

GLENWOOD R-8 SCHOOL DISTRICT



Comprehensive School Improvement Plan 2023-2026

Board Adopted October 2023

Table of Contents

Introduction.....	2
Our Process.....	3
Our Team.....	4
Data Analysis.....	5
SWOT Analysis.....	5
Our Mission.....	7
Our Vision.....	7
Our Core Beliefs.....	7
Our Top Priorities.....	8
Our Goals.....	9



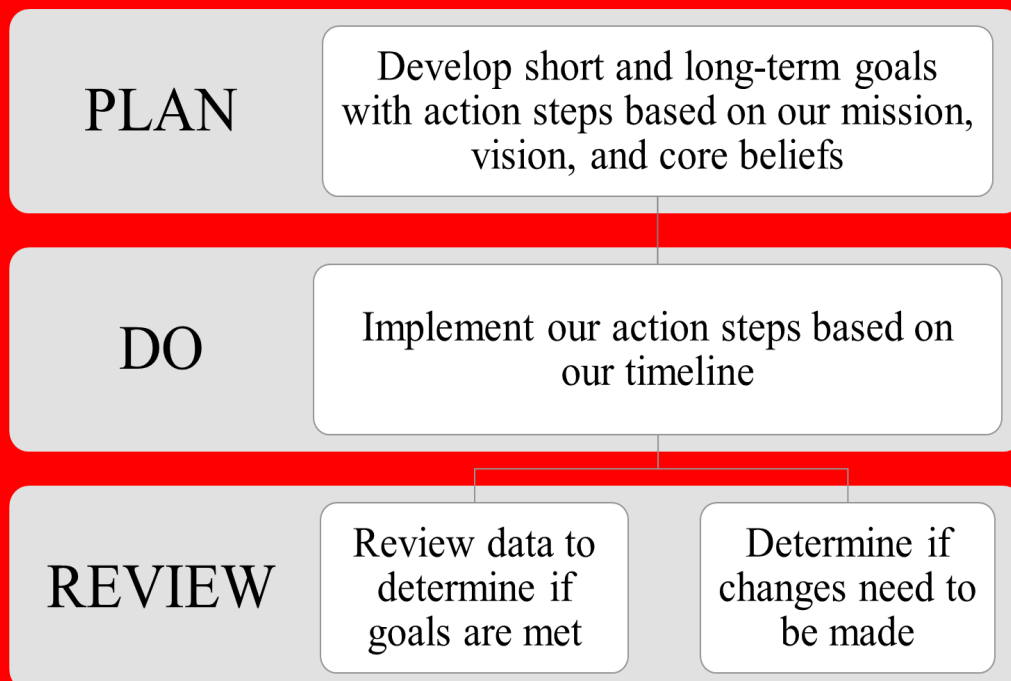
Introduction

As a component of the Missouri School Improvement Program (MSIP) review process, all districts are required by the Missouri Department of Elementary and Secondary Education (DESE) to develop a Comprehensive School Improvement Plan (CSIP). This CSIP plan directs the overall improvement of the Glenwood R-8 School District, including all educational programs and services. This plan will serve as a guide for the Glenwood Board of Education, administration, and staff when making decisions regarding school operations. With new changes released as part of the sixth version of the Missouri School Improvement Program standards, a great opportunity was presented for Glenwood staff, students, parents/guardians, and community members to reflect on best practices and create a plan that will guide school improvement for years to come.



Our Process

The planning process to write the new Comprehensive School Improvement Plan (CSIP) began in the spring of 2023. It began with information and data gathering through a variety of methods, including climate and culture surveys that were sent to students in grades 3-8, all staff, and parents and community members. During the summer and throughout August and September, several planning sessions were held to conduct a SWOT analysis and develop the Glenwood mission, vision, core beliefs, and measurable goals based on data gathered through surveys, assessment data, and a comprehensive district needs assessment. Participants in these meetings included school staff, board members, parents, and community members. Their work and commitment to the improvement of our school is reflected in this plan. We followed and will continue the process below. The cycle will be repeated as necessary.



Our Team

<u>Name</u>	<u>Role</u>
Chase Brotherton	Board Member
Brittany Smith	Board Member
Lucas Brown	Superintendent
Allison Arnold	Principal
Erin McBride	Special Services Coordinator
Andrew Atkinson	Technology Director
Lorie Jenkins	Bookkeeper
Matt Baldridge	Transportation Director
Teagan Danahy	2nd Grade Teacher/Parent
Mariah Hayes	Counselor/Parent
Michelle Finley	7-8 Grade Teacher
Angela Jackson	1st Grade Teacher
Allison Stewart	1st Grade Teacher
Kendra Gleghorn	Art Teacher/Parent
Michelle Melvin	5-6 Grade Teacher/Parent
Jessica Kershner	Librarian
Emily Stewart	2nd Grade Teacher
Julianna Yardley	3rd Grade Teacher/Parent
Amy Kaufman	5-8 Grade Teacher
Letitia Wilkening	Kindergarten Teacher
Nita Cawvey	Preschool Teacher
Jennifer Beach	Computers/Interventionist
Cynthia Martin	Paraprofessional
Kristin Brown	Special Education Teacher
Kirsten Andersen	Parent
Chase Johnson	Parent
Natalie Stock	Parent
LeAnn Rogers	Parent
Ellie Smith	Student
Kaylee Brotherton	Student

Data Analysis

<u>Internal Analysis</u>	<u>External Analysis</u>
Several sources of internal data were analyzed as part of the Comprehensive School Improvement Plan creation.	There are several external factors that impact decision-making and planning, and they were taken into account during the plan creation.
These include:	These include:
<ul style="list-style-type: none">❖ Missouri Assessment Program (MAP) results❖ Prior district results on the Annual Performance Report (APR)❖ Attendance Data❖ Demographics❖ Discipline Reports❖ Finance Data❖ Stakeholder Survey Results❖ Results from our progress monitoring assessment tool, NWEA	<ul style="list-style-type: none">❖ Missouri School Improvement Program changes❖ Changes to the Missouri Learning Standards❖ School Law Changes❖ Technological Changes❖ Changes in environmental factors that impact school operations

SWOT Analysis

As part of the planning process, Glenwood staff, parents, and community members conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of our school district. The results of the SWOT analysis can be found in the graphic below.

