



*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 December 17, 2009**

**Joylynn L. Wilson, Superintendent**

**Carole Niere, Principal Lieberman Learning Center**

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

**BOARD OF EDUCATION**

**Tom Peters – President\*\*\*Stacy Clay - Vice President\*\*\*Bob Elgin - Secretary**

**Directors: Ellen Bern\*\*\*Todd Gilyard\*\*\*Trudy Moon\*\*\*Linda Peoples**

## **TABLE OF CONTENTS**

**Steering Committee**

**Introduction**

**Concept of an Comprehensive School Improvement Plan**

**Process**

**Comprehensive School Improvement Plan Flow Chart**

**Components of the Plan**

**Development Timeline**

**Internal/External Factors & Data**

**Belief Statement**

**Vision Statements**

**Mission Statements**

**District Wide Objectives**

**District Wide Strategies**

**Benchmarks**

## ACCOUNTABILITY PLAN STEERING COMMITTEE

MEG MCCLELLAND	Board of Education Representative	Stakeholder Involvement
KRISTIN SOBOTKA	Board of Education Representative	Academic Achievement
JOYLYNN L. WILSON	Interim Superintendent of Schools	
CHARLES NICASTRO	Assistant Superintendent of Operations	Safe & Secure Environment
JUDY SCLAIR	Assistant Superintendent of Human Resources	Stakeholder Involvement
SCOTT HAFERTEPE	Chief Financial Officer	Safe & Secure Environment
DAPHNE DORSEY	Public Relations Coordinator	Stakeholder Involvement
JOSEPH DUBOSE	Pupil Personnel Administrator	Safe & Secure Environment
DR. KAROL WALTERS	Director of Information Systems	Safe & Secure Environment
BRIDGET COCHREN	Coordinator of Data & Assessment	Stakeholder Involvement
GARY CORBIN	Coordinator of Science & Math	Stakeholder Involvement
REBECCA FORGASH	Coordinator of Comm Arts & Social Studies	Stakeholder Involvement
REBECCA SORIANO	Coordinator of State & Federal Programs	Stakeholder Involvement
CYNTHIA HOUSTON	Coordinator of Special Projects	Safe & Secure Environment
SANDRA COX	English Language Learner	Stakeholder Involvement
GINA HASTY	Area Coordinator for Special School District	Academic Achievement
JEWELL JENKINS	Area Coordinator for Special School District	Safe & Secure Environment
DR. ELIZABETH BENDER	Principal, University City High School	Academic Achievement
DOMINIC LENOIR	Assistant Principal, University City High School	Stakeholder Involvement
BERNADETTE WHITE	Principal, Brittany Woods Middle School	Safe & Secure Environment
CURTIS WREN	Assistant Principal, Brittany Woods Middle School	Academic Achievement
SANDRA BELL	Principal, Barbara C. Jordan, Elementary School	Academic Achievement
CHAUNA WILLIAMS	Principal, Delmar Harvard Elementary School	Academic Achievement
LYNNE GLICKERT	Principal, Flynn Park Elementary School	Academic Achievement
CARLOS DIAZ-GRANADOS	Principal, Jackson Park Elementary School	Safe & Secure Environment
ELLIOTT SHOSTAK	Principal, Nathaniel Hawthorne Elementary School	Safe & Secure Environment
HERBERT BUIE	Principal, Pershing Accelerated Elementary School	Academic Achievement
LUCILLE SIBERT	Principal, Julia Goldstein Early Childhood Center	Stakeholder Involvement
CAROLE NIERE	Principal, Lieberman Learning Center	Academic Achievement
KAREN JOHNSON	Counselor, Brittany Woods Middle School	Safe & Secure Environment
BELINDA PANKOFF	Teacher, Julia Goldstein Early Childhood Center	Academic Achievement

ALICE WITTKOETTER	Teacher, Barbara C. Jordan Elementary School	Safe & Secure Environment
PEGGY DESUTTER	Counselor, University City High School	Safe & Secure Environment
SONYA HARVEY	Teacher, Barbara C. Jordan Elementary School	Stakeholder Involvement
REBECCA MARSH	Teacher, Delmar Harvard Elementary School	Academic Achievement
LAURIE LECOURS	Teacher, Flynn Park Elementary School	Safe & Secure Environment
NIKKI DAVENPORT	Teacher, Jackson Park Elementary School	Academic Achievement
ROBERT MORE	Teacher, Nathaniel Hawthorne Elementary School	Stakeholder Involvement
CORINTHIA BISHOP	Teacher, Pershing Elementary School	Academic Achievement
CHRISTIAN RIX	Teacher, University City High School	Academic Achievement
TODD BLOUNT	Barbara Jordan Parent Representative	Safe & Secure Environment
SHERRI LYSS	Delmar Harvard Parent Representative	Academic Achievement
CHRISSY PATTERSON	Flynn Park Parent Representative	Academic Achievement
LINDA AITCH	Jackson Park Parent Representative	Stakeholder Involvement
MICHAEL MILLER	Nathaniel Hawthorne Parent Representative	Stakeholder Involvement
DANA MERRITT-ASANTE	Pershing Parent Representative	Academic Achievement
NICOLE ADEWALE	Brittany Woods Parent Representative	Academic Achievement
ADEOLA ADEWALE	Brittany Woods Student Representative	
SHERI LEKAME-YENTUMI	University City High School Parent Representative	Stakeholder Involvement
JUSTIN SPENCER	University City High School Student Representative	
COLONEL CHARLES ADAMS	University City Police Department	Safe & Secure Environment

# 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:

1. Stanford Nine
2. Missouri Assessment Program (MAP) Results
3. Prior Missouri School Improvement Program (MSIP) Summary Reports
4. Other District Data (i.e. Attendance, Suspension, Free & Reduced Lunch)
5. The District’s Annual Performance Report (APR)
6. MSIP Advance Questionnaire
7. 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:

1. Changing Demographic Studies
2. Advances in Technology
3. Changes in Legal Requirements (i.e. No Child Left Behind-NCLB, Senate Bill 319)
4. State & Federal Program Requirements (i.e. ESEA Title I, II, IID, etc.)
5. MSIP Final Report
6. North Central Report
7. Census Reports
8. National Standards / Studies
9. Missouri Show-Me Standards
10. Grade Level Expectations
11. Public Forum Information Dates
12. 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 were written specific to the improvement issue and were measurable in order to create a plan document that was focused on results and accountability. The objectives focus on MSIP Performance Standards that encompass academic achievement, reading achievement, career preparation, and educational persistence.

