completion:** November 2012                      **Funding Source:** N/A

**ACTION STEP 3:** Observe, monitor and provide written feedback regarding the administration of the assessments.

**Person Responsible:** Executive Director of Pupil Personnel/UCHS Principal

**Start Date:** November 2010                      **Completion:** November 2012                      **Funding Source:** N/A

**III. A. Objective:** Annually increase of the percentage of juniors and seniors enrolled for credit in DESE approved Advanced courses by 2% and Career Education courses by 1%.

**How objective will be measured:** The percentage of juniors and seniors enrolled for credit in DESE approved Advanced or Career Education courses will be compared to the previous year's percentage of juniors and seniors.

**III. B. Objective:** Annually increase by 1% or more the percentage of graduates entering college, the military, or employed in a field related to their Career Education training.

**How objective will be measured:** The percentage of graduates entering college or the military or employed in a field related to their Career Education training will be compared to the previous year's.

**Strategies for III. A. and B:**

**1. Create and implement a comprehensive educational program for middle school and high school students in the district regarding education and career planning as it pertains to Advanced and Career Education courses.**

**Person Responsible:** Principals/Counselors/Executive Director of Pupil Personnel/Teachers/College-Career Counselor

**Start Date:** August 2010

**Completion:** June 2011

**ACTION STEP 1:** Implement and monitor 4 – 5 year graduation plan process and procedures at middle school and high school.

**Person Responsible:** Executive Director of Pupil Personnel/Counselors/Building Principals

**Start Date:** August 2010

**Completion:** June 2011

**Funding Source:** General Funds

**2. Monitor and evaluate data pertaining to eleventh and twelfth grade enrollment in Advanced and Career Education courses each semester.**

**Person Responsible:** C&I/Data and Assessment Coordinator /UCHS Principal

**Start Date:** August 2009

**Completion:** August 2011

**ACTION STEP 1:** Ensure that pertinent staff is aware of DESE requirements regarding Advanced or Career Education courses.

**Person Responsible:** Data and Assessment Coordinator /UCHS Principals/UCHS Counselors

**Start Date:** November 2008

**Completion:** November 2010

**Funding Source:** N/A

**ACTION STEP 2:** Develop UCHS schedule that reflects student needs and requests.

**Person Responsible:** Principal & Building Leadership Team

**Start Date:** August 2009

**Completion:** December 2010

**Funding Source:** N/A

**ACTION STEP 3:** Provide professional development in SISK-12 scheduling for middle school and UCHS principals, assistant principals, and counselors.

**Person Responsible:** Data Coordinator, C&I, and Principals

**Start Date:** September 2010

**Completion:** February 2011

**3. Initiate intensive career-counseling beginning at the middle school level.**

**Person Responsible:** C&I/Executive Director of Pupil Personnel/BW Principal/BW Counselors/UCHS Principal/UCHS Counselors

**Start Date:** September 2009                      **Completion:** July 2011

**ACTION STEP 1:** Brittany Woods will prepare a four-year career plan for students prior to their exiting 8<sup>th</sup> grade.

**Person Responsible:** Executive Director of Pupil Personnel/BW Principal/BW Counselors

**Start Date:** March 2009                      **Completion:** December 2010                      **Funding Source:** General Funds/Bldg Budget

**ACTION STEP 2:** UCHS will develop a process to review and implement the career plans and develop career plans for students entering who do not have one.

**Person Responsible:** Executive Director of Pupil Personnel/UCHS Principal/UCHS Counselors

**Start Date:** August 2008                      **Completion:** December 2010                      **Funding Source:** General Funds

**ACTION STEP 3:** BW and UCHS Counselors will conduct a transition meeting to address freshman scheduling and career plans.

**Person Responsible:** Executive Director of Pupil Personnel/BW Principal/BW Counselors/UCHS Principal/UCHS Counselors

**Start Date:** June-August 2008                      **Completion:** August 2011                      **Funding Source:** General Funds/Bldg Budget

**4. Provide opportunities for volunteerism and career exploration.**

**Person Responsible:** Principals/Counselors/Coordinator of Communications-Media/Volunteer Coordinator

**Start Date:** August 2009                      **Completion:** August 2011

**ACTION STEP 1:** Implement Volunteer/Career Exploration Programs to include Middle and High School students.

**Person Responsible:** Executive Director of Pupil Personnel/BW Principal/BW Counselors/UCHS Principal/UCHS Counselors/Volunteer Coordinator

**Start Date:** August 2009                      **Completion:** August 2011                      **Funding Source:** Pupil Personnel/Bldg Budget  
Carl Perkins

**5. Collaborate with other school districts as needed to provide additional high school courses or programs for students.**

**Person Responsible:** Superintendent/C&I/Principals/Teachers

**Start Date:** August 2009                      **Completion:** July 2011                      **Funding Source:** General Funds/C&I

**IV. Objective:** Increase the percentage of graduates by 4% for the SY 10-11 and then a 2% increase each year afterwards.