Glenwood R-8 School District SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ❖ Family oriented ❖ Welcoming and Friendly ❖ Community Involvement ❖ Financially Sound ❖ Leadership ❖ Close-Knit ❖ Communication ❖ Compassionate ❖ Student-Oriented ❖ Safety and Security ❖ Altruistic-always put others first ❖ Flexible ❖ Invested in Students ❖ Safe and Secure ❖ Accommodating 	<ul style="list-style-type: none"> ❖ Consistent Communication ❖ Poor shape of facilities ❖ Parent support ❖ Math Curriculum ❖ Student motivation ❖ Technology ❖ Disconnect between grade levels ❖ Low test scores ❖ Being reactive instead of proactive ❖ Lack of support ❖ Space (bathrooms, rooms) ❖ Intercom ❖ Lack of job descriptions 	<ul style="list-style-type: none"> ❖ Available Grants ❖ New Technology Training ❖ Partnerships Community/Otherwise ❖ Education ❖ Parent Involvement ❖ Professional Development ❖ Hiring High-Quality Individuals ❖ Better/Improved Facilities ❖ More Technology ❖ Textbook Rotation ❖ Team Meetings ❖ Unused Land ❖ Utilizing the Strengths of Individuals 	<ul style="list-style-type: none"> ❖ Lack of time ❖ Lack of money ❖ Lack of staff or the right staff ❖ Communication ❖ Lack of resources ❖ Staff and community support ❖ Lack of emotion/ lack of emotional understanding ❖ Mental health support ❖ Immediate needs for students ❖ Lack of parent support ❖ School Safety ❖ Peer environment ❖ Bullying Intervention ❖ After school programs

Our Mission

The mission of the Glenwood R-8 School District is to cultivate students to lead the next generation.

Our Vision

The vision of the Glenwood R-8 School District is to become a district that shapes academic achievers, leaders and productive citizens.

Our Core Beliefs

- ❖ Everyone has value, purpose, and is capable of learning.
- ❖ Everyone needs a safe, accepting, and accessible environment.
- ❖ Recruiting, retaining, and developing quality staff at all levels is critical.
- ❖ Learning is a lifelong process.
- ❖ Success is a partnership between students, parents, community, and the school.
- ❖ We are to be responsible stewards of our resources.
- ❖ Staff presents every student with high expectations and research-based learning opportunities to foster growth.
- ❖ Every student is presented with the opportunity to learn in a way that is most effective for them.
- ❖ Systems of support for students and staff from crisis to success are necessary.

Glenwood R-8 School District

Our Top Priorities

Academic Achievement

Facilities, Technology, Safety & Security

Parent Involvement, Community
Engagement, & Communication

Finances & Fiscal Responsibility

Positive Climate & High Performing
Culture



Our Goals

AA.1	Student attendance will improve to 90% of total students present 90% of the time by the end of the 2025-2026 school year.
AA.2	Students scoring in the 55th percentile or below on an NWEA content assessment will increase by at least 5 points annually for three consecutive years.
AA.3	The total number of student discipline incidents will decrease by at least 10% annually for the next three consecutive years.
AA.4	The total number of students in grades K-3 with a Reading Success Plan (RSP) will decrease by at least 15% annually for the next three consecutive years.
AA.5	Students scoring proficient or advanced on the Missouri Assessment Program (MAP) tests will increase by at least 10% annually for the next three consecutive years.
FTSS.1	The district will improve facilities by completing at least two improvement projects annually for the next three consecutive years.
FTSS.2	The district will see at least a 10% reduction in the number of concerns indicated by staff on the annual individual staff needs survey over the next three consecutive years.
PCC.1	The district will increase attendance at parent and community engagement events by at least 10% annually for the next three consecutive years.
PCC.2	The district will increase communication with staff, parents, and community members regarding district goals and actions by at least 25% annually over the next three consecutive years.
PCC.3	The district will increase weekly teacher communication with parents to 100% by the end of the 2025-2026 school year.
FFR.1	The district will maintain at least a 30% fund balance annually as reported on the district's Annual Secretary of the Board Report (ASBR) for the next three consecutive years.
FFR.2	The district will increase the capital projects fund balance by at least 10% annually for the next three consecutive years.
PCHC.1	Climate and culture surveys of the school completed by staff and students will see at least a 5% increase in strongly agree/agree categories annually for three consecutive years.
PCHC.2	Climate and culture surveys of the school completed by parents/guardians will see at least a 5% increase in strongly agree/agree categories annually for three consecutive years.

Priority Area: Academic Achievement		
Smart Goal AA.1: Student attendance will improve to 90% of total students present 90% of the time by the end of the 2025-2026 school year.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year <u>Semester 1</u> <ul style="list-style-type: none"> The school will contact students who are absent from school daily unless contacted by parent An attendance incentive program will be created for quarterly incentives Communicate compulsory attendance law with parents 	Front Office Secretary Counselor Principal	Daily beginning immediately October 2023 October 2023
<u>Semester 2</u> <ul style="list-style-type: none"> Handbook attendance policy will be reviewed to check for areas of improvement Attendance numbers will be reviewed to check for at least 5% improvement 	Administrative Team Administrative Team	May 2024 May 2024
Action Steps Year Two 2024-2025 School Year <u>Semester 1</u> <ul style="list-style-type: none"> Implement policy that requires 90% attendance to participate in extracurricular activities School will continue to contact students who are absent daily Incentive program will be reviewed for improvement and continued Communicate compulsory attendance law with parents 	Principal Front Office Secretary Administrative Team Principal	August 2024 August 2024 August 2024 August 2024
<u>Semester 2</u> <ul style="list-style-type: none"> Handbook attendance policy will be reviewed to check for areas of improvement Attendance numbers will be reviewed to check for at least 5% improvement over the previous year 	Administrative Team Administrative Team	May 2025 May 2025

<p>Action Steps Year Three 2025-2026 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> School will continue to contact students who are absent daily Incentive program will be reviewed for improvement and continued Communicate compulsory attendance law with parents <p><u>Semester 2</u></p> <ul style="list-style-type: none"> Handbook attendance policy will be reviewed to check for areas of improvement Attendance numbers will be reviewed to check for at least 5% improvement over the previous year Overall attendance numbers will be reviewed to check for 90% attendance for 90% of students at Glenwood 	Front Office Secretary	August 2025
	Administrative Team	August 2025
	Principal	August 2025
	Administrative Team	May 2026
	Administrative Team	May 2026
	Administrative Team	May 2026

Priority Area: Academic Achievement		
Smart Goal AA.2: Students scoring in the 55th percentile or below on an NWEA content assessment will increase by at least 5 points annually for three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
<p>Action Steps Year One 2023-2024 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> Implement NWEA testing for all students in grades K-8 Provide professional development for teachers to successfully implement NWEA testing Provide content specific training for academic interventionists All special education teachers will begin LETRS Volume 1 training to improve reading instruction All K-4 teachers will begin LETRS training volume 1 or 2 depending on 	Principal	August 2023
	Principal	August 2023
	Principal	August 2023
	Special Education Teachers	October 2023
	Principal	October 2023

