

STRAFFORD R-VI SCHOOL DISTRICT

Continuous School Improvement Plan
C.S.I.P.
2023-2026



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CSIP SUMMARY



The Continuous School Improvement Plan (CSIP) is a three year strategic plan which provides a plan for Strafford R-VI School District to support the schools in ensuring the academic success and well-being of each student.

The District's CSIP is a vital part of the evaluation process and is the driving document which links the vision, mission and goals set forth by the district.

The Strafford R-VI School District developed a team of internal and external stakeholders, including parents, students, community members, faculty and staff to provide meaningful collaboration in the development of a Continuous School Improvement Plan.

The process was structured through a CSIP Development Team and Fired-up Consultant's. The team conducted a SWOT analysis and analyzed data with input from all stakeholder representatives which describe what the District should accomplish according to timeline goals and action steps. The CSIP Development Team identified three priority areas on which goals and measurable action steps were based:

- Learning,
- Culture, and
- Leadership.

The CSIP will guide the development and implementation of other plans and work across the district to provide fidelity among all buildings. This document will be a living guide that will set a direction for changing and energizing the course of learning and student well-being in the Strafford R- VI School District.



CSIP Development Committee

NAME	POSITION/ROLE
Dr. Mark Hedger	Superintendent
Dr. Michelle Gardner	Executive Director of Student & School Services
Doug Fields	High School Principal
Marci Chadwell	Middle School Principal
Dr. Ashley Bough	Elementary Principal
CJ August	Special Education Director
Dan MacLachlan	Board Member
Kim Edwards	Board Member
Kyle Muncy	Board Member
Michele Robnett	Curriculum Coordinator
Clay Smith	High School Student
Bailey Anderson	High School Student
Abbi Hurtgen	Middle School Student
Kaylee Cowles	4th Grade Student
Jamie Muncy	ECC Teacher
Colton Moos	ECC Parent
Sarah Bankhead	Elementary Teacher/Parent
Amasa Kline	Elementary Parent
Mandy Williams	Middle School Teacher
Crystal Rhodes	Middle School Parent
Jodi Davis	High School Teacher
Stephanie Goings	Title Teacher
Twila Rowen	Special Education Teacher
Crystal Tebbenkamp	EL Assistant Principal
Shawn Bain	Parent/Elementary Paraprofessional

IMPROVEMENT PLAN



TIMELINE



January 2022	Board of Education review and discussion of current CSIP and renewal needs
February 2022	Strafford Portrait of a Graduate developed and approved by the Board of Education
September 2022	Student, staff, parent/patron/community climate and culture surveys complete
November 2022	Fired Up Consulting was selected as the CSIP development facilitator
December 2022	CSIP Committee was developed and meeting dates were determined
March 2023	CSIP Workshop: Strengths, Weaknesses, Opportunities & Threats analysis was conducted, review current CSIP/data review, review district report card, develop beliefs
March 2023	Develop mission and vision statements, review MSIP 6 standards, identify 4-6 top priorities
March 2023	Created SMART goals (Specific, Measurable, Achievable, Relevant and Time-Bound) for each priority, identify action steps, create 3-year timeline, identify responsibilities and fiscal resources
March 2023	Developed action steps for each SMART goal, determined measurements and metrics for each SMART goal
April 2023	District administrators meeting to review preliminary CSIP plan
April 2023	Presented draft CSIP plan to the Board of Education
May 2023	Board of Education Approved CSIP Plan
May 2023	Create a communication strategy so that all stakeholders are aware of the renewed CSIP
Spring 2024	Annual CSIP Stakeholder Review

DISTRICT BELIEFS



- ❖ Positive and personal relationships inspire leadership among students, parents, and staff.
- ❖ Every student will receive the support to learn in a way most effective for THEM.
- ❖ Strafford's values and traditions will be prioritized in continuous learning that leads to success.
- ❖ Partnership with our community creates significant opportunities for all.
- ❖ Collaborative decision making fosters ownership and pride.
- ❖ Transparency and good stewardship of district resources is vital.



MISSION

Empower, encourage, and elevate all students to reach their full potential.

VISION

**Model Excellence. Set the Standard.
Maximize our Potential**



#STRAFFORDSTRONG

DISTRICT PRIORITIES:



LEARNING

Elevate the potential growth in all students and staff towards high performance in all areas.