**How objective will be measured:** The graduation rate will be compared to the previous year's graduation rate.

**Strategies:**

**1. Provide assistance to students and families during grade-level transitions.**

**Person Responsible:** C&I/Principals/Teachers/Counselors/SIP Teams

**Start Date:** November 2009                      **Completion:** August 2011

**ACTION STEP 1:** Provide transitional support for PreK, K-5, 6-8, 9-12, and post-high school. (SLA, Pre-K to K Program, Quarterly district-wide 6-7 activities, Freshmen Success)

**Person Responsible:** C&I/Principals

**Start Date:** August 2008                      **Completion:** August 2011                      **Funding Source:** Title I, IV & V

**ACTION STEP 2:** Develop and implement a transition plan to facilitate elementary school consolidation and sixth grade transition to the middle school.

**Person Responsible:** Director of Communications/C&I/Principals

**Start Date:** August 2010                      **Completion:** August 2011                      **Funding Source:** General Funds

**2. Provide evaluation and assistance to new students entering the district.**

**Person Responsible:** C&I/Principals/Counselors/Registrar

**Start Date:** August 2010                      **Completion:** August 2011

**ACTION STEP 1:** Assess students upon enrollment to ensure appropriate academic placement.

**Person Responsible:** C&I/ Principals/Counselors/Registrar/Teachers

**Start Date:** August 2010                      **Completion:** June 2011                      **Funding Source:** General Funds

**ACTION STEP 2:** Routinely evaluate academic records and transcripts for appropriate educational programming

**Person Responsible:** Principals/Counselors/Registrars

**Start Date:** August 2010                      **Completion:** August 2011                      **Funding Source:** N/A

**3. Provide assistance to students behind in credits.**

**Person Responsible:** C&I/UCHS Principal/ UCHS Counselors/SLA Staff/LLC Staff/OPTIONS Staff

**Start Date:** August 2010                      **Completion:** July 2011

**ACTION STEP 1:** Provide credit recovery program during the school year and Summer Learning Academy.

**Person Responsible:** C&I/ UCHS Principal/UCHS Counselors/Teachers/SLA Staff/Data and Data and Assessment Coordinator /Information Systems

**Start Date:** August 2010                      **Completion:** July 2011                      **Funding Source:** General Funds/State Reimbursement

**ACTION STEP 2:** Refer appropriate students to the Lieberman Learning Center, OPTIONS PLUS, or MOVIP.

**Person Responsible:** UCHS Counselors/High School Assistant Principals

**Start Date:** August 2010                      **Completion:** June 2011                      **Funding Source:** N/A

**V. Objective:** All subgroups, i.e., socio-economic, race/ethnicity, English as a Second Language, special needs, and Title I will achieve benchmarks for Adequate Yearly Progress (AYP) established by the U.S. Department of Education.

**How objective will be measured:** AYP benchmarks will be evaluated annually for progress.

**Strategies:**

**1. Focus the School Improvement Planning (SIP) process on continuous instructional improvement.**

**Person Responsible:** C&I/Principals/Leadership Teams

**Start Date:** September 2010

**Completion:** August 2012

**ACTION STEP 1:** Provide PD for principals and model process for writing measurable SIP objectives and writing strategies and action steps that result in continuous instructional improvement.

**Person Responsible:** C&I/Principals

**Start Date:** September 2010

**Completion:** September 2012

**Funding Source:** General Funds

**ACTION STEP 2:** Conduct monthly accountability meetings with principals to monitor instructional improvement.

**Person Responsible:** Superintendent/C&I

**Start Date:** August 2010

**Completion:** July 2012

**Funding Source:** N/A

**ACTION STEP 3:** Monitor weekly grade level collaborations and quarterly design of the Essential Learning Objective Assessment Planner and design of quality instructional responses.