**Benchmarks** - Benchmarks have been established for each year leading to 2012 with the baseline year being 2007.

**Strategies** - The strategies written refer to discrete programs and general categories projected to be necessary to realize an objective. There are several strategies identified for each objective. Each strategy is written in measurable form.

**Action Steps / Activities** – The strategies are broken down into action steps or activities, describing in detail the specifics of the planning effort. Attached are copies of District Administration Action – Step/Activities. Buildings will develop action step/activities to address the District strategies that will be reflected in the building level plans.

### **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.

The District's fourth MSIP review will be held in March 2010. Every five years thereafter the District is expected to complete the entire process of creating a revised Comprehensive School Improvement Plan.

### **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:**

October 9, 2006  
October 23, 2006  
November 20, 2006  
December 18, 2006  
January 8, 2007  
January 22, 2007  
February 5, 2007  
April 30, 2007  
May 31, 2007 – Sub Committee Chairs  
June 1, 2007 – Sub Committee Chairs  
June 7, 2007 – Sub Committee Chairs  
June 11, 2007  
June 12, 2007 – Sub Committee Chairs  
July 25, 2007 – Sub Committee Chairs  
August 2, 2007 – Sub Committee Chairs  
August 16, 2007 – MSBA Community Meeting  
August 16 - September 21, 2007 – Web feedback  
November 5 – Administrative Review  
November 29, 2007 – Parent/Community Advisory Council  
December 6, 2007 – Board Approved  
May 8, 2008 – PCAC Document Review  
October 6, 2008 – Revision of CSIP

## 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 2009

**Completion:** Ongoing

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

**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:** Ongoing

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

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

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

**Start Date:** August 2009

**Completion:** Ongoing

**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/ Principals/Leadership Teams/Teachers

**Start Date:** August 2009

**Completion:** Ongoing

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

**ACTION STEP 4:** Provide professional development for administrators on the design and evaluation of quality student work.

**Person Responsible:** C&I

**Start Date:** August 2009

**Completion:** Ongoing

**Funding Source:** Title IIA

**ACTION STEP 5:** Communicate the vision for a focus on the instructional core to students, parents, community, teachers, and administrators.

**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers/Communications Coordinator  
**Start Date:** August 2009                      **Completion:** Ongoing                      **Funding Source:** General Funds  
**ACTION STEP 6:** 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:** Ongoing                      **Funding Source:** General Funds  
**ACTION STEP 7:** Provide time for teacher collaboration around essential learning and evidence of student learning.  
**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers  
**Start Date:** August 2009                      **Completion:** Ongoing                      **Funding Source:** General Funds/PDC  
**ACTION STEP 8:** Provide tools for monitoring the work of the professional learning community.  
**Person Responsible:** C&I/ Principals/Leadership Teams/Teacher  
**Start Date:** June 2009                      **Completion:** Ongoing                      **Funding Source:** General Funds/PDC  
**ACTION STEP 9:** Create accountability calendar to use as an instructional leadership monitoring tool.  
**Person Responsible:** C&I  
**Start Date:** January 2010                      **Completion:** Ongoing                      **Funding Source:** NA  
**ACTION STEP 10:** Design walk-through forms that address evidence of student engagement and student learning.  
**Person Responsible:** C&I/ Principals/Leadership Teams/Teachers  
**Start Date:** August 2009                      **Completion:** Ongoing                      **Funding Source:** NA

**2. Focus on improving “student and academic behavior and outcomes” through Positive Behavioral Interventions & Supports (PBIS).**

**Person Responsible:** C&I/SSD Area Coordinator/Principals/Leadership Teams/Teachers  
**Start Date:** July 2008                      **Completion:** Ongoing                      **Funding Source:** General Funds  
**ACTION STEP 1:** Establish PBIS Leadership team and complete PBIS training.  
**Person Responsible:** C&I/ SSD Area Coordinator /Principals/Leadership Teams/Teachers  
**Start Date:** July 2008                      **Completion:** Ongoing                      **Funding Source:** General Funds  
**ACTION STEP 2:** Attend monthly District PBIS meetings  
**Person Responsible:** C&I/SSD Area Coordinator /Principals  
**Start Date:** July 2008                      **Completion:** Ongoing                      **Funding Source:** NA  
**ACTION STEP 3:** Analyze and make decisions based on the results of PBIS data.  
**Person Responsible:** Principals/Leadership Teams/Teachers  
**Start Date:** July 2008                      **Completion:** Ongoing                      **Funding Source:** NA  
**ACTION STEP 4:** Communicate the vision of PBIS to students, parents and community.  
**Person Responsible:** C&I/ SSD Area Coordinator /Principals/Leadership Teams/Teachers  
**Start Date:** July 2008                      **Completion:** Ongoing                      **Funding Source:** NA  
**ACTION STEP 5:** Provide PBIS learning opportunities for parents.  
**Person Responsible:** C&I/ SSD Area Coordinator

**Start Date:** August 2008

**Completion:** Ongoing

**Funding Source:** General Funds

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

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

**Start Date:** Each August

**Completion:** Ongoing

**ACTION STEP 1:** Analyze data to determine the exact number of students needing to move on MAP.

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

**Start Date:** Each August

**Completion:** October

**Funding Source:** N/A

**ACTION STEP 2:** Use disaggregated data for all sub groups to identify areas of need.

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

**Start Date:** Each August

**Completion:** October

**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:** Each August

**Completion:** November

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

**ACTION STEP 4:** Identify item benchmark(s) per content area where students score less than 50% of the points necessary and identify targets to address.