<ul style="list-style-type: none"> needs • Provide tutoring for all students K-8 using research based programs • Provide mathematics training for math interventionist • Students will complete at least 20 minutes per week per subject on their Edmentum learning path • Begin implementing a Response to intervention (RTI) program for grades 5-8 	Principal	October 2023
	Principal	October 2023
	K-8 Teachers	October 2023
	Principal, Teacher Leadership Team, 5-8 teachers	October 2023
	Principal	January 2024
	Principal and Teacher Leadership Team	February 2024
	Special Education Teachers	May 2024
	K-4 Teachers	May 2024
<u>Semester 2</u> <ul style="list-style-type: none"> • Provide professional development for teachers to utilize NWEA assessment reports to improve instruction for students • Evaluate and adopt new mathematics curriculum resources K-8 for the 2024-2025 school year • All special education teachers will complete LETRS Volume 1 training to improve reading instruction • All K-4 teachers will complete LETRS training volume 1 or 2 depending on needs • Continue tutoring for K-8 students utilizing research based programs • Students will continue to complete at least 20 minutes per week per subject on their Edmentum learning path • Continue implementing RTI for grades 5-8 • Review RTI data for grades 5-8 to determine the effectiveness and areas in need of improvement 	K-8 teachers	Spring 2024
	K-8 teachers	Spring 2024
	Grades 5-8 Teachers	Spring 2024
	Principal, Teacher Leadership Team, and 5-8 teachers	May 2024
Action Steps Year Two 2024-2025 School Year <u>Semester 1</u> <ul style="list-style-type: none"> • Provide additional professional development for teachers to successfully review NWEA data for students to improve instruction • Provide content specific professional development for interventionists • All special education teachers will begin LETRS Volume 2 training to 	Principal	August 2024
	Principal	August 2024
	Special Education Teachers	September 2024

<ul style="list-style-type: none"> improve reading instruction • Remaining K-4 teachers will begin LETRS volume 2 training • Provide professional development for successful implementation of the new K-8 mathematics program • Students will complete at least 20 minutes per week per subject on their Edmentum learning path • Continue the RTI program for grades 5-8 implementing changes recommended from data review • Implement an RTI program for grades K-4 	K-4 Teachers	September 2024
	Principal	August and September 2024
	K-8 Teachers	August 2024
	Grades 5-8 Teachers	August 2024
	Principal, Teacher Leadership, K-4 Teachers	August 2024
	Principal	January 2025
<u>Semester 2</u> <ul style="list-style-type: none"> • Continue providing professional development and support for teachers implementing the new K-8 mathematics program • All special education teachers will complete LETRS Volume 2 training to improve reading instruction • Remaining K-4 teachers will complete LETRS volume 2 training • Continue implementing RTI for grades K-8 • Conduct a data review to determine effectiveness of RTI for grades K-8 and recommend any necessary changes 	Special Education Teachers	May 2025
	K-4 Teachers	May 2025
	Principal, K-8 Teachers	Spring 2025
	Administrative Team and Teacher Leadership Team	May 2025
Action Steps Year Three 2025-2026 School Year <u>Semester 1</u> <ul style="list-style-type: none"> • Review NWEA, MAP testing, and local assessment data to determine effectiveness of core subject area programs • Based on data review, determine if a new reading program needs to be adopted by the district for the 2026-2027 school year • Provide content specific professional development for interventionists • Continue to implement the K-8 RTI program for reading and mathematics, making changes recommended based on the previous year's data 	Principal, Teacher Leadership Team	August 2025
	Administrative and Teacher Leadership Teams	September 2025
	Principal	August 2025
	K-8 Teachers	August 2025

<ul style="list-style-type: none"> Continue providing research based tutoring for identified students in grades K-8 	K-8 Teachers	August 2025
<ul style="list-style-type: none"> Students continue to complete at least 20 minutes per week per subject on their edmentum learning paths 	K-8 Teachers	August 2025
<u>Semester 2</u>		
<ul style="list-style-type: none"> Make a final decision regarding the adoption of new curriculum materials for the 2026-2027 school year 	Administrative and Teacher Leadership Teams	May 2026
<ul style="list-style-type: none"> Review data to determine the effectiveness of the K-8 RTI program, recommend any changes for the next school year 	Administrative and Teacher Leadership Teams	May 2026

Priority Area: Academic Achievement		
Smart Goal AA.3: The total number of student discipline incidents will decrease by at least 10% annually for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year		
<u>Semester 1</u>		
<ul style="list-style-type: none"> Implement Positive Behavior Interventions and Supports (PBIS) system in grades 5-8 	Principal and 5-8 Teachers	August 2023
<ul style="list-style-type: none"> Provide professional development to support the implementation of PBIS in grades K-8 	Principal	September 2023
<ul style="list-style-type: none"> Implement PBIS in grades PK-4 following professional development 	PK-4 Teachers	September 2023
<ul style="list-style-type: none"> Hire a behavioral specialist to work with staff and students two days a week 	Superintendent	September 2023
<ul style="list-style-type: none"> Review and analyze first quarter discipline data 	PBIS Leadership Team	October 2023
<ul style="list-style-type: none"> Review and analyze second quarter discipline data 	PBIS Leadership Team	December 2023
<u>Semester 2</u>		
<ul style="list-style-type: none"> Provide professional development on difficult conversations with students and 	Principal	January 2024

<ul style="list-style-type: none"> parents for all staff • Increase follow-up conversations with students following discipline incidents • Provide professional development for specific classroom management strategies for all district staff • Review and analyze third quarter discipline data • Review and analyze fourth quarter discipline data • Review and analyze discipline data for the entire 2023-2024 school year to determine if discipline incidents were reduced by 10% compared to the previous year, make recommendations for the next school year • Review the student handbook to determine if any changes need to be made to the discipline section 	All Staff	January 2024
	Principal	February 2024
	PBIS Leadership Team	March 2024
	PBIS Leadership Team	May 2024
	PBIS Leadership Team	May 2024
	Administrative Team	May 2024
2024-2025 School Year		
<u>Action Steps Year Two 2024-2025 School Year Semester 1</u>		
<ul style="list-style-type: none"> • Provide additional PBIS training for all K-8 staff regarding tier 1 and tier 2 implementation of the program • Implement a consistent PBIS program for all grade levels, K-8, including recommended changes from the previous year • Develop a schoolwide incentive program K-8 to reward positive behaviors throughout the school year • Continue employment of the behavior specialist to assist staff and students with management strategies • Provide professional development on follow-up conversations with students after discipline incidents for teaching staff • Review and analyze first quarter discipline data • Review and analyze second quarter discipline data 	Principal	August 2024
	All Staff	August 2024
	PBIS Leadership Team	August 2024
	Superintendent	August 2024
	Principal	August 2024
	PBIS Leadership Team	October 2024
	PBIS Leadership Team	December 2024
<u>Semester 2</u>		
<ul style="list-style-type: none"> • Provide follow up PBIS professional development to support staff on the 	Principal	January 2025