**Person Responsible:** C&I/Principals

**Start Date:** August 2010

**Completion:** July 2012

**Funding Source:** N/A

**ACTION STEP 4:** Conduct quarterly District walk-throughs to monitor instructional improvement.

**Person Responsible:** Superintendent/C&I/Principals

**Start Date:** November 2010

**Completion:** May 2012

**Funding Source:** N/A

**ACTION STEP 5:** The District Accountability Team will monitor the progress towards academic goal attainment.

**Person Responsible:** C&I/Principals

**Start Date:** September 2010

**Completion:** May 2012

**Funding Source:** N/A

## Highly Qualified Staff

**Highly Qualified Staff - Recruit, attract, employ, develop, and retain highly qualified staff to accomplish the District's mission, goals and objectives.**

**I. Objective:** By 2013-2014, the District will meet the No Child Left Behind mandate to recruit, attract and employ highly qualified staff.

**How objective will be measured:** National Center for Education Statistics data, exit surveys, PD surveys, staff certification, staff evaluations, High Qualified Staff data from DESE.

### Strategies:

#### 1. Attract and retain highly qualified staff

**Person Responsible:** Superintendent/Asst. Supt. Human Resources/Principals/Teachers

**Start Date:** July 2010

**Completion:** May 2014

**ACTION STEP 1:** Recruit and attract highly qualified staff to include an annual 2% increase of minority employees.

**Person Responsible:** Asst. Supt. Human Resources/Principals

**Start Date:** July 2010

**Completion:** May 2012

**Funding Source:** General Funds (HR)

**ACTION STEP 2:** Procure and implement automated application and substitute systems.

**Person Responsible:** Asst. Supt. Human Resources

**Start Date:** July 2010

**Completion:** May 2011

**Funding Source:** General Funds (HR)

**ACTION STEP 3:** Develop a competitive certified salary derivation chart through the Meet and Confer process.

**Person Responsible:** Asst. Supt. Human Resources and District Administrators

**Start Date:** July 2010

**Completion:** May 2011

**Funding Source:** General Funds (HR)

**ACTION STEP 4:** Provide Board of Education Regulation and Policy training during monthly New Teacher PD meetings.

**Person Responsible:** Asst. Supt. Human Resources

**Start Date:** July 2010

**Completion:** May 2011

**Funding Source:** (HR)

**ACTION STEP 5:** Revise all job descriptions to reflect local, state and federal guidelines for recruiting highly qualified staff.

**Person Responsible:** Asst. Supt. Human Resources

**Start Date:** July 2010

**Completion:** May 2013

**Funding Source:** General Funds (HR)

**ACTION STEP 6:** Develop the leadership capacity of District administration through monthly PD

**Person Responsible:** C&I/Principals/Coordinators/Assist. Superintendent Human Resources

**Start Date:** August 2010

**Completion:** May 2011

**Funding Source:** General Funds/C&I/HR

**ACTION STEP 7:** Evaluate extra-duty stipends to accurately reflect roles and responsibilities and develop competitive rates in comparison with county Districts.

**Person Responsible:** Finance/Executive Cabinet/Asst. Superintendent Human Resources

**Start Date:** January 2010

**Completion:** May 2012

**Funding Source:** General Funds

**ACTION STEP 8: Partner with Local Universities and professional schools to obtain more interns and students doing their practicum.**

**Person Responsible:** Asst. Supt. Human Resources/Executive Director of Pupil Personnel/Principals/Licensed Support Staff

**Start Date:** July 2010

**Completion:** Ongoing

**Funding Source:** N/A

## Facilities, Support, and Instructional Resources

**Facilities, Support, and Instructional Resources - Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.**

**I. Objective:** Meet or exceed Library Media Center standards for MSIP Cycle 4.

**How objective will be measured:** Measured against the MSIP Cycle 4 standards with regard to facilities, collections, and staffing.

### Strategies:

#### 1. Improve the Library Media Center processes and procedures.

**Person Responsible:** Chief Financial Officer/Principals/Librarians/Superintendent

**Start Date:** August 2008

**Completion:** July 2013

**ACTION STEP 1:** Continuously weed the Dewey sensitive areas of the library collection.

**Person Responsible:** Librarians/Principals

**Start Date:** December 2007

**Completion:** Annually

**Funding Source:** N/A

**ACTION STEP 2:** Provide financial resources for the purchase of reading, reference, and video materials for student use.