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

**Start Date:** Each August

**Completion:** September

**Funding Source:** N/A

**ACTION STEP 5:** Write, revise, and implement curriculum using assessment data to guide the process.

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

**Start Date:** Each August

**Completion:** Based on Curr. Revision Schedule

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

**4. Create and implement a comprehensive educational program for students and parents increasing parent/student understanding of MAP/End of Course Exams.**

**Person Responsible:** Coordinator of Communications-Media/Data and Assessment Coordinator /Principals/Counselors

**Start Date:** August 2008

**Completion:** January 2009

**ACTION STEP 1:** Institute a comprehensive parent education program tied to assessment and academic achievement.

**Person Responsible:** Coordinator of Communications-Media/Data and Assessment Coordinator /Principals

**Start Date:** February 2009

**Completion:** May 2009

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

**ACTION STEP 2:** Professional development will be implemented with regards to understanding the MAP test and being able to explain MAP data.

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

**Start Date:** August 2007

**Completion:** October (annually)

**Funding Source:** Data & Assessment/PDC/Title IIA

**5. 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

**Completion:** September (on-going)

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

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

**Start Date:** November-March/Tutoring; June-August/Summer Learning Academy; August-June/Title I; Ongoing/In Schools

**Completion:** Annually

**Funding Source:** Title I & V

**ACTION STEP 2:** Provide guided practice by using MAP/End of Course Exam-like items and directions on assessments throughout the school year.

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

**Start Date:** August Annually

**Completion:** May Annually

**Funding Source:** N/A

**6. Provide additional Professional Development for teachers as it relates to MAP/End of Course Exams.**

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

**Start Date:** August Annually

**Completion:** Ongoing - Monthly

**ACTION STEP 1:** Provide Professional Development to district teachers and administration on using data to make informed decisions and enhance instruction. (ex: developing MAP/End of Course Exam -like assessments and scoring guides).

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

**Start Date:** August Annually

**Completion:** District PD Days

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

**ACTION STEP 2:** Develop time frames for scaffolding Professional Development for Depth of Knowledge, Classroom Instruction that Works, Balanced Literacy and Mathematics

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

**Start Date:** November 2007

**Completion:** August Annually

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

**ACTION STEP 3:** Develop and implement a classroom observation form for district-wide use tied to 4<sup>th</sup> cycle MSIP.

**Person Responsible:** C&I/Asst. Supt. Human Resources/Principals/Teachers

**Start Date:** December 2007

**Completion:** August 2008

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

**II. Objective:** An annual increase of 1% or more over the previous year's students scoring at or above the National Average on the American College Test (ACT) (The 2007 national average ACT score was 21.2. This score was met or exceeded by 23.7% of our 2007 graduates.)

**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.

**Strategies:**

- 1. Provide additional professional support for Brittany Woods Middle School (BW) and University City High School (UCHS) teachers as it relates to the American College Test (ACT.)**

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

**Start Date:** September 2008

**Completion:** December 2008

**ACTION STEP 1:** Provide Professional Development to BW and UCHS teachers on enhancing instruction and developing ACT-like assessments.

**Person Responsible:** C&I/BW Principal/UCHS Principal/Counselors/ACT Prep Teachers

**Start Date:** September 2008

**Completion:** January 2009

**Funding Source:** Bldg.

Budget/Assessment/PDC

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

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

**Start Date:** September 2008

**Completion:** Monthly

**ACTION STEP 1:** Provide opportunities for students at UCHS and Lieberman Learning Center (LLC) to take the PLAN test and BW to take the EXPLORE tests.

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

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** General Funds/Assessment

**ACTION STEP 2:** Continue to provide ACT Prep courses.

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

**Completion:** Ongoing

**Funding Source:** General Funds

**ACTION STEP 3:** Provide financial resources, as needed, allowing students to take the ACT.

**Person Responsible:** C&I/Chief Financial Officer/UCHS Principal

**Start Date:** July Annually

**Completion:** June Annually

**Funding Source:** General Funds

- 3. Create and implement a comprehensive educational program for students and parents regarding education and career planning particularly towards the ACT, including EXPLORE and PLAN**

**Person Responsible:** Coordinator of Communications-Media/ Principals/Counselors/Data and Assessment Coordinator /Teachers/director of Pupil Personnel

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** General Funds/C&I/Title I & IIA

**III. Objective:** Develop an updated Assessment Plan that provides staff with the data needed to meet the needs of the students in the district.

**How objective will be measured:** Through the data gathered by the implementation of the updated plan.

**Strategies:**

**1. Evaluate, revise, and implement the district Assessment Plan.**

**Person Responsible:** Data Assessment Coordinator/C&I/Principals/Teachers/Board of Education/Superintendent/Parents

**Start Date:** December 2007

**Completion:** May 2008

**ACTION STEP 1:** Develop a committee of staff, Board of Education Members, and Parents to review the current Assessment Plan.

**Person Responsible:** Data Assessment Coordinator

**Start Date:** December 2007

**Completion:** December 2007   **Funding Source:** N/A

**ACTION STEP 2:** Committee will review assessments available to determine what could be used to best meet the needs of the district.

**Person Responsible:** Data Assessment Coordinator/Assessment Committee

**Start Date:** December 2007

**Completion:** April 2008   **Funding Source:** N/A

**ACTION STEP 3:** Committee will make a presentation of recommended changes to the Board of Education for approval.

**Person Responsible:** Data Assessment Coordinator/Assessment Committee/Board of Education

**Start Date:** December 2007

**Completion:** July 2008   **Funding Source:** General Funds

**IV. A. Objective:** An annual increase over the previous year's % of juniors and seniors enrolled for credit in DESE approved Advanced courses of 2% and Career Ed courses of 1%.

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

**IV. B. Objective:** An annual increase of 1% or more of graduates entering college or the military or employed in a field related to their career ed training.

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

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

**1. Create and implement a comprehensive educational program for students and parents at all levels in the district regarding education and career planning as it pertains to Advanced and Career Ed courses.**

**Person Responsible:** Coordinator of Communications-Media/C&I/Principals/Counselors/Teachers/Director of Pupil Personnel/ College-Career Counselor

**Start Date:** August 2008

**Completion:** June 2009

**Funding Source:** General Funds

**ACTION STEP 1:** Develop a committee to research and design processes and procedures for the development and implementation of 4 & 5 year graduation plans for students prior to entering the high school.