CULTURE

Encourage safe learning environments for all students and staff that are conducive to building positive relationships.



LEADERSHIP

Empower all students and staff through opportunities for continuous learning and collaboration.





LEARNING

Career/College Readiness- We will increase our ACT composite average score to 23.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Expand high school course offerings equitably for all students whether college bound, technical career or school to work.	HS principal, HS Counselors	Annually, starting Fall 2024
	Build a cutting edge career readiness program that benefits all SHS Graduates. 100% of 2026 graduates will have a career portfolio.	HS principal, HS Counselors	Annually, starting Fall 2023
	Create hands on learning opportunities focused on careers and industries of interest.	HS principal, HS Counselors	Annually, starting Fall 2023
	Meet the needs of MSIP 6 and our district focus as it relates to college and career readiness.	HS principal, HS Counselors	Annually, starting Fall 2023
	Create homegrown employees that benefit our local businesses straight out of high school and college.	HS principal, HS Counselors	Annually, starting Spring 2024
	Offer ACT prep courses for students.	HS principal, HS Counselors	Annually, starting Fall 2023
	Increase the participation of SHS students who take the ACT annually by providing a district wide testing date	HS principal, HS Counselors	Annually, starting Fall 2023

Data: The superintendent, building principals, special services director, and instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEARNING

District MAP/EOC scores will increase 2-3% on an annual basis.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Annually, curriculum committees for core subject areas will analyze data results for the building to determine the area of lowest performance and develop plans to improve scores.	Building principals, Curriculum Director, Dept. Heads, Teachers	Fall 2023
	Annually, after analyzing data, core subject area vertical teams will identify areas of concern and create action plans for improvement. Plans will be reviewed and finalized by department chairpersons.	Building principals, Curriculum Director, Dept. Heads, Teachers	Fall 2023
	Before MAP assessments, using NWEA data, identify students at risk and provide tutoring with test taking strategies.	Building principals, Counselors, Teachers	Fall 2023
	Before MAP assessments, buildings will devote a portion of their classroom time reviewing previously taught skills.	Building principals, Teachers	Spring 2024

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEARNING

By April 2026, the percentage of growth projection will increase by 15% for each grade level as measured by the NWEA growth assessment.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Using spring growth data reports from the previous year, grade level teachers will set a projected growth percentage that is an increase of 3-5% by the end of the next spring testing window.	Curriculum and Assessment Coordinator, building principals, classroom teachers	Fall 2023
	Students will reflect on their performance to identify change in performance (after each test window)	Classroom teachers	Fall 2023
	Teachers will utilize Study Island to assist students with interventions and reinforcement for specific topics (ongoing).	EL and MS principals, classroom teachers	Fall 2023
	Utilize resources on NWEA to address weak areas in learning (fall, winter, spring).	Curriculum and Assessment Coordinator, classroom teachers, intervention specialists	Fall 2023

Data: The superintendent, building principals, special services director, and instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEARNING

A graduation rate of 97% will be maintained or increased until a 100% is reached.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Follow procedures for identification and referral of at-risk students.	All Staff	Fall 2023
	Conduct a review of student progress, grades and interventions for K-12 appropriate referral	All Staff	Fall 2023
	Enhance remedial education opportunities for struggling students and challenging achieving students	All Staff	Fall 2023

Data: The superintendent, building principals, special services director, and instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEARNING

Annually 80% of students district wide are proficient on common assessments.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Students receive instruction throughout all grades using a variety of evidence-based practices.	All Staff	Fall 2023
	Collaborate and communicate regularly about curriculum and instruction.	All Staff	Fall 2023
	Students receive instruction through quality curriculum for all instructional courses and programs aligned to state and national standards.	All Staff	Fall 2023
	Staff would receive ongoing professional development, feedback and support to guide instruction	All Staff	Fall 2023
	Instructional practices, assessments, learning opportunities will be modified to meet the needs of all students.	All Staff	Fall 2023

Data: The superintendent, building principals, special services director, and instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