**Person Responsible:** Board of Education/Chief Financial Officer /Principals

**Start Date:** October 2007

**Completion:** July 2010

**Funding Source:** General Funds/Bldg Budget

**ACTION STEP 3:** Provide financial resources for the purchase of professional resource materials for the staff.

**Person Responsible:** Board of Education/Chief Financial Officer/Principals

**Start Date:** October 2007

**Completion:** July 2010

**Funding Source:** General Funds/Bldg Budget/C&I

**ACTION STEP 4:** Provide financial resources to purchase a web-based Library Resource Management System.

**Person Responsible:** Board of Education/Chief Financial Officer/Principals

**Start Date:** July 2008

**Completion:** January 2009

**Funding Source:** General Funds

**ACTION STEP 5:** Provide training for staff on the web-based Library Resource Management System.

**Person Responsible:** C&I/Principals/Librarians

**Start Date:** July 2008

**Completion:** January 2009

**Funding Source:** PDC

**ACTION STEP 6:** Seek outside financial and in-kind support to provide library resources for the schools.

**Person Responsible:** C&I/Principals/Librarians

**Start Date:** August 2009

**Completion:** Annually

**Funding Source:** N/A

#### 2. Improve the libraries to meet teacher and student needs.

**Person Responsible:** Board of Education/Superintendent/Executive Director of Operations/Chief Financial Officer

**Start Date:** June 2009

**Completion:** August 2015

**ACTION STEP 1:** Implement the facilities improvements of the Prop U Bond Issue of 2009 recommendations made pertaining to libraries meeting state and federal guidelines.

**Person Responsible:** Board of Education/Superintendent/Executive Director of Operations/Chief Financial Officer

**Start Date:** June 2009

**Completion:** August 2012

**Funding Source:** Capital Campaign/General

**ACTION STEP 2:** Provide the financial resources to implement Prop U Bond Issue of 2009 recommendations made as they pertain to building libraries meeting state and federal guidelines.

**Person Responsible:** Board of Education/Superintendent/Executive Director of Operations

**Start Date:** June 2009

**Completion:** August 2012

**Funding Source:** Capital Campaign/General Funds

**3. Attract and retain highly qualified library staff in adequate enough numbers to meet MSIP Cycle 4 guidelines.**

**Person Responsible:** Asst. Supt. Human Resources/Principals/Finance

**Start Date:** January 2008

**Completion:** Ongoing

**Funding Source:** General Funds (HR)

**II. Objective:** Increase the use of technology by 20% annually and improve technology resources to meet MSIP Cycle 4 Standards.

**How objective will be measured:** Financial reports, inventories, technology surveys, and classroom observations

**Strategies:**

**1. Implement the district technology plan, which includes updating technology and providing professional development for staff. See District Technology Plan**

**Person Responsible:** Board of Education/C&I/Chief Information Officer/Principals

**Start Date:** August 2007

**Completion:** Ongoing

**ACTION STEP 1:** Develop district standards and expectations for technology.

**Person Responsible:** C&I/Chief Information Officer

**Start Date:** 2008

**Completion:** 2009

**Funding Source:** N/A

**ACTION STEP 2:** Provide Professional Development to staff on technology

**Person Responsible:** C&I/Chief Information Officer/Principals/Instructional Technology Coordinator

**Start Date:** August 2007

**Completion:** Ongoing

**Funding Source:** PDC/Technology/C&I

**ACTION STEP 3:** Classroom instruction will expand through the use of technology (Computer, Smart Board, Multimedia Projector, Web-Access, etc.).

**Person Responsible:** C&I/Chief Information Officer/Principals/Teachers

**Start Date:** January 2008

**Completion:** Ongoing

**Funding Source:** Technology/Bldg Budget/C&I

**ACTION STEP 4:** Provide financial resources for updating and purchasing additional technology.

**Person Responsible:** Board of Education/Chief Financial Officer/Chief Information Officer  
**Start Date:** November 2007                      **Completion:** July 2010                      **Funding Source:** General Funds/Technology/Bond Issue

**ACTION STEP 5:** Seek outside financial and in-kind support to provide technology resources.

**Person Responsible:** C&I/Chief Information Officer/Principals  
**Start Date:** July 2010                      **Completion:** July 2011                      **Funding Source:** N/A

**III. Objective:** Provide facilities, which are safe, secure and conducive to teaching and learning in the 21<sup>st</sup> century.