**Person Responsible:** Director of Pupil Personnel, Counselors, Building Principals

**Start Date:** November 2008

**Completion:** May 2009

**Funding Source:** General Funds

**2. Evaluate and utilize data pertaining to enrollment in Advanced and Career Ed courses each semester.**

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

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** General Funds

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

**Person Responsible:** Data and Assessment Coordinator /UCHS Principal

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** N/A

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

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

**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:** Director of Pupil Personnel/BW Principal/BW Counselors

**Start Date:** March 2008

**Completion:** Ongoing

**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:** Director of Pupil Personnel/UCHS Principal/UCHS Counselors

**Start Date:** August 2008

**Completion:** Ongoing

**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:** Director of Pupil Personnel/BW Principal/BW Counselors/UCHS Principal/UCHS Counselors

**Start Date:** June-August 2008

**Completion:** Ongoing

**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 (Plan 2008-09)

**Completion:** Ongoing

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

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

**Start Date:** August 2009 (Plan 2008-09)

**Completion:** Ongoing

**Funding Source:** Pupil Personnel/Bldg Budget  
Carl Perkins

**7. Collaborate with other school districts to provide additional courses or programs for students (i.e.: Driver’s Education, Architecture, Foreign Languages, Project Lead the Way, additional AP courses.)**

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

**Start Date:** August 2009

**Completion:** Ongoing

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

**V. Objective:** An increase in the percentage of graduates of 4.8% for the SY 07-08 and then a 2% increase each year after that.

**How objective will be measured:** The graduation rate will be compared to the previous year looking for an 85% Graduation Rate with a minimum increase over the previous year of 4.8% for 2008 and 2% for the following years.

**Strategies:**

**1. Evaluate, revise, and implement the promotion and retention policy and regulations for grades K-12.**

**Person Responsible:** District Staff/ Board of Education/Parents/Students

**Start Date:** February 2008

**Completion:** Ongoing

**ACTION STEP 1:** Develop a committee of staff, Board of Education Members, Parents and students to review current promotion policy and regulation.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** August 2008

**Completion:** December 2008

**Funding Source:** Pupil Personnel/C&I

**ACTION STEP 2:** Committee will review promotion/retention policies from surrounding school districts and make recommended changes.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** August 2008

**Completion:** December 2008

**Funding Source:** General Funds

**ACTION STEP 3:** Committee will make a presentation of recommended changes to the Board of Education for approval.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** December 2008

**Completion:** December 2008

**Funding Source:** N/A

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

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

**Start Date:** November 2007

**Completion:** Ongoing

**ACTION STEP 1:** Develop a system that assists retained students in returning to their cohort groups

**Person Responsible:** Asst. Supt. C&I/ Principals/Counselors

**Start Date:** June 2008

**Completion:** July 2008

**Funding Source:** Title IV & V

**ACTION STEP 2:** Provide additional transitional supports for Pre-K to K, 6 to 7, 8 to 9, and 12 to post-high school. (SLA, Pre-K to K Program, Quarterly district-wide 6-7 activities, Freshmen Success)

**Person Responsible:** Asst. Supt. C&I/Principals

**Start Date:** August 2008                      **Completion:** Ongoing                      **Funding Source:** Title I, IV & V  
**ACTION STEP 3:** Individual School Improvement Plans (SIP) will include a transitioning component.  
**Person Responsible:** Principals/SIP Committees  
**Start Date:** November 2007 Annually    **Completion:** Ongoing                      **Funding Source:** General Funds/Bldg Budget/Title I

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

**Person Responsible:** C&I/Principals/Counselors/Registrar  
**Start Date:** Ongoing                      **Completion:** Ongoing  
**ACTION STEP 1:** Assess students upon enrollment to ensure appropriate academic placement.  
**Person Responsible:** C&I/ Principals/Counselors/Registrar/Teachers  
**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** General Funds  
**ACTION STEP 2:** Implement personalized education plans for students who transfer in the district needing additional supports in the core areas of mathematics and communication arts.  
**Person Responsible:** Principals/Counselors/Teachers  
**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** General Funds/Title I & IID  
**ACTION STEP 3:** Routinely evaluate academic records and transcripts for appropriate educational programming  
**Person Responsible:** Principals/Counselors/Registrars  
**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** N/A

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

**Person Responsible:** C&I/UCHS Principal/ UCHS Counselors/SLA Staff/LLC Staff/OPTIONS Staff  
**Start Date:** Ongoing                      **Completion:** Ongoing  
**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:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** General Funds/State Reimbursement  
**ACTION STEP 2:** Refer appropriate students to the Lieberman Learning Center or OPTIONS.  
**Person Responsible:** UCHS Counselors/High School Assistant Principals  
**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** N/A

**VI. Objective:** 93% ADA for elementary & middle school students with an annual increase required of .5% or more over the previous year with no more than 1 year at a level (K-8, 9-12 or combined) below 90% in a 5 year window.

**How objective will be measured:** The Average Daily Attendance (ADA) rate will be compared to the previous year looking for a

93% ADA with an annual increase required of .5% or more over the previous year with no more than 1 year at a level (K-8, 9-12 or combined) below 90% in a 5 year window.

