

STRAFFORD R-VI SCHOOL DISTRICT

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

**updated and approved by Board of Education October 2025*



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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	Assistant Superintendent
Doug Fields	High School Principal
Marci Brown	Middle School Principal
Dr. Ashley Bough	Elementary Principal
Bailey Owens	Early Childhood Principal
CJ August	Special Education Director
Dan MacLachlan	Board Member
Kim Edwards	Board Member
Ashley Vanhorn	Board Member
Michele Robnett	Curriculum Coordinator
Evelyn Muncy	Elementary Student
Abbi Hurtgen	High School Student
Jordan David	High School Student
Kaylee Cowles	Middle School Student
Jamie Muncy	Middle School Teacher/ Parent
Staci Purvis	Parent
Emma Gardner	Elementary Teacher
Amasa Kline	Parent
Mandy Williams	Middle School Teacher
Crystal Rhodes	Parent
Jodi Davis	High School Teacher
Stephanie Goings	Title Teacher
Megan Lannholm	Special Education Teacher
Crystal Tebbenkamp	EL Assistant Principal

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
October 2025	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
C	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
P	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
P	Create hands on learning opportunities focused on careers and industries of interest.	HS principal, HS Counselors	Annually, starting Fall 2023
C	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
P	Create homegrown employees that benefit our local businesses straight out of high school and college.	HS principal, HS Counselors	Annually, starting Spring 2024
P	Offer ACT prep courses for students.	HS principal, HS Counselors	Annually, starting Fall 2023
C	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
C	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
C	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
C	Before MAP assessments, using NWEA iReady data, identify students at risk and provide tutoring with test taking strategies.	Building principals, Counselors, Teachers	Fall 2023
C	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 iReady growth assessment.

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
NG	<p>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.</p> <p>Increase the annual fall-to-spring growth on the i-Ready assessment by 5% in the top three student performance levels.</p>	Curriculum and Assessment Coordinator, building principals, classroom teachers	Fall 2023
C	Students will reflect on their performance to identify change in performance (after each test window)	Classroom teachers	Fall 2023
C	Teachers will utilize Study Island MyPath-Personalize Instruction to assist students with interventions and reinforcement for specific topics (ongoing).	EL and MS principals, classroom teachers	Fall 2023
C	Utilize resources on NWEA iReady 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
C	Follow procedures for identification and referral of at-risk students.	All Staff	Fall 2023
C	Conduct a review of student progress, grades and interventions for K-12 appropriate referral	All Staff	Fall 2023
C	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
C	Students receive instruction throughout all grades using a variety of evidence-based practices.	All Staff	Fall 2023
C	Collaborate and communicate regularly about curriculum and instruction.	All Staff	Fall 2023
C	Students receive instruction through quality curriculum for all instructional courses and programs aligned to state and national standards.	All Staff	Fall 2023
C	Staff would receive ongoing professional development, feedback and support to guide instruction	All Staff	Fall 2023
C	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
C	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
C	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
C	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
C	Increase opportunities for students to participate in extra and/or curricular activities in all buildings	Building principals, Counselors, Teachers, Coaches	Fall 2024
C	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
C	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
C	Celebrations and goal achievement will be communicated to the appropriate audience.	Administration, Teachers and Staff	Fall 2023
C	Identify and provide interventions for at risk students.	Administration, Counselors, Teachers, PAT, Director of Special Services	Fall 2023
C	Identify factors that contribute to low attendance.	Administration, Counselors, Administrative Office Assistants, Teachers & Staff	Fall 2023
C	Monitor and promote student participation in extra and co-curricular activities annually.	Administration, Teachers and Staff	Fall 2023
C	Recognition of student involvement, attendance, learning on a quarterly basis.	Administration, Teachers and Staff	Fall 2023
C	Each school in the district will have a process for celebrating goal achievement for students.	Administration, Teachers and Staff	Fall 2023
C	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
C	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
C	The district will continue to provide an on-site school based clinician and monitor need annually.	Administration, BOE	Fall 2023
C	The district will provide trauma informed strategies and implement suicide awareness and prevention practices annually.	Administration, Counselors	Fall 2023
C	The district will provide annual staff training on de escalation strategies.	Administration, Special Services Director, Counselor	Fall 2023
C	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
C	Students in grades PK-4 will use Leader in Me strategies to encourage positive peer relationships.	Administration, Teachers and Staff	Fall 2023
C	Students in 5-8th grade will utilize PBIS strategies.	Administration, Teachers and Staff	Fall 2023
C	Students in high school will have an opportunity to participate in a Leadership class.	Administration, Teachers and Staff	Fall 2023
C	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) ¹⁶