**How objective will be measured:** Completed facility project reports, financial reports, custodial checklists, maintenance work orders

**Strategies:**

**1. Provide facilities that are safe and secure and have an infrastructure that supports the technology and other components needed for teaching and learning in the 21<sup>st</sup> century.**

**Person Responsible:** Board of Education/Superintendent/Chief Financial Officer/Executive Director of Operations/Chief Information Officer

**Start Date:** December 2007                      **Completion:** Annually

**ACTION STEP 1:** Implement identified improvements stated in the facilities improvements of the Prop U Bond Issue of 2009, the Long-Range Planning Report and the District Technology Plan.

**Person Responsible:** Board of Education/Superintendent/Chief Financial Officer/Executive Director of Operations/Chief Information Officer

**Start Date:** March 2008 (Technology)                      **Completion:** August 2012                      **Funding Source:** Capital Improvements/  
2009 (Facilities)                      August 2012                      Facilities/Technology

**ACTION STEP 2:** Provide more telephones for teacher access within the schools

**Person Responsible:** Operations/Chief Financial Office

**Start Date:** 2009                      **Completion:** 2015                      **Funding Source:** General Funds

**IV. Objective:** Provide an environment, which is safe, secure and conducive to teaching and learning.

**How objective will be measured:** Number of referrals and suspensions, and climate surveys

**1. Provide an environment that is conducive to teaching and learning.**

**Person Responsible:** C&I/Principals/Teachers/Executive Director of Pupil Personnel/Counselors

**Start Date:** August 2009                      **Completion:** July 2013

**ACTION STEP 1: Implement Positive Behavior Support district-wide including staff, students, parents and community in the process.**

**Person Responsible:** C&I/Principals/Teachers/Parents/Students/Executive Director of Pupil Personnel/Counselors

**Start Date:** August 2008

**Completion:** July 2011

**Funding Source:** General Funds

**ACTION STEP 2: Participate in regional and local crisis training sessions.**

**Person Responsible:** Executive Director of Operations/Principals

**Start Date:** August 2008

**Completion:** June 2009

**Funding Source:** General Funds

**ACTION STEP 3: Revise and implement the district-wide Character Education Program.**

**Person Responsible:** C&I/District Character Ed. Committee/Building Character Ed Teams/Principals

**Start Date:** September 2009

**Completion:** February 2011

**Funding Source:** General Funds

**ACTION STEP 4: Implement the full Missouri Comprehensive Guidance Program K-12.**

**Person Responsible:** Executive Director of Pupil Personnel/Guidance Counselors/Principals

**Start Date:** August 2009

**Completion:** July 2011

**Funding Source:** General Funds

**ACTION STEP 5: Ensure that discipline policies are revised and enforced district-wide.**

**Person Responsible:** Board of Education/Superintendent/Executive Director of Pupil Personnel/Principals

**Start Date:** February 2008

**Completion:** June 2009

**Funding Source:** General Funds

## Parent and Community Involvement

**Parent and Community Involvement – Promote, facilitate and enhance parent, student, and community involvement in Local Education Agency/District educational programs.**

**I. Objective:** Attain 5% participation from each targeted school or group at District events and activities.

**How objective will be measured:** Event sign-in sheets and feedback forms.

### Strategies:

#### 1. Establish and maintain a district-wide Parent & Community Advisory Council.

**Person Responsible:** Superintendent/Director of Communications/Principals

**Start Date:** November 2007

**Completion:** June 2011

**ACTION STEP 1:** Convene a committee of residents, parents, administrators, teachers, and students to provide periodic assistance to the district by monitoring and holding it accountable for the goals outlined in its CSIP.

**Person Responsible:** Superintendent/Director of Communications/Principals

**Start Date:** November 2007

**Completion:** Two times annually

**Funding Source:** General Funds

#### 2. Improve Parent and Community awareness of District events, activities and resources.

**Person Responsible:** Principals/ Director of Instruction/Director of Communications

**Start Date:** November 2007

**Completion:** February 2011

**ACTION STEP 1:** Implement a Districtwide calendar strategy to minimize calendar conflicts and ensure calendar postings remain current and contain complete information.

**Person Responsible:** Director of Communications/Principals/Teachers

**Start Date:** July 2010

**Completion:** September 2010

**Funding Source:** N/A

**ACTION STEP 2:** Provide training and ongoing support for District and building leaders on effectively communicating and publicizing events to parents and community members, such as identifying target audience and using the best communications channels for that audience.