<ul style="list-style-type: none"> continued implementation of PBIS Review and analyze third quarter discipline data Review and analyze fourth quarter discipline data Review and analyze overall discipline data for the entire 2024-2025 school year to determine if discipline incidents were reduced by 10% compared to the previous school year Determine if behavior specialist is still necessary to support behaviors and staff development for the 2025-2026 school year Review the student handbook to determine if any changes need to be made to the discipline section 	PBIS Leadership Team	March 2025
	PBIS Leadership Team	May 2025
	PBIS Leadership Team	May 2025
	Administrative Team	May 2025
	Administrative Team	May 2025
<p>Action Steps Year Three 2025-2026 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> Provide PBIS professional development training to implement tier 3 of the PBIS schoolwide program Continue with the schoolwide incentive program to help incentivize good behavior throughout the school year Review and analyze first quarter discipline data Review and analyze second quarter discipline data <p><u>Semester 2</u></p> <ul style="list-style-type: none"> Review and analyze third quarter discipline data Review and analyze fourth quarter discipline data Review and analyze overall discipline data for the current school year to determine if discipline incidents decreased by 10% compared to the previous year, recommend improvement Review the student handbook to determine if any changes need to be made to the discipline section 	Principal	August 2025
	PBIS Leadership Team	August 2025
	PBIS Leadership Team	October 2025
	PBIS Leadership Team	December 2025
	PBIS Leadership Team	March 2026
	PBIS Leadership Team	May 2026
	PBIS Leadership Team	May 2026
	Administrative Team	May 2026

Priority Area: Academic Achievement		
Smart Goal AA.4: The total number of students in grades K-3 with a Reading Success Plan (RSP) will decrease by at least 15% annually for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
<p><u>Action Steps Year One 2023-2024 School Year Semester 1</u></p> <ul style="list-style-type: none"> • The district will hire a full-time reading interventionist and another half-time reading interventionist • The district will hire an instructional coach to provide support and professional development for reading interventionists and K-3 reading teachers • All students in grades 1-3 will be given the NWEA foundational reading assessment within the first 30 days of school • All kindergarten students will be given the NWEA foundational reading assessment by December • All K-4 and special education teachers will begin LETRS training volume 1 or volume 2 depending on needs to improve reading instruction • The school district will implement Wilson Language Foundations for grades K-3 to improve phonics instruction • Reading interventionists will participate in professional development regarding the implementation of Reading Success Plans (RSPs) <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • All students in grades K-3 will be given the NWEA foundational reading assessment within the last 30 days of school to assess growth • All K-4 and special education teachers will complete volume 1 or volume 2 of 	<p>Superintendent</p> <p>Superintendent</p> <p>Grades 1-3 Teachers</p> <p>Kindergarten Teachers</p> <p>K-4 and Special Education Teachers</p> <p>Principal and K-3 Teachers</p> <p>Principal and Reading Interventionists</p> <p>K-3 Teachers and Reading Interventionists</p> <p>K-4 and Special Education Teachers</p>	<p>September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>April 2024</p> <p>May 2024</p>

<p>LETRS training</p> <ul style="list-style-type: none"> All assessment data will be reviewed to determine the number of students who successfully graduated from having a Reading Success Plan 	Leadership Team and Reading Interventionists	May 2024
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p> <ul style="list-style-type: none"> The district will continue to employ two reading interventionists to fully implement Reading Success Plans The district will continue to employ an instructional coach to provide support for reading teachers and interventionists All students in grades 1-3 will be given the NWEA foundational reading assessment within the first 30 days of school All kindergarten students will be given the NWEA foundational reading assessment by December Any remaining K-4 or special education teachers needing to complete LETRS training will begin volume 2 Wilson Foundations instruction will continue with professional development provided to all reading interventionists, K-4 teachers, and special education teachers on fully and successfully implementing the program <p><u>Semester 2</u></p> <ul style="list-style-type: none"> All students in grades K-3 will be given the NWEA foundational reading assessment within the last 30 days of school to assess growth All remaining K-4 and special education teachers completing LETRS training will finish volume 2 All assessment data will be reviewed to determine the number of students who successfully graduated from having a Reading Success Plan, and to see if there was a 15% reduction compared to the previous year 	<p>Superintendent</p> <p>Superintendent</p> <p>Grades 1-3 Teachers</p> <p>Kindergarten Teachers</p> <p>K-4 and Special Education Teachers</p> <p>Principal and K-3 Teachers</p> <p>K-3 Teachers</p> <p>K-4 and Special Education Teachers</p> <p>Leadership Team and Reading Interventionists</p>	<p>August 2024</p> <p>August 2024</p> <p>September 2024</p> <p>October 2024</p> <p>October 2024</p> <p>September 2024</p> <p>April 2025</p> <p>May 2025</p> <p>May 2025</p>
Action Steps Year Three 2025-2026 School Year		

<u>Semester 1</u> <ul style="list-style-type: none"> Any new staff in grades K-4 will begin LETRS training The district will continue to employ reading interventionists to fully implement Reading Success Plans for the district The district will continue to employ an instructional coach to support reading teachers and interventionists Wilson Foundations instruction will continue and professional development will be provided to continue supporting teaching staff implementation All students in grades 1-3 will be given the NWEA foundational reading assessment within the first 30 days of school All kindergarten students will be given the NWEA foundational reading assessment by December 	Principal	August 2025
	Superintendent	August 2025
	Superintendent	August 2025
	Principal	August 2025
	Grades 1-3 Teachers and Reading Interventionists	September 2025
	Kindergarten Teachers and Reading Interventionists	October 2025
<u>Semester 2</u> <ul style="list-style-type: none"> Any new staff that began LETRS training will complete the training All students in grades K-3 will be given the NWEA foundational reading assessment within the last 30 days of school to assess growth A full review and analysis of reading data will be conducted to determine the effectiveness of instruction and programs, with recommendations for changes being made as needed All assessment data will be reviewed to determine the number of students who successfully graduated from having a Reading Success Plan, and to see if there was a 15% reduction compared to the previous year 	Principal	May 2026
	K-3 Teachers and Reading Interventionists	April 2026
	Leadership Team and Reading Interventionists	May 2026
	Leadership Team and Reading Interventionists	May 2026

Priority Area: Academic Achievement

Smart Goal AA.5: Students scoring proficient or advanced on the Missouri

Assessment Program (MAP) tests will increase by at least 10% annually for the next three consecutive years.

Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund

School Year/Semester	Person(s) Responsible	Timeline(s)
<p><u>Action Steps Year One 2023-2024 School Year Semester 1</u></p> <ul style="list-style-type: none"> • The district will purchase the NWEA MAP growth and reading fluency assessments • The NWEA diagnostic test will be administered at the beginning of the school year • A Response to Intervention (RTI) program will be implemented in grades 5-8 based on NWEA assessment data and student learning path progression on a three week rotation • Students in grades K-4 will receive reading and math interventions based on NWEA assessment results • All teachers in grades K-4 will implement a standards-based grading system • All teachers in grades 5-8 will participate in professional development to support the implementation of standards-based grading • All teachers will participate in professional development to write curriculum guides aligned to the Missouri Learning Standards • The NWEA diagnostic test will be administered at the end of first semester to determine growth <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • An incentive program will be planned and implemented for student effort and performance on the MAP assessment • Grades 5-8 teachers will complete implementation training for standards-based grading to begin in the fall of 2024 • The NWEA diagnostic test will be administered at the end of the year to 	<p>Superintendent</p> <p>All Staff</p> <p>Principal and Grades 5-8 Teachers</p> <p>Principal and Interventionists</p> <p>Principal</p> <p>Principal</p> <p>Principal and K-8 Teachers</p> <p>All Staff</p> <p>Principal and Counselor</p> <p>Principal and Grades 5-8 Teachers</p> <p>All Staff</p>	<p>August 2023</p> <p>September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>October 2023</p> <p>October 2023</p> <p>December 2023</p> <p>February 2024</p> <p>February 2024</p> <p>April 2024</p>

determine growth and predict Missouri Assessment Program (MAP) test results		
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p> <ul style="list-style-type: none"> • MAP test data will be reviewed to determine if the number of students scoring proficient or advanced increased by at least 10% • The NWEA diagnostic test will be administered at the beginning of the school year • A Response to Intervention (RTI) program will be continued in grades 5-8 based on NWEA assessment data and student learning path progression on a three week rotation • Students in grades K-4 will continue to receive reading and math interventions based on NWEA assessment results • Teachers in grades K-4 will continue to implement standards-based grading, and grades 5-8 will begin implementation of standards-based grading • Professional development will continue to support all teachers in updating the scope and sequence of their curriculum guides for all subject areas • The NWEA diagnostic test will be administered at the end of first semester to determine growth <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • The MAP test assessment incentive program for effort and performance will be implemented • The district will conduct a review of the standards-based grading program and make recommendations for any changes that need to occur for the next school year • The NWEA diagnostic test will be administered at the end of the year to determine growth and predict Missouri Assessment Program (MAP) test results 	<p>Leadership Team</p> <p>All Staff</p> <p>Principal and Grades 5-8 Teachers</p> <p>Principal and Interventionists</p> <p>Principal and All Teachers</p> <p>Principal</p> <p>All Staff</p> <p>Principal and counselor</p> <p>Leadership Team</p> <p>All Staff</p>	<p>August 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September and October 2024</p> <p>December 2024</p> <p>February 2025</p> <p>April 2025</p> <p>April 2025</p>
Action Steps Year Three 2025-2026 School Year		

<u>Semester 1</u> <ul style="list-style-type: none"> • MAP test data will be reviewed to determine if the number of students scoring proficient or advanced increased by at least 10% • All grade levels throughout the entire district will be operating a standards-based grading system based on the Missouri Learning Standards and teacher created curriculum guides • The NWEA diagnostic test will be administered at the beginning of the school year • A Response to Intervention (RTI) program will be continued in grades 5-8 based on NWEA assessment data and student learning path progression on a three week rotation • Students in grades K-4 will continue to receive reading and math interventions based on NWEA assessment results • The NWEA diagnostic test will be administered at the end of first semester to determine growth 	Leadership Team	August 2025
	Principal and All Teachers	August 2025
	All Staff	September 2025
	Principal and Grades 5-8 Teachers	September 2025
	Principal and Interventionists	September 2025
	All Staff	December 2025
<u>Semester 2</u> <ul style="list-style-type: none"> • The MAP test assessment incentive program for effort and performance will be implemented • The NWEA diagnostic test will be administered at the end of the year to determine growth and predict Missouri Assessment Program (MAP) test results 	Principal and Counselor	February 2026
	All Staff	April 2026

Priority Area: Facilities, Technology, Safety & Security		
Smart Goal FTSS.1: The district will improve facilities by completing at least two improvement projects annually for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund, and The Capital Projects Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)

<p>Action Steps Year One 2023-2024 School Year <u>Semester 1</u></p> <ul style="list-style-type: none"> • Conduct a comprehensive facilities needs assessment looking at needs such as roofing, windows, security, extra-curricular facilities, playground areas, and other infrastructure needs • Conduct a survey to assess staff and community member concerns regarding facilities and safety of district buildings • Develop a list of proposals to address needs identified by surveys and the needs assessment • Conduct a cost analysis of each proposed project, and prioritize a list of projects to complete based on needs and costs • Transfer funds into Fund 4 for planned capital projects expenditures • Begin project 1 as identified by the proposed list of prioritized projects <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Begin project 2 as identified by the proposed list of prioritized projects • See through completion of projects 1 and 2 	<p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p>	<p>September 2023</p> <p>September 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>November 2023</p> <p>January 2024</p> <p>May 2024</p>
<p>Action Steps Year Two 2024-2025 School Year <u>Semester 1</u></p> <ul style="list-style-type: none"> • Conduct a new district needs assessment to determine if any changes need to be made to the prioritized list of projects • Conduct another staff and community survey to determine if any needs have changed for those populations • Transfer additional funds into Fund 4 for planned capital projects expenditures • Begin projects 3 and 4 as identified by the proposed list of prioritized projects <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • See through completion of projects 3 and 4 	<p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p>	<p>September 2024</p> <p>September 2024</p> <p>October 2024</p> <p>October 2024</p> <p>May 2025</p>
<p>Action Steps Year Three 2025-2026 School Year <u>Semester 1</u></p>		

<ul style="list-style-type: none"> Conduct a new district needs assessment to determine if any changes need to be made to the prioritized list of projects 	Superintendent	September 2025
<ul style="list-style-type: none"> Conduct another staff and community survey to determine if any needs have changed for those populations 	Superintendent	September 2025
<ul style="list-style-type: none"> Transfer additional funds into Fund 4 for planned capital projects expenditures 	Superintendent	October 2025
<ul style="list-style-type: none"> Begin projects 5 and 6 as identified on the proposed list of prioritized projects 	Superintendent	October 2025
<u>Semester 2</u> <ul style="list-style-type: none"> See through completion of projects 5 and 6 	Superintendent	May 2026