By 2026, the percentage of students who participate in school-related activities or events will increase by 15%.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Each building will generate a list of events or interactions that occur between buildings and evaluate which of these should continue.	Building principals, Counselors	Fall 2023
	After evaluation of which events should continue, staff will brainstorm two more activities to increase interactions among buildings during the current school year.	Building principals, Counselors, Teachers	Fall 2023
	Annually, the percentage of high school students who participate in a multi-building activity will increase by 5%.	HS principal, HS Counselors, Teachers	Fall 2024
	Increase opportunities for students to participate in extra and/or curricular activities in all buildings	Building principals, Counselors, Teachers, Coaches	Fall 2024
	Track student participation in extracurricular activities to determine students who are not engaged and help plug them in to an activity that interests them.	Building principals, Counselors, Teachers, Coaches	Fall 2023
	Implement the #straffordstrong motto within all buildings.	District administration, Counselors, Teachers and Staff	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

Annually, the district will increase student participation rate within co-curricular and extra-curricular activities by 3%.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Celebrations and goal achievement will be communicated to the appropriate audience.	Administration, Teachers and Staff	Fall 2023
	Identify and provide interventions for at risk students.	Administration, Counselors, Teachers, PAT, Director of Special Services	Fall 2023
	Identify factors that contribute to low attendance.	Administration, Counselors, Administrative Office Assistants, Teachers & Staff	Fall 2023
	Monitor and promote student participation in extra and co-curricular activities annually.	Administration, Teachers and Staff	Fall 2023
	Recognition of student involvement, attendance, learning on a quarterly basis.	Administration, Teachers and Staff	Fall 2023
	Each school in the district will have a process for celebrating goal achievement for students.	Administration, Teachers and Staff	Fall 2023
	Collect data regarding school climate and culture annually.	Administration	Fall 2023

Data:The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

By 2026, proactive/preventative student behavior strategies will be increased by 10%

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	The district will annually evaluate and provide student support in the form of school counseling and other school support based on student need.	Administration, Counselors	Fall 2023
	The district will continue to provide an on-site school based clinician and monitor need annually.	Administration, BOE	Fall 2023
	The district will provide trauma informed strategies and implement suicide awareness and prevention practices annually.	Administration, Counselors	Fall 2023
	The district will provide annual staff training on de escalation strategies.	Administration, Special Services Director, Counselor	Fall 2023
	The district will implement self regulation strategies for students with greater emphasis beginning in early childhood continuing through High School graduation.	Administration, Special Services Director, Counselors, Teachers, Staff	Fall 2023
	Students in grades PK-4 will use Leader in Me strategies to encourage positive peer relationships.	Administration, Teachers and Staff	Fall 2023
	Students in 5-8th grade will utilize PBIS strategies.	Administration, Teachers and Staff	Fall 2023
	Students in high school will have an opportunity to participate in a Leadership class.	Administration, Teachers and Staff	Fall 2023
	We will continue to implement SOS program (Strengthening One Student) at the high school level.	HS Principal, Teachers and Staff	Fall 2023

Data: The superintendent, building principals, special services director, & nstructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

The district family/community involvement will increase by 2% on an annual basis.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	The district will establish a partnership program with local entities that can assist with family engagement initiatives and activities.	Administration, Communication Director, Community Partnerships,	Fall 2023
	The district will develop a plan to document leadership events that are planned throughout the district and at each building level.	Administration, Teachers, Staff	Fall 2023
	The district will create a plan to increase opportunities for parents to participate in school events/activities.	Administration, Teachers and Staff	Fall 2023
	Parents as Teachers will continue provide services to families within our district.	PAT Supervisor, PAT Educators	Fall 2023
	Increase community volunteer and involvement opportunities (carline, recess, reading buddies, etc...)	Administration	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

Annual safety audit and inspection will see a 5% reduction in concerns on an annual basis

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	100% of exterior doors will be locked 100% of the time during administrative or SRO inspections.	Administration, SRO, Maintenance Supervisor, Teacher and Staff	Spring 2024
	School buildings will follow district cleaning and safety protocols.	Administration, Maintenance Supervisor	Fall 2023
	Employees will receive annual training in the areas of safety and cleanliness.	Administration, SRO, Maintenance Supervisor	Fall 2023
	Entry points will be annually checked for appropriate safety and security.	Administration, SRO, Maintenance Supervisor	Fall 2023
	School buildings will participate in statewide safety drills each school year.	Administration, SRO, Maintenance Supervisor	Fall 2023
	Add additional safety supports including SRO, Nurses, School Based Clinician, Counseling, etc... as needed	BOE, Administration	Fall 2023
	Develop and implement a comprehensive mental health plan district wide to proactively address needs.	Administration, Counselors, SRO, Nurses	Spring 2024