**Strategies:**

**1. Increase communication with parents on the importance of school attendance.**

**Person Responsible:** Communications-Media/Principals/Teachers/Counselors/Social Workers

**Start Date:** Ongoing **Completion:** Ongoing

**ACTION STEP 1:** Increase use of SchoolReach system and other district/school communication sources.

**Person Responsible:** Communications-Media/Principals

**Start Date:** Ongoing **Completion:** Ongoing **Funding Source:** General Funds

**2. Inform and motivate students on the importance of good attendance.**

**Person Responsible:** Communications-Media/Principals/Teachers/Parents/Counselors/Social Workers

**Start Date:** Ongoing **Completion:** Ongoing **Funding Source:** General/Bldg Budget

**ACTION STEP 1:** Increase recognition of high percentages of attendance.

**Person Responsible:** Communications-Media/Principals/Teachers/Counselors/Social Workers

**Start Date:** Ongoing **Completion:** Ongoing **Funding Source:** Bldg Budget/Royal Bank Fund

**3. Ensure that attendance records are current and accurate**

**Person Responsible:** Principals/Teachers/Attendance Secretaries

**Start Date:** August Yearly **Completion:** Ongoing **Funding Source:** General Funds/Carl Perkins

**ACTION STEP 1:** Provide PD for staff on entering attendance records

**Person Responsible:** Data Processing Coordinator

**Start Date:** August Yearly **Completion:** Ongoing **Funding Source:** General Funds/PDC

**ACTION STEP 2:** Monthly reviews for accuracy of attendance records will be conducted.

**Person Responsible:** Attendance Secretaries/Principals/Data Processing Coordinator

**Start Date:** August Yearly **Completion:** Ongoing **Funding Source:** General Funds

**VII. Objective:** All subgroups (socio-economic, ethnic, ESOL, special needs and Title I) will achieve benchmarks for Adequate Yearly Progress (AYP) established by DESE.

**How objective will be measured:** AYP benchmarks will be evaluated to see if they have been met.

**Strategies:**

**1. Research best practices others have used in closing the achievement gap.**

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

**Start Date:** August 2008 **Completion:** Ongoing

**ACTION STEP 1:** Implement district-wide book studies and other Professional Development directed towards

closing the Achievement Gap.

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

**Start Date:** August 2009

**Completion:** Ongoing

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

**ACTION STEP 2:** Visit other sites that have been successful in closing the Achievement Gap.

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

**Start Date:** October 2008

**Completion:** January 2009

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

**2. Provide additional professional support for staff on reducing disparity among subgroups.**

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

**Start Date:** August 2007

**Completion:** Ongoing

**ACTION STEP 1:** Participate in Dismantling Racism Institute for Educators (DRIE) and Teaching and Leading for Social Justice Advocacy (TLSJA.)

**Person Responsible:** C&I/Principals/Teachers/Board of Education/Support Staff

**Start Date:** June/July 2007

**Completion:** Annually

**Funding Source:** General Funds

**ACTION STEP 2:** Professional Development on teaching strategies for increasing vocabulary.

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

**Start Date:** July 2008

**Completion:** October 2008

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

**ACTION STEP 3:** Develop a district definition of and implement Professional Development on Differentiated Instruction.

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

**Start Date:** October 2008

**Completion:** February 2010

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

**ACTION STEP 4:** Implement professional learning communities so that teachers can work in ongoing teams that meet on a regular basis for the purposes of learning, joint lesson planning, and problem solving in all schools.

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

**Start Date:** November 2008

**Completion:** Ongoing each August

**Funding Source:** C&I/ Building Budgets

**3. Provide more external educational experiences for students to reduce disparity among subgroups.**

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

**Start Date:** July 2008

**Completion:** Ongoing

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

**ACTION STEP 1:** Provide funding to support school sponsored educational activities.

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

**Start Date:** July 2008

**Completion:** September - ongoing annually

**Funding Source:** General Funds

**VIII. Objective:** Ensure consistency of implementation across the district tied to the goals listed above with regards to Academic Achievement.

**How will the objective be measured:** It will be evaluated through constant monitoring of data and implementation of School Improvement Plans.

**Strategies:**

- 1. Develop and implement School Improvement Plans containing certain goals, strategies, and action steps that must occur district-wide.**

**Person Responsible:** Board of Education/Superintendent/C&I/ All district staff

**Start Date:** January 2008    **Completion:** February 2008 with ongoing    **Funding Source:** General Funds/Title I  
implementation and revision annually

- 2. Engage a Parent & Community Advisory Council in monitoring the implementation of the CSIP goals.**

**Person Responsible:** Superintendent/Coordinator of Communications-Media

**Start Date:** November 2007    **Completion:** Ongoing – at least twice per year    **Funding Source:** General Funds

## Highly Qualified Staff

**Highly Qualified Staff - Recruit, attract, hire, develop, and retain highly qualified staff.**

**I. Objective:** Recruit, attract, hire, develop, and retain highly qualified staff.

**How objective will be measured:** Affirmative action report, exit surveys, PD surveys, Qualifications of staff, staff evaluations

**Strategies:**

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

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

**Start Date:** January 2008

**Completion:** Ongoing

**ACTION STEP 1:** Recruit and attract highly qualified staff to include an increase in minority candidates, including sponsoring a district minority recruitment fair and recruiting at Historically Black Colleges.

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

**Start Date:** January 2008

**Completion:** Ongoing

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

**ACTION STEP 2:** Implement Haberman model in the hiring process.

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

**Start Date:** Ongoing

**Completion:** Ongoing

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

**ACTION STEP 3:** Institute revised Performance-based Evaluations reflective of current practices including the MSIP Cycle 4 Observation form.

**Person Responsible:** Asst. Supt. Human Resources/District Administrators/Principals/Supervisors/Teachers

**Start Date:** November 2008

**Completion:** April 2009

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

**ACTION STEP 4:** Provide district and building level supports for first-third year teachers.

**Person Responsible:** C&I/Principals/New Teacher Leaders/Mentors

**Start Date:** August 2008

**Completion:** Ongoing

**Funding Source:** C&I

**ACTION STEP 5:** Provide district and building level supports for staff tied through Professional Development, Class Observations, and Cognitive Coaching.

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

**Start Date:** August 2008

**Completion:** Ongoing

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

**ACTION STEP 6:** Develop the leadership potential of administration and staff.

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

**Start Date:** September 2008

**Completion:** Ongoing

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

**ACTION STEP 7:** Analyze salaries of comparable districts and offer a competitive salary package to district staff.

**Person Responsible:** Finance/Superintendent/Board of Education/Asst. Superintendent Human Resources

**Start Date:** December Annually

**Completion:** Annually and ongoing

**Funding Source:** General Funds

## 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 regards 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:** Ongoing      **Funding Source:** General Funds/Royal Bank/Library Media

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

**Person Responsible:** Librarians/Principals

**Start Date:** December 2007      **Completion:** Ongoing      **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:** Ongoing      **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:** Ongoing      **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:** Ongoing      **Funding Source:** N/A

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

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

**Start Date:** June 2009

**Completion:** June 2010

**ACTION STEP 1:** Implement the 2006 Strategic Facility Assessment and Use Study recommendations made pertaining to libraries meeting state and federal guidelines.