**Person Responsible:** Director of Communications/Principals

**Start Date:** September 2010

**Completion:** December 2010

**Funding Source:** Communications

**ACTION STEP 3:** Redesign and restructure District and school websites to include clear and consistent information on activities, events, contacts, and news useful for parents and community.

**Person Responsible:** Director of Communications

**Start Date:** September 2010

**Completion:** January 2011

**Funding Source:** Information

Systems/Communications

**ACTION STEP 4:** Clearly identify and use most appropriate channels (Pride newspaper, parent newsletter, principal's newsletter, e-mail, website, SchoolReach calls) to publicize District and school events.

**Person Responsible:** Director of Communications

**Start Date:** April 2010

**Completion:** November 2010

**Funding Source:** N/A

**3. Create a climate where parents and community are welcomed in the district.**

**Person Responsible:** Director of Communications/Principals/School Staff

**Start Date:** October 2007

**Completion:** September 2011

**ACTION STEP 1:** Develop District informational brochures for all schools to distribute to parents of prospective students.

**Person Responsible:** Director of Communications/C&I/District & Building Administration/Staff

**Start Date:** September 2010

**Completion:**

**Funding Source:** Communications

**ACTION STEP 2:** Use printed and online communications channels to clearly identify the role of each department to increase knowledge of where questions should be addressed and more quickly respond to parent/community inquiries.

**Person Responsible:** Director of Communications

**Start Date:** June 2010

**Completion:** December 2010

**Funding Source:** N/A

**ACTION STEP 3:** Develop and support hospitality committees at each school, in conjunction with building principals and PTO's, to help welcome new families to the District and individual schools.

**Person Responsible:** Director of Communications/Principals

**Start Date:** September 2010

**Completion:** January 2011

**Funding Source:** General Funds/Communications

**II. Objective: Increase percentage of parental involvement as measured by MSIP survey and/or annual communications preferences and parent involvement survey by 2%.**

**How objective will be measured:** MSIP survey or District's annual communications preferences and parent involvement survey.

**Strategies:**

**1. Solicit Parent feedback on parental involvement and communications.**

**Person Responsible:** Director of Communication/Principals

**Start Date:** November 2010

**Completion:** November 2011

**ACTION STEP 1:** Create annual district-wide survey of parents to assess communications preferences and parental involvement.

**Person Responsible:** Director of Communications/Principals

**Start Date:** November 2010

**Completion:** April 2011

**Funding Source:** General Funds/Communications

**ACTION STEP 2:** Distribute, tabulate and analyze parent survey.

**Person Responsible:** Director of Communications

**Start Date:** January 2011

**Completion:** May 2011

**Funding Source:** General Funds/Communications

**2. Educate parents on types of parental involvement.**

**Person Responsible:** Director of Communications/Principals

**Start Date:** December 2010

**Completion:** September 2011

**ACTION STEP 1:** Include articles on parental involvement in District publications and on District website.

**Person Responsible:** Director of Communications/Principals

**Start Date:** December 2010

**Completion:** June 2011

**Funding Source:** General Funds  
(HR)/Communications

**III. Goal/Objective:** Increase business and community partnerships by 5% each year.

**How objective will be measured:** Number of partnerships reported

**Strategies:**

**1. District publications will feature articles about and profiles of local businesses that are in partnership with the district.**

**Person Responsible:** Director of Communications/Communications Specialist

**Start Date:** October 2009

**Completion:** December 2010

**Funding Source:** General Funds/  
Communications/Media

**2. Solicit business/community members for: job shadowing/career days, mentoring, community service opportunities, reading/tutoring students, donations of monetary, goods and/or service donations to support school projects.**

**Person Responsible:** Superintendent/Director of Communications/Principals

**Start Date:** Ongoing

**Completion:** March 2012

**ACTION STEP 1:** Develop standard volunteer application form and determine method to capture volunteers interests in centralized database and match with existing need in District/schools, in addition to tracking volunteer hours contributed to District.

**Person Responsible:** Director of Communications/Chief Information Officer/Human Resources

**Start Date:** August 2010

**Completion:** September 2011

**Funding Source:** General Funds/Communications

**ACTION STEP 2:** Develop standard reporting method to centralize tracking of business and community partnerships, financial or in-kind donations and other community involvement not specifically tied to volunteers and volunteer hours.