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

By 2026, Student attendance will be 90% or higher district-wide.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Attendance recognition for all students with greater than 90% attendance	Building Principals, teachers and staff	Fall 2023
	Visits with students who have attendance concerns	Counselors, teachers and staff	Fall 2023
	Building offices will monitor attendance data daily	Administrators and office staff	Fall 2023
	Building administrators will send attendance letters to all students below 80%	Administrators and office staff	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



CULTURE

By 2026, 80% of the student, staff and community survey participants agree, or strongly agree, that the Strafford R-VI School District supports their overall health and wellbeing.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	By 2024, 100% of district buildings will abide by the counselor to student ratio outlined by the Missouri Guidelines.	Principal, Supt. and Counselors	Fall 2024
	The district will integrate the social/emotional learning standards into curriculum.	Counselors & Staff	Fall 2023
	The district will provide trauma informed based training to staff annually.	SPED Director & Committee	Fall 2023
	<p>The district will develop a student and staff support system.</p> <ul style="list-style-type: none"> ○ Develop a student mentoring program (positive peer relationships, anti-bullying, and suicide awareness). ○ District, schools and departments will develop and implement a peer support system with innovative ideas and resources for staff wellness. 	School board, Supt., Admin. & Committee	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEADERSHIP

At least 85% of students in designated grade levels/content areas participated in instruction and activities related to career exploration or work readiness.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Pk- 4- Staff will implement lessons from the MO Comprehensive School Counseling Program and District Curriculum related to academics and career development. Designate time to participate in career exploration activities (e.g. annual career events, guest speakers)	Administration, Counselor	Fall 2023
	5-12- Staff will implement lessons from the MO Comprehensive School Counseling Program and District Curriculum related to academics and career development. Designate time to participate in work readiness activities (e.g. ICAPs, job shadowing, enrollment in advanced courses, internships, dual credit enrollment, etc.)	Administration, Counselor	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEADERSHIP

The district will retain 92% of staff it intends to issue a contract to annually

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Annually revisit professional development (PRO PLAN/Career Ladder) opportunities that Incentivise professional learning	BOE, Administration, Professional Development Committee	Fall 2023
	Provide all certified and non-certified staff with opportunities to receive job-embedded professional learning that is directly related to their position and responsibilities. Including: opportunities for additional training, higher education course work, degree advancement	BOE, Administration, Professional Development Committee	Fall 2023
	Staff will have opportunities to develop, practice, and demonstrate leadership skills and talents, as well as, to celebrate goal achievement.	BOE, Administration, Professional Development Committee	Fall 2023
	Evaluate exit interview data annually.	BOE, Superintendent	Spring 2024
	Annual evaluation of wages, salary schedules, and benefits.	BOE, Superintendent	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Fund 20)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEADERSHIP

95-100% of students will participate in leadership opportunities and activities.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Continue to implement Leader in Me program in grades PK-4th by meeting regularly to strengthen leadership abilities.	Building Administrators, Counselors, Teachers and Staff	Fall 2023
	The district will annually evaluate the leadership opportunities including extra curricular and cocurricular activities available to students.	Superintendent, Administrators, Counselors	Fall 2023
	Conduct an annual survey of Secondary students to determine need for possible extracurricular and cocurricular activities as well as satisfaction with current offerings.	HS Administrators, HS Counselors	Fall 2024

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Funds 10, 20, and 40)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)



LEADERSHIP

By 2026, all staff salaries and wages will rank in the top 20% of area districts and comparison PEER group districts annually.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
	Annually review wages, salary schedules, and benefit package.	BOE, Superintendent	Fall 2023
	Complete a yearly comparison of salary, wages, stipend, and benefit packages of surrounding districts	Superintendent	Fall 2023
	District will strive to increase staff salaries and wages at a minimum of 3% annually	BOE, Superintendent	Fall 2023

Data: The superintendent, building principals, special services director, & instructional coaches will provide data.

Funding Source: Board approved budget (Fund 20)

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)