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

**Start Date:** June 2009

**Completion:** June 2010

**Funding Source:** Capital Campaign/General

**ACTION STEP 2:** Provide the financial resources to implement the 2006 Strategic Facility Assessment and Use Study and Long-range Planning Committee recommendations made as they pertaining to building libraries meeting state and federal guidelines.

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

**Start Date:** June 2009

**Completion:** June 2010

**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/Instructional Technology Coordinator

**Start Date:** August 2007

**Completion:** Ongoing

**Funding Source:** Technology/General Funds

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

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

**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/ Instructional Technology Coordinator /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:** Annually      **Funding Source:** General Funds/Technology  
**ACTION STEP 5:** Seek outside financial and in-kind support to provide technology resources.  
**Person Responsible:** C&I/Chief Information Officer/Principals/Instructional Technology Coordinator  
**Start Date:** July 2010      **Completion:** July 2011      **Funding Source:** N/A

**III. Objective:** Revise and implement a Gifted and Talented Educational Program for qualified students grades K-12.

**How will the objective be measured:** It will be evaluated through its bi-annual DESE Program evaluation.

**Strategies:**

**1. The current Gifted and Talented Educational Program will be evaluated and changes implemented.**

**Person Responsible:** C&I/Director of Pupil Personnel/Principals/Gifted and Talented Education (GATE) Teachers  
**Start Date:** March 2007      **Completion:** June 2008

**ACTION STEP 1:** Develop a committee of staff, Board of Education Members, Parents and students to review current GATE Program.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** March 2007      **Completion:** March 2007      **Funding Source:** General Funds

**ACTION STEP 2:** Committee will review GATE Programs from surrounding school districts and make recommended changes.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** March 2007      **Completion:** June 2008      **Funding Source:** General Funds

**ACTION STEP 3:** Committee will make a presentation of recommended changes to the Board of Education for approval.

**Person Responsible:** District Staff/Board of Education/Parents/Students

**Start Date:** June 2008      **Completion:** June 2008      **Funding Source:** General Funds

**ACTION STEP 4:** Monitoring GATE Program.

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

**Start Date:** August 2007      **Completion:** Yearly      **Funding Source:** General Funds

**IV. 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/Director of Operations/Chief Information Officer

**Start Date:** December 2007

**Completion:** Ongoing

**ACTION STEP 1: Implement identified improvements stated in the 2006 Strategic Facility Assessment and Use Study, the Long-Range Planning Report and the District Technology Plan.**

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

**Start Date:** March 2008 (Technology)  
2009 (Facilities)

**Completion:** Ongoing  
Ongoing

**Funding Source:** Capital Improvements/  
Facilities/Technology

- 2. Provide an environment that is clean, sanitary, and aesthetically pleasing.**

**Person Responsible:** Operations/Principals/Custodial, Maintenance, and Ground Crews

**Start Date:** December 2007

**Completion:** Ongoing

**Funding Source:** General Funds/Operations

**ACTION STEP 1: Implement the Custodial Performance Checklist to ensure consistent cleanliness in district buildings.**

**Person Responsible:** Operations/Principals/Custodial Crews

**Start Date:** December 2007

**Completion:** Ongoing

**Funding Source:** General Funds/Operations

**ACTION STEP 2: Implement the Maintenance Work Order System and Schedule.**

**Person Responsible:** Operations/Principals/ Custodial, Maintenance, and Ground Crews/Chief Information Officer

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** General Funds/Operations

**V. 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/Director of Pupil Personnel/Counselors

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** N/A

**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/Director of Pupil Personnel/Counselors

**Start Date:** August 2008      **Completion:** Ongoing      **Funding Source:** General Funds

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

**Person Responsible:** 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 2008      **Completion:** February 2009      **Funding Source:** General Funds

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

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

**Start Date:** August 2009      **Completion:** Ongoing      **Funding Source:** General Funds

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

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

**Start Date:** February 2008      **Completion:** June 2009      **Funding Source:** General Funds

**ACTION STEP 6: Increase understanding of diversity and promote social justice.**

**Person Responsible:** Cabinet/C&I/Principals/Teachers/Support Staff

**Start Date:** Ongoing      **Completion:** Ongoing      **Funding Source:** General Funds

**ACTION STEP 7: Continue participation in and expansion of Caring Communities.**

**Person Responsible:** Principals/Coordinator State and Federal Programs

**Start Date:** Ongoing      **Completion:** Ongoing      **Funding Source:** Title I

**ACTION STEP 8: Participate in Discovering Options Grades 4-8 Mentoring Program.**

**Person Responsible:** C&I/Elementary and Middle School Principals/Charmane Smith

**Start Date:** November 2008      **Completion:** June 2009      **Funding Source:** General Funds/Title I/Grants

**VI. Objective:** Ensure consistency of implementation across the districts tied to the goals listed above with regards to Safe, Secure, Disciplined Learning Environment.

**How will the objective be measured:** It will be evaluated through constant monitoring of data and implementation of School Improvement Plans.

**Strategies:**

- 1. Develop and implement School Improvement Plans containing certain goals, strategies, and action steps that must occur district-wide.**

**Person Responsible:** Board of Education and All District Staff

**Start Date:** November 2007

**Completion:** February 2008 with ongoing

**Funding Source:** General Funds  
implementation and revision annually

**2. Engage a Parent & Community Advisory Council in monitoring the implementation of the CSIP goals.**

**Person Responsible:** Superintendent/Coordinator of Communications-Media

**Start Date:** November 2007

**Completion:** Ongoing – at least twice per year

**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:** Build an environment of trust and transparency with parents and community.

**How objective will be measured:** District communication to parents, passage of bond issues and tax levies, participation at educational opportunities, reduction of negative parental comments at School Board Meeting, meeting notices, agendas, and minutes.