**Person Responsible:** Director of Communications/Finance/Principals

**Start Date:** April 2011

**Completion:** October 2011

**Funding Source:** General Funds

## Governance and Administration

**Governance:** Govern the District in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the district.

**I. Objective: Govern the district in an efficient and effective manner to benefit students, staff and patrons.**

**How objective will be measured:** Board of Education minutes, approved policies, Comprehensive School Improvement Plan, approved budget, Board agendas, Professional Development Plan, Superintendent Review

### Strategies:

**1. Create, maintain, and implement policies, regulations and procedures that meet state and federal standards as well as address the specific needs of the district.**

**Person Responsible:** Superintendent/Administration

**Start Date:** Annually in August                      **Completion:** Annually in July                      **Funding Source:** General Funds

**2. The Board will adopt, apply, review, and revise written policy.**

**Person Responsible:** Board of Education

**Start Date:** Annually in August                      **Completion:** Annually in July                      **Funding Source:** N/A

**3. Have a budgetary process that is fiscally sound, allows for input from administration, and is understandable to patrons.**

**Person Responsible:** Superintendent/Administration

**Start Date:** Annually in August                      **Completion:** June 2010                      **Funding Source:** N/A

**4. The Board will annually approve, authorize, and oversee the execution of the district budget.**

**Person Responsible:** Board of Education

**Start Date:** Annually in Nov./Dec.                      **Completion:** June 2010                      **Funding Source:** N/A

**5. Implement the District Comprehensive School Improvement Plan with ongoing goals and objectives to direct the improvement efforts of the district over a five-year period.**

**Person Responsible:** Superintendent/Administration/All Staff

**Start Date:** Annually in August                      **Completion:** Annually in July                      **Funding Source:** General Funds/Title I, IIA, IV, & V/Carl Perkins

**6. The Board will engage in the development, approval, implementation, monitoring, and execution of a Comprehensive School Improvement Plan.**

**Person Responsible:** Board of Education

**Start Date:** Annually in October

**Completion:** Annually in July

**Funding Source:** N/A

**7. The Board will annually adopt, monitor, and approve a district-wide program of Professional Development for its employees.**