Priority Area: Facilities, Technology, Safety & Security		
Smart Goal FTSS.2: The district will see at least a 10% reduction in the number of concerns indicated by staff on the annual individual staff needs survey over the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year <u>Semester 1</u> <ul style="list-style-type: none"> Review and analyze the individual needs surveys that were completed at the end of the 2022-2023 school year to determine areas that need to be addressed immediately by technology and/or maintenance staff 	Superintendent, Technology Director, Maintenance Director	September 2023
<ul style="list-style-type: none"> Contact area districts to determine systems they use for technology requests 	Technology Director	October 2023
<ul style="list-style-type: none"> Contact area districts to determine systems they use for maintenance requests 	Maintenance Director	October 2023
<u>Semester 2</u> <ul style="list-style-type: none"> Develop a technology ticketing system that will be implemented during the 2024-25 school year when staff have 	Technology Director	May 2024

<ul style="list-style-type: none"> technology issues that need to be fixed • Develop a maintenance request system that will be implemented in the 2024-25 school year to track requests from when requests are made through completion of the request • Develop a full inventory of all district surplus furniture and location • Conduct a needs survey that will be completed by all staff members indicated technology and maintenance needs 	Maintenance Director	May 2024
	Maintenance Director	May 2024
	Superintendent	May 2024
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p> <ul style="list-style-type: none"> • Implement the new technology ticketing system for staff to utilize when they have a technology request • Implement the new maintenance request system that will allow staff to track requests from the beginning through completion <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Conduct a needs survey that will be completed by all staff members indicated technology and maintenance needs • Analyze results of the needs survey to determine if a 10% reduction in the number of needs identified has occurred • Review and analyze data from needs survey, technology requests, and maintenance requests to determine if there is a need to change staffing levels to address areas of concern 	Technology Director	August 2024
	Maintenance Director	August 2024
	Superintendent	May 2025
	Superintendent	May 2025
	Superintendent	May 2025
<p><u>Action Steps Year Three 2025-2026 School Year Semester 1</u></p> <ul style="list-style-type: none"> • Continue implementing technology ticketing system • Continue implementing maintenance request system <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Conduct a needs survey that will be completed by all staff members indicated technology and maintenance 	Technology Director	August 2025
	Maintenance Director	August 2025
	Superintendent	May 2026

needs		
<ul style="list-style-type: none"> Analyze results of the needs survey to determine if a 10% reduction in the number of needs identified has occurred Review and analyze data from needs survey, technology requests, and maintenance requests to determine if there is a need to change staffing levels to address areas of concern 	Superintendent	May 2026
	Superintendent	May 2026

Priority Area: Parent Involvement, Community Engagement, & Communication		
Smart Goal PCC.1: The district will increase attendance at parent and community engagement events by at least 10% annually for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
<u>Action Steps Year One 2023-2024 School Year Semester 1</u> <ul style="list-style-type: none"> Create a schoolwide google calendar for all staff to add school events as they are planned to help with communication purposes Update the school calendar on all platforms including the school website, app, and Facebook Increase the usage of the Facebook page to advertise for school events by making at least three posts weekly Develop a monthly paper calendar of events to be sent home at the beginning of each month with students Utilize the all-call system to notify parents of events through email, text, and/or call Conduct surveys at the conclusion of parent and community engagement events to determine if there are areas of improvement for future events 	Superintendent	September 2023
	Superintendent	September 2023
	Superintendent and Principal	September 2023
	Counselor	September 2023
	Superintendent and Principal	September 2023
	Superintendent	October 2023
<u>Semester 2</u> <ul style="list-style-type: none"> Send home information with students to 	Principal	January 2024

<p>provide parents with directions to access the school website and download the Glenwood app on smart phones</p> <ul style="list-style-type: none"> • Contact local media and begin building partnerships with the local newspaper and radio networks for future collaboration • Plan incentives for students to attend community and parent engagement events during the 2024-25 school year • Review and analyze sign-in sheets from parent and community engagement events to develop a baseline of participation numbers for future comparison 	<p>Superintendent</p> <p>Principal and Counselor</p> <p>Administrative Team</p>	<p>January 2024</p> <p>March 2024</p> <p>May 2024</p>
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p> <ul style="list-style-type: none"> • Develop a closer partnership with the Glenwood Parent-Teacher Organization (PTO) to ensure a strong line of communication is established to plan events for the year • Review area calendars to help reduce schedule conflicts when planning events for the school year • Continue to update the district google calendar with all events that are planned for the year and maintain all calendars on the website and app • Continue using the all-call system to notify parents of events • Work with teachers to include all major parent engagement and community events on their weekly communications home with parents • Utilize local media to advertise for major events during the school year including the newspaper and radio <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Hold a parent and community engagement open house, and encourage parents to provide input on future events they would like to see at the school • Conduct a survey to allow community members and parents to provide feedback on past events as well as 	<p>Superintendent and Principal</p> <p>Superintendent</p> <p>All Staff</p> <p>Superintendent and Principal</p> <p>All Teachers</p> <p>Superintendent and Principal</p> <p>Superintendent</p> <p>Superintendent</p>	<p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>March 2025</p> <p>April 2025</p>

<ul style="list-style-type: none"> events they would like to see in the future Analyze surveys from each event to determine areas in need of improvement for future events Review and analyze sign-in sheets from events to determine if attendance increased by at least 10% compared to the previous school year 	Administrative Team	April 2025
	Administrative Team	May 2025
<p>Action Steps Year Three 2025-2026 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> Hold at least two major parent and community engagement events, advertising them on local media, the website, app, and communications with parents Continue using the all-call system to notify parents of events Continue with attendance incentives for students at parent and community events <p><u>Semester 2</u></p> <ul style="list-style-type: none"> Hold at least two major parent and community engagement events, advertising them on local media, the website, app, and communications with parents Review and analyze sign-in sheets from events to determine if attendance increased by at least 10% compared to the previous school year 	<p>Superintendent and Principal</p> <p>Superintendent and Principal</p> <p>Principal and Counselor</p> <p>Superintendent and Principal</p> <p>Administrative Team</p>	<p>September 2025</p> <p>September 2025</p> <p>September 2025</p> <p>January 2026</p> <p>May 2026</p>

Priority Area: Parent Involvement, Community Engagement, & Communication		
Smart Goal PCC.2: The district will increase communication with staff, parents, and community members regarding district goals and actions by at least 25% annually over the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year		