### Strategies:

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

**Person Responsible:** Superintendent/Coordinator of Communications-Media/Principals

**Start Date:** November 2007

**Completion:** Ongoing

**Funding Source:** General Funds

**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/Coordinator of Communications-Media/Principals

**Start Date:** November 2007

**Completion:** Ongoing-two times annually

**Funding Source:** General Funds

**2. Communicate the role of the school PTO's and the district PTO Council.**

**Person Responsible:** C&I/Coordinator of Communications-Media/Principals/PTO Presidents

**Start Date:** December 2007

**Completion:** January 2008 then Annually

**Funding Source:** General Funds

**3. Increase Parent and Community participation in school and district activities.**

**Person Responsible:** Principals/ Director of instruction/Coordinator of Communications-Media

**Start Date:** Ongoing

**Completion:** Ongoing

**ACTION STEP 1:** Schedule student performances and recognitions just prior to activities avoiding conflicts district-wide..

**Person Responsible:** Person responsible for the event

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** Bldg Budget

**ACTION STEP 2:** Provide transportation to district-wide events as needed.

**Person Responsible:** Person responsible for the event/Finance/C&I/Laidlaw

**Start Date:** August 2008

**Completion:** Ongoing

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

**ACTION STEP 3:** Periodically hold meetings and events at community locations instead of in the schools.

**Person Responsible:** Person responsible for the event/Superintendent/C&I

**Start Date:** Ongoing

**Completion:** Ongoing

**Funding Source:** General Funds

**ACTION STEP 4:** Implement opportunities for the District to reach out to the community (i.e.; Back to School Rally, Neighborhood Night Out, Monday Night Concerts in Heman Park, Practical Parenting Workshops).

**Person Responsible:** Superintendent/Coordinator of Communications-Media/Principals/Special Committees/Teachers/C&I/Social Workers

**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** General Funds/Various Donations

**ACTION STEP 5:** Increase use of technology to communicate with parents. (SchoolReach, webpages, e-mail, electronic newsletter)

**Person Responsible:** Coordinator of Communication-Media/Chief Information Officer/Principals/Teachers/C&I/Instructional Technology Coordinator

**Start Date:** Ongoing                      **Completion:** Ongoing                      **Funding Source:** General Funds/Communication/Media

**ACTION STEP 6:** Create, distribute, tabulate and analyze a district-wide parent survey to see what interest parents have in supporting and participating at the school and district level.

**Person Responsible:** Coordinator of Communication-Media/Chief Information Officer/C&I/Principals/Instructional Technology Coordinator

**Start Date:** Ongoing                      **Completion:** Ongoing–Annually in September                      **Funding Source:** General Funds/  
Communication/Media

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

**Person Responsible:** Coordinator of Communication-Media/Principals/School Staff

**Start Date:** October 2007                      **Completion:** Ongoing

**ACTION STEP 1:** Visitors to buildings will be greeted in a friendly manner and helped with their needs.

**Person Responsible:** All Staff

**Start Date:** October 2007                      **Completion:** Ongoing                      **Funding Source:** N/A

**ACTION STEP 2:** Telephones will be answered in a professional and courteous manner and directed to the appropriate person with messages being taken and delivered if needed.

**Person Responsible:** All staff

**Start Date:** December 2007                      **Completion:** Ongoing                      **Funding Source:** N/A

**ACTION STEP 3:** District personnel will respond to phone calls and e-mail in a timely and professional manner with a log kept when appropriate.

**Person Responsible:** All staff

**Start Date:** December 2007                      **Completion:** Ongoing                      **Funding Source:** N/A

**ACTION STEP 4:** Develop District informational brochures for all grade levels to distribute to parents of prospective students.

**Person Responsible:** Communications & Media, Curriculum & Instruction, District and Building Administration and staff

**Start Date:** February 2009                      **Completion:** May 2009 (Revised Annually)                      **Funding:** Communication &  
Media

**II. Objective: Increase two-way communication between schools/students, school/parents, district/parents and district/city.**

**How objective will be measured:** Surveys returned, visits to district web-site, parent contact logs, parent conference sign-in sheets, activity attendance counts.

**Strategies:**

**1. Solicit Parent & Community feedback.**

**Person Responsible:** Coordinator of Communication-Media/Instructional Technology Coordinator/Principals

**Start Date:** August 2007

**Completion:** Ongoing

**Funding Source:** General Funds

**ACTION STEP 1:** Have information in district publications with opportunities for response through mail-in or on-line surveys

**Person Responsible:** Coordinator of Communication-Media/Communications Specialist

**Start Date:** March 2007

**Completion:** Ongoing

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

**ACTION STEP 2:** Provide forums for Parent & Community interaction.

**Person Responsible:** Coordinator of Communication-Media/Superintendent/Principals

**Start Date:** March 2007

**Completion:** Four times per year

**Funding Source:** General Funds

**2. Buildings will conduct exit interviews with families leaving the school to identify reasons for leaving.**

**Person Responsible:** Principals/Assigned Staff

**Start Date:** June 2008

**Completion:** Ongoing

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

**ACTION STEP 1:** Create and implement a standard withdrawal form for use district-wide.

**Person Responsible:** Coordinator of Communication-Media/Director of Pupil Personnel/Principals

**Start Date:** June 2008

**Completion:** June 2008

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

**3. Build a stronger working relationship with the city.**

**Person Responsible:** Superintendent/ Coordinator of Communication-Media/Principals/C&I

**Start Date:** September 2007

**Completion:** Ongoing

**Funding Source:** General Funds

**4. Provide Professional Development for teachers regarding parent communication and increase the number of teacher/parent communications.**

**Person Responsible:** Coordinator of Communication-Media/Principals

**Start Date:** 2008

**Completion:** Ongoing

**ACTION STEP 1:** Provide more telephones for teacher access within the schools

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

**Start Date:** 2009

**Completion:** 2010

**Funding Source:** General Funds

**ACTION STEP 2:** Provide Professional Development to staff on how to communicate appropriately in various situations with parents on the telephone.