**Person Responsible:** Board of Education

**Start Date:** December 2007

**Completion:** Annually in July

**Funding Source:** N/A

**8. The Board will maximize opportunities to focus on Open Meeting work.**

**Person Responsible:** Board of Education

**Start Date:** Monthly

**Completion:** Annually in July

**Funding Source:** N/A

**9. The Board will annually engage in a meaningful process of Performance-based Superintendent Evaluation.**

**Person Responsible:** Board of Education/Superintendent

**Start Date:** Annually in February

**Completion:** Annually in July

**Funding Source:** General Funds

## Comprehensive School Improvement Plan – Benchmarks

	<b>SY 06/07 (Baseline Year)</b>	<b>SY 07/08</b>	<b>SY 08/09</b>	<b>SY 09/10</b>	<b>SY 10/11</b>	<b>SY 11/12</b>
<b>MAP Communication Arts MPI* Grade 3-5</b>	<b>750.1</b>	<b>753.1</b>	<b>756.1</b>	<b>759.1</b>	<b>762.1</b>	<b>765.1</b>
<b>MAP Communication Arts MPI* Grade 6-8</b>	<b>726.0</b>	<b>729.0</b>	<b>732.0</b>	<b>735.0</b>	<b>738.0</b>	<b>741.0</b>
<b>MAP Communication Arts MPI* Grade 9-11</b>	<b>704.5</b>	<b>707.5</b>	<b>710.5</b>	<b>713.5</b>	<b>716.5</b>	<b>719.5</b>
<b>MAP Mathematics MPI* Grade 3-5</b>	<b>740.4</b>	<b>743.4</b>	<b>746.4</b>	<b>749.4</b>	<b>752.4</b>	<b>753.4</b>
<b>MAP Mathematics MPI* Grade 6-8</b>	<b>711.1</b>	<b>714.1</b>	<b>717.1</b>	<b>720.1</b>	<b>723.1</b>	<b>726.1</b>
<b>MAP Mathematics MPI* Grade 9-11</b>	<b>704.5</b>	<b>707.5</b>	<b>710.5</b>	<b>713.5</b>	<b>716.5</b>	<b>719.5</b>
<b>ACT – Percent of Graduates Scoring at/above National Average</b>	<b>23.7%</b>	<b>24.7%</b>	<b>25.7%</b>	<b>26.7%</b>	<b>27.7%</b>	<b>28.7%</b>
<b>Advanced Courses – Percent of Credits Earned in Advanced Courses</b>	<b>37.6%</b>	<b>39.6%</b>	<b>41.6%</b>	<b>43.6%</b>	<b>45.6%</b>	<b>47.6%</b>
<b>Career Education Courses – Percent of Credits Earned in Career Education Courses</b>	<b>4.5%</b>	<b>5.5%</b>	<b>6.5%</b>	<b>7.5%</b>	<b>8.5%</b>	<b>9.5%</b>
<b>College Placement – Percent of Graduates Entering College</b>	<b>80.9%</b>	<b>81.9%</b>	<b>82.9%</b>	<b>83.9%</b>	<b>84.9%</b>	<b>85.9%</b>
<b>Career Education Placement – Percent of Career Education Completers who are Placed</b>	<b>74.3%</b>	<b>75.3%</b>	<b>76.3%</b>	<b>77.3%</b>	<b>78.3%</b>	<b>79.3%</b>
<b>Graduation Rate</b>	<b>76.7%</b>	<b>80.2%</b>	<b>83.7%</b>	<b>87.2%</b>	<b>90.7%</b>	<b>94.2%</b>
<b>Attendance Rate</b>	<b>92.8%</b>	<b>93.3%</b>	<b>93.8%</b>	<b>94.3%</b>	<b>94.8%</b>	<b>95.3%</b>
<b>Subgroup Achievement – Percent of Subgroups meeting AYP in Communication Arts &amp; Mathematics</b>	<b>--</b>	<b>20.0%</b>	<b>40.0%</b>	<b>60.0%</b>	<b>80.0%</b>	<b>100.0%</b>

*The School District of University City is currently Fully Accredited.* Implementation of the Comprehensive School Improvement Plan (CSIP), which focuses on the requirements of the most recent MSIP review, will facilitate maintaining full accreditation. The following data table presents the Districts performance on the benchmarks set forth in the CSIP for school year 2009-10. There are fourteen benchmarks included in the CSIP. Seven of the 14 benchmarks were achieved in the areas noted on the table.

### Comprehensive School Improvement Accountability

Annual Performance Standards	SY 06/07 (Baseline Year)	SY 07/08 (Actual)	SY 08/09 (Actual)	SY 09/10 (Benchmarks)	Actual Performance 2009-10		
MAP Communication Arts MPI* Grade 3-5	750.1	744.8	748.6	750.8	751.3	M	+0.5
MAP Communication Arts MPI* Grade 6-8	726.0	730.8	732.1	736.8	741.9	M	+5.1
MAP Communication Arts MPI* Grade 9-11	704.5	708.7	743.0	714.7	--	--	--
MAP EOC English II			742.6		749.1	M	+6.5
MAP Mathematics MPI* Grade 3-5	740.4	741.1	741.0	747.1	744.0	NM	(3.1)
MAP Mathematics MPI* Grade 6-8	711.1	718.9	721.0	724.9	737.9	M	+13.0
MAP Mathematics MPI* Grade 9-11	670.3	666.1	671.1	672.1	--	--	--
MAP EOC Algebra I			696.7		700.7	M	+4
ACT – Percent of Graduates Scoring at/above National Average	23.7%	22.2%	19.0%	24.2%	12.3%	NM	(11.9%)
Advanced Courses – Percent of Credits Earned in Advanced Courses	37.6%	36.9%	35.9%	38.9%	41.8%	M	+2.9%
Career Education Courses – Percent of Credits Earned in Career Education Courses	7.5%	7.5%	7.3%	9.5%	15.3%	M	+5.8%
College Placement – Percent of Graduates Entering College	80.9%	87.6%	86.0%	89.6%	75.4%	NM	(14.2%)
Career Education Placement – Percent of Career Education Completers who are Placed	74.3%	87.5%	93.8%	90.5%	81.6%	NM	(8.9%)
Graduation Rate	76.7%	80.9%	83.8%	84.9%	82.5%	NM	(2.4%)
Attendance Rate	92.8%	92.9%	92.9%	93.9%	92.9%	NM	(1.0%)
Subgroup Achievement – Percent of Subgroups meeting AYP in Communication Arts & Mathematics	--	27.3%	20.0%	60.0%	20.0%	NM	(40.0%)