<u>Semester 1</u> <ul style="list-style-type: none"> • Develop a section on the school website for the Board of Education • Begin inviting parents to board meetings through the creation of a student spotlight each month • Write and send out a fall newsletter to all district patrons and staff to provide updates regarding major district decisions and updates • Communicate the district Comprehensive School Improvement Plan (CSIP) through the school website, social media, app, and local media news sources 	Superintendent Superintendent Superintendent Superintendent	August 2023 August 2023 October 2023 October 2023
<u>Semester 2</u> <ul style="list-style-type: none"> • Begin posting the board meeting agendas on the school website one week before the meeting • Email board meeting minutes to all staff within 48 hours of meeting completion • Provide an end of year update regarding progress made towards CSIP goals during the school year through the district website, social media, and local media sources 	Superintendent and Board Secretary Superintendent Superintendent	January 2024 January 2024 May 2024
Action Steps Year Two 2024-2025 School Year <u>Semester 1</u> <ul style="list-style-type: none"> • Continue developing the Board of Education section of the website to include all board meeting agendas and minutes from the previous school year • Post board meeting agendas and minutes throughout the year on the school website • Write and send out a fall newsletter to all district patrons and staff to provide updates regarding major district decisions and updates <u>Semester 2</u> <ul style="list-style-type: none"> • Contact local media to develop better partnerships between the school and the local newspaper and radio stations • Collaborate with local media to inform the community of major board decisions and district goals 	Superintendent Superintendent and Board Secretary Superintendent Superintendent Superintendent	August 2024 August 2024 October 2024 January 2025 January 2025

<ul style="list-style-type: none"> Provide an end of year update regarding progress made towards CSIP goals during the school year through the district website, social media, and local media sources 	Superintendent	May 2025
Action Steps Year Three 2025-2026 School Year <u>Semester 1</u> <ul style="list-style-type: none"> Maintain the Board of Education section of the district website with meeting agendas and minutes Utilize a variety of sources to inform the public about upcoming board meetings Write and send out a fall newsletter to all district patrons and staff to provide updates regarding major district decisions and updates <u>Semester 2</u> <ul style="list-style-type: none"> Provide an end of year update regarding progress made towards CSIP goals during the school year through the district website, social media, and local media sources 	Superintendent and Board Secretary Superintendent Superintendent	August 2025 August 2025 October 2025 May 2026

Priority Area: Parent Involvement, Community Engagement, & Communication		
Smart Goal PCC.3: The district will increase weekly teacher communication with parents to 100% by the end of the 2025-2026 school year.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year <u>Semester 1</u> <ul style="list-style-type: none"> Teachers will be asked to communicate with parents weekly utilizing their preferred communication method A google calendar will be created for all district events, which will be included in weekly classroom communications A survey will be conducted to ask 	Principal Superintendent Superintendent	August 2023 September 2023 October 2023

<p>questions about school-parent communication to establish a baseline of data</p> <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Communication methods will be reviewed for effectiveness and frequency of use throughout the year • The teacher leadership committee will be convened to determine the best overall communication tool for elementary, grades K-4, and middle school, grades 5-8 and to make recommendations • A survey will be conducted again to ask questions about school-parent communication to gather parent feedback 	<p>Teacher Leadership Team</p> <p>Teacher Leadership Team</p> <p>Superintendent</p>	<p>April 2024</p> <p>April 2024</p> <p>May 2024</p>
<p>Action Steps Year Two 2024-2025 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> • A common communication tool will be selected for use for all grades, K-4 • A common communication tool will be selected for all teachers to use in grades 5-8 • Professional development will be provided for best practices in terms of utilizing the selected communication tool for each grade span <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • A survey will be conducted to gather data to compare parent feedback about communication compared to the previous school year • The teacher leadership will review and analyze survey data to make recommendations for any changes that may be necessary to improve communications for the next school year 	<p>Teacher Leadership Team</p> <p>Teacher Leadership Team</p> <p>Principal</p> <p>Superintendent</p> <p>Teacher Leadership Team</p>	<p>August 2024</p> <p>August 2024</p> <p>August and September 2024</p> <p>May 2025</p> <p>May 2025</p>
<p>Action Steps Year Three 2025-2026 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> • All teachers will be required to communicate weekly utilizing a common tool for grades K-4 and grades 	<p>Principal</p>	<p>August 2025</p>

5-8 <ul style="list-style-type: none"> Additional professional development will be provided to support teachers in utilizing the selected communication tools 	Principal	August 2025
<u>Semester 2</u> <ul style="list-style-type: none"> A survey will be conducted to gather data regarding parent-school communication to compare to the previous two school years 	Superintendent	May 2026

Priority Area: Finances & Fiscal Responsibility		
Smart Goal FFR.1: The district will maintain at least a 30% fund balance annually as reported on the district's Annual Secretary of the Board Report (ASBR) for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund, and The Capital Projects Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year <u>Semester 1</u> <ul style="list-style-type: none"> The 2023-24 fiscal year budget will be reviewed to determine if amendments and/or changes need to be made A comprehensive, detailed budget will be created to account for all planned revenues and expenditures for the remainder of the 2023-2024 school year 	Superintendent Superintendent	August 2023 October 2023
<u>Semester 2</u> <ul style="list-style-type: none"> A budget update will be provided to the board of education to determine if earlier budget calculations are on track A comprehensive, detailed budget to account for all planned revenues and expenditures for the 2024-2025 school year will be created A final budget update will be provided to the board of education to determine the final fund balance for the end of the 2023-2024 school year 	Superintendent Superintendent Superintendent	January 2024 March 2024 June 2024

<p>Action Steps Year Two 2024-2025 School Year <u>Semester 1</u></p> <ul style="list-style-type: none"> • The 2023-2024 school year ASBR will be provided to the board of education along with the final fund balance update for the previous year • New budget totals for the current year will be calculated and presented to the board if necessary depending on tax rate information for the 2024-25 school year along with budget amendments and/or changes • A budget update will be provided to the board to determine if revenues and expenditures on track to meet budgetary goals <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • A budget update will be provided to determine if revenues and expenditures are still on track to meet budgetary goals • A comprehensive, detailed budget accounting for all expected revenues and expenditures for the 2025-2026 school year will be developed • A final budget update will be provided to the board of education to determine the final fund balance for the end of the 2024-2025 school year to determine if the 30% fund balance has been met 	<p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p>	<p>August 2024</p> <p>August 2024</p> <p>October 2024</p> <p>January 2025</p> <p>March 2025</p> <p>June 2025</p>
<p>Action Steps Year Three 2025-2026 School Year <u>Semester 1</u></p> <ul style="list-style-type: none"> • The 2024-2025 school year ASBR will be provided to the board of education along with the final fund balance update for the previous year • New budget totals for the current year will be calculated and presented to the board if necessary depending on tax rate information for the 2025-26 school year along with budget amendments and/or changes • A budget update will be provided to the board to determine if revenues and expenditures on track to meet budgetary 	<p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p>	<p>August 2025</p> <p>August 2025</p> <p>October 2025</p>

goals		
<u>Semester 2</u>		
<ul style="list-style-type: none"> • A budget update will be provided to determine if revenues and expenditures are still on track to meet budgetary goals 	Superintendent	January 2026
<ul style="list-style-type: none"> • A comprehensive, detailed budget accounting for all expected revenues and expenditures for the 2026-2027 school year will be developed 	Superintendent	March 2026
<ul style="list-style-type: none"> • A final budget update will be provided to the board of education to determine the final fund balance for the end of the 2025-2026 school year to determine if the 30% fund balance has been met 	Superintendent	June 2026