**Person Responsible:** C&I/Principals/ Coordinator of Communications-Media

**Start Date:** October 2008

**Completion:** Ongoing to incoming staff

**ACTION STEP 3:** Share information regarding students in a timely manner with critical personnel and parents.

**Person Responsible:** Principals/Teachers/Support Staff/Parents

**Start Date:** Ongoing, with PD in October 2008 **Completion:** Ongoing **Funding Source:** General Funds/Title I

**III. Goal/Objective:** Increase business/community partnerships including, but not limited to financial or in-kind donations, mentorships, job shadowing, participation in career fairs and possible community service opportunities.

**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:** Coordinator of Communication-Media/Communications Specialist

**Start Date:** October 2009

**Completion:** Ongoing

**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/Coordinator of Communication-Media/Principals

**Start Date:** Ongoing

**Completion:** Ongoing

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

**ACTION STEP 1:** Employ a District Community Relations Specialist

**Person Responsible:** Superintendent/Board of Education/Asst. Superintendent Human Resources/Finance

**Start Date:** July 2009

**Completion:** July 2009

**Funding Source:** General Funds

- 3. Include media, local officials, and businesses in all mailing databases including the “Pride”, “Connections”, and any other publications.**

**Person Responsible:** Coordinator of Communication-Media/Communications Specialist/Principals

**Start Date:** January 2007

**Completion:** Ongoing

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

- 4. Partner with Local Universities and professional schools to obtain more interns and students doing their practicum.**  
**Person Responsible:** Asst. Supt. Human Resources/Director of Pupil Personnel/Principals/Licensed Support Staff  
**Start Date:** April 2009                      **Completion:** Ongoing                      **Funding Source:** N/A

**IV. Objective:** Ensure consistency of implementation across the district tied to the goals listed above with regards to Stakeholder, Community and Parental Involvement.

**How will the objective be measured:** It will be evaluated through constant monitoring of data and implementation of School Improvement Plans.

**Strategies:**

- 1. Develop and implement School Improvement Plans containing certain goals, strategies, and action steps that must occur district-wide.**  
**Person Responsible:** Superintendent/C&I/Principals  
**Start Date:** January 2008      **Completion:** February 2008 with ongoing implementation and revision annually      **Funding Source:** General Funds/Carl Perkins/ Title I, IIA, IV, & V Technology
- 2. Engage a Parent & Community Advisory Council in monitoring the implementation of the CSIP goals.**  
**Person Responsible:** Superintendent/Coordinator of Communications-Media  
**Start Date:** November 2007      **Completion:** Ongoing – at least twice per year      **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:** Ongoing

**Completion Date:** Ongoing

**Funding Source:** General Funds

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

**Person Responsible:** Board of Education

**Start Date:** Ongoing

**Completion Date:** Ongoing

**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:** Ongoing

**Completion Date:** Ongoing

**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 November

**Completion Date:** Ongoing

**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:** Ongoing

**Completion Date:** Ongoing

**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:** Ongoing

**Completion Date:** Ongoing

**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 Date:** Ongoing

**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 Date:** Ongoing

**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 Date:** Ongoing

**Funding Source:** General Funds

## Comprehensive School Improvement Plan - Benchmarks

	<b>SY 06/07 (Baseline Year)</b>	<b>SY 07/08 (Actual Performance)</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>744.8</b>	<b>747.8</b>	<b>750.8</b>	<b>753.8</b>	<b>756.8</b>
<b>MAP Communication Arts MPI* Grade 6-8</b>	<b>726.0</b>	<b>730.8</b>	<b>733.8</b>	<b>736.8</b>	<b>739.8</b>	<b>742.8</b>
<b>MAP Communication Arts MPI* Grade 9-11</b>	<b>704.5</b>	<b>708.7</b>	<b>711.7</b>	<b>714.7</b>	<b>717.7</b>	<b>720.7</b>
<b>MAP Mathematics MPI* Grade 3-5</b>	<b>740.4</b>	<b>741.1</b>	<b>744.1</b>	<b>747.1</b>	<b>750.1</b>	<b>753.1</b>
<b>MAP Mathematics MPI* Grade 6-8</b>	<b>711.1</b>	<b>718.9</b>	<b>721.9</b>	<b>724.9</b>	<b>727.9</b>	<b>730.9</b>
<b>MAP Mathematics MPI* Grade 9-11</b>	<b>670.3</b>	<b>666.1</b>	<b>669.1</b>	<b>672.1</b>	<b>675.1</b>	<b>678.1</b>
<b>ACT – Percent of Graduates Scoring at/above National Average</b>	<b>23.7%</b>	<b>22.2%</b>	<b>23.2%</b>	<b>24.2%</b>	<b>25.2%</b>	<b>26.2%</b>
<b>Advanced Courses – Percent of Credits Earned in Advanced Courses</b>	<b>37.6%</b>	<b>69.9%</b>	<b>37.9%</b>	<b>38.9%</b>	<b>39.9%</b>	<b>40.9%</b>
<b>Career Education Courses – Percent of Credits Earned in Career Education Courses</b>	<b>7.5%</b>	<b>7.5%</b>	<b>8.5%</b>	<b>9.5%</b>	<b>10.5%</b>	<b>11.5%</b>
<b>College Placement – Percent of Graduates Entering College</b>	<b>80.9%</b>	<b>87.6%</b>	<b>88.6%</b>	<b>89.6%</b>	<b>90.6%</b>	<b>91.6%</b>
<b>Career Education Placement – Percent of Career Education Completers who are Placed</b>	<b>74.3%</b>	<b>87.5%</b>	<b>88.5%</b>	<b>90.5%</b>	<b>91.5%</b>	<b>92.5%</b>
<b>Graduation Rate</b>	<b>76.7%</b>	<b>80.9%</b>	<b>82.9%</b>	<b>84.9%</b>	<b>86.9%</b>	<b>88.9%</b>
<b>Attendance Rate</b>	<b>92.8%</b>	<b>92.9%</b>	<b>93.4%</b>	<b>93.9%</b>	<b>94.4%</b>	<b>94.9%</b>
<b>Subgroup Achievement – Percent of Subgroups meeting AYP in Communication Arts &amp; Mathematics</b>	<b>--</b>	<b>27.3%</b>	<b>40.0%</b>	<b>60.0%</b>	<b>80.0%</b>	<b>100.0%</b>