CULTURE

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

GOAL MONITORING	ACTION STEP	PERSON RESPONSIBLE	TIMELINE
C	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
C	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
C	The district will create a plan to increase opportunities for parents to participate in school events/activities.	Administration, Teachers and Staff	Fall 2023
C	Parents as Teachers will continue provide services to families within our district.	PAT Supervisor, PAT Educators	Fall 2023
C	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
C	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
C	School buildings will follow district cleaning and safety protocols.	Administration, Maintenance Supervisor	Fall 2023
C	Employees will receive annual training in the areas of safety and cleanliness.	Administration, SRO, Maintenance Supervisor	Fall 2023
C	Entry points will be annually checked for appropriate safety and security.	Administration, SRO, Maintenance Supervisor	Fall 2023
C	School buildings will participate in statewide safety drills each school year.	Administration, SRO, Maintenance Supervisor	Fall 2023
C	Add additional safety supports including SRO, Nurses, School Based Clinician, Counseling, etc... as needed	BOE, Administration	Fall 2023
P	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
C	Attendance recognition for all students with greater than 90% attendance	Building Principals, teachers and staff	Fall 2023
C	Visits with students who have attendance concerns	Counselors, teachers and staff	Fall 2023
C	Building offices will monitor attendance data daily	Administrators and office staff	Fall 2023
C	Building administrators will send attendance letters to all students below 80%	Administrators and office staff	Fall 2023
<p>Data: The superintendent, building principals, special services director, & instructional coaches will provide data. Funding Source: Board approved budget (Funds 10, 20, and 40)</p>			
<p>Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NW), New Action Step (NAS)</p>			



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
C	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
C	The district will integrate the social/emotional learning standards into curriculum.	Counselors & Staff	Fall 2023
C	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. <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
C	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
C	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
C	Annually revisit professional development (PRO PLAN/Career Ladder) opportunities that Incentivise professional learning	BOE, Administration, Professional Development Committee	Fall 2023
C	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
C	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
C	Evaluate exit interview data annually.	BOE, Superintendent	Spring 2024
C	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
C	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
C	The district will annually evaluate the leadership opportunities including extra curricular and cocurricular activities available to students.	Superintendent, Administrators, Counselors	Fall 2023
P	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
C	Annually review wages, salary schedules, and benefit package.	BOE, Superintendent	Fall 2023
C	Complete a yearly comparison of salary, wages, stipend, and benefit packages of surrounding districts	Superintendent	Fall 2023
C	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)



CSIP Updates and Changes



Strafford R-VI School District
October 2025 Update

The October 2025 updates to the Continuous School Improvement Plan (CSIP) primarily reflect revisions to assessment practices, committee membership, and the development of a monitoring system to ensure fidelity of implementation.

Assessment Tool Transition The most significant change is the district's transition from NWEA to i-Ready as the primary benchmark assessment beginning with the 2025–2026 school year. Because of this shift, one Action Step under the Learning goal was updated. Language that previously referenced NWEA data collection and growth projections was revised to reflect the use of i-Ready assessments. This ensures alignment between the district's instructional practices, intervention strategies, and the new assessment system now used to monitor student progress.

Stakeholder Committee Membership: Several CSIP Stakeholder Committee members listed in the original plan are no longer part of the Strafford district or community. Replacement members have been added to ensure balanced representation of administrators, teachers, parents, students, and community members. These updates help maintain stakeholder input and accountability throughout the life of the plan. The membership list will be fully revised before the next CSIP review.

Goal Monitoring System: The Goal Monitoring framework has been updated for all action steps. This framework identifies whether each step is: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), or New Action Step (NAS). This addition provides greater clarity and transparency, allowing district leadership, staff, and stakeholders to easily track progress toward CSIP goals.

Successes: Since the adoption of the CSIP, Strafford R-VI has seen meaningful progress across its priority areas of learning, culture, and leadership. The district has strengthened systems for data-driven instruction and continuous growth monitoring, enabling teachers to better identify student needs and target interventions. Efforts to expand course offerings, enhance career and college readiness, and offer ACT prep have expanded opportunities for high school students. On the culture front, Strafford has increased family and community engagement, bolstered safety protocols, and integrated social-emotional supports and trauma-informed practices throughout the district. Leadership development initiatives, professional learning, and retention strategies have helped stabilize staffing and promote a shared vision among educators. Collectively, these advances have contributed to stronger alignment between district goals and classroom practice, and they have positioned Strafford to sustain improvements in student achievement and wellbeing.

Summary: In summary, the updated CSIP reflects Strafford R-VI's continued commitment to data-driven decision making, community engagement, and accountability. The most notable changes include the replacement of NWEA with i-Ready as the district's benchmark assessment tool, the adjustment of related Learning action steps, updates to the CSIP Stakeholder Committee membership, and the planned addition of a goal monitoring system. Together, these updates strengthen Strafford's ability to implement the CSIP with fidelity and to ensure the academic success and well-being of every student.