Priority Area: Finances & Fiscal Responsibility		
Smart Goal FFR.2: The district will increase the capital projects fund balance by at least 10% annually for the next three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
Action Steps Year One 2023-2024 School Year		
<u>Semester 1</u>		
<ul style="list-style-type: none"> • Fund 4 balances will be reviewed to determine a baseline number 	Superintendent	September 2023
<ul style="list-style-type: none"> • A plan to transfer funds to fund 4 will be developed 	Superintendent	September 2023
<ul style="list-style-type: none"> • Funds will be transferred to fund 4 based on budgetary information to increase the end year fund 4 balance by at least 10% 	Superintendent	October 2023
<u>Semester 2</u>		
<ul style="list-style-type: none"> • Fund balances will be reviewed to determine final balance percentages and they will be presented to the board of education 	Superintendent	June 2024
<ul style="list-style-type: none"> • Capital project expenditures for the 2024-2025 school year will be planned and budgeted 	Superintendent	June 2024

<p>Action Steps Year Two 2024-2025 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> • A plan to transfer funds into fund 4 will be developed • Funds will be transferred into fund 4 based on budgetary information to increase the end year fund 4 balance by at least 10% <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Fund balances will be reviewed to determine final balance percentages and they will be presented to the board of education • Capital project expenditures for the 2025-2026 school year will be planned and budgeted 	Superintendent	September 2024
	Superintendent	October 2024
	Superintendent	June 2025
	Superintendent	June 2025
<p>Action Steps Year Three 2025-2026 School Year</p> <p><u>Semester 1</u></p> <ul style="list-style-type: none"> • A plan to transfer funds into fund 4 will be developed • Funds will be transferred into fund 4 based on budgetary information to increase the end year fund 4 balance by at least 10% <p><u>Semester 2</u></p> <ul style="list-style-type: none"> • Fund balances will be reviewed to determine final balance percentages and they will be presented to the board of education • Capital project expenditures for the 2026-2027 school year will be planned and budgeted 	Superintendent	September 2025
	Superintendent	October 2025
	Superintendent	June 2026
	Superintendent	June 2026

Priority Area: Positive Climate & High Performing Culture
Smart Goal PCHC.1: Climate and culture surveys of the school completed by staff and students will see at least a 5% increase in strongly agree/agree categories annually for three consecutive years.
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund

School Year/Semester	Person(s) Responsible	Timeline(s)
<p><u>Action Steps Year One 2023-2024 School Year Semester 1</u></p> <ul style="list-style-type: none"> Climate and Culture surveys will be completed by staff and students to establish a baseline number for each category The school will provide more areas and opportunities to display student work throughout the school The Positive Behavior Intervention and Support (PBIS) program will be implemented with fidelity throughout all grade levels The school will begin developing a promotional video to highlight positives within the school The school will increase communication with staff by providing weekly email updates about upcoming events A teacher leadership team will be developed to provide opportunities for collaborative decision-making A student leadership class will be developed to provide leadership and ownership opportunities for students in grades 5-8 	<p>Superintendent</p> <p>Superintendent</p> <p>Principal</p> <p>Superintendent</p> <p>Principal</p> <p>Principal</p> <p>Principal and Counselor</p>	<p>September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p>
<p><u>Semester 2</u></p> <ul style="list-style-type: none"> A new staff onboarding and mentoring program will be developed for new staff members A new student mentoring program will be developed for students new to the district The school will complete a promotional video to highlight positives within the school Climate and culture surveys will be conducted with all staff and students Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses 	<p>Principal</p> <p>Principal and Counselor</p> <p>Superintendent</p> <p>Superintendent</p> <p>Administrative Team</p>	<p>March 2024</p> <p>March 2024</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p>		

<ul style="list-style-type: none"> • The school promotional video will be shared during back to school meetings with staff and during open house with students • New staff members will be welcomed to the district utilizing the new onboarding and mentoring program • New students to the district will be welcomed with the new student mentoring program • The school will add a “buddy bench” to the playground 	Superintendent and Principal	August 2024
	Principal	August 2024
	Principal and Counselor	August 2024
	Superintendent	September 2024
<u>Semester 2</u> <ul style="list-style-type: none"> • Climate and culture surveys will be conducted with all staff and students • Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses • The new staff onboarding and mentoring program will be reviewed to see if any changes are recommended for the 2025-2026 school year • The new student mentoring program will be reviewed to see if any changes are recommended for the 2025-2026 school year 	Superintendent	May 2025
	Administrative Team	May 2025
	Administrative Team	May 2025
	Administrative Team	May 2025
Action Steps Year Three 2025-2026 School Year <u>Semester 1</u> <ul style="list-style-type: none"> • New staff will be welcomed to the district utilizing the onboarding and mentoring program • New students will be welcomed to the district utilizing the new student mentoring program • The school will add a second “buddy bench” to the playground 	Principal	August 2025
	Principal and Counselor	August 2025
	Superintendent	September 2025
	Superintendent	May 2026
<u>Semester 2</u> <ul style="list-style-type: none"> • Climate and culture surveys will be conducted with all staff and students • Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses 	Administrative Team	May 2026

Priority Area: Positive Climate & High Performing Culture		
Smart Goal PCHC.2: Climate and culture surveys of the school completed by parents/guardians will see at least a 5% increase in strongly agree/agree categories annually for three consecutive years.		
Funding Source: The General/Incidental Fund, Special Revenue/Teachers Fund		
School Year/Semester	Person(s) Responsible	Timeline(s)
<p><u>Action Steps Year One 2023-2024 School Year Semester 1</u></p> <ul style="list-style-type: none"> Climate and culture surveys will be conducted with parents/guardians to establish a baseline number for each category The school will begin developing a promotional video to highlight positives within the school The school will increase communication with parents by revamping and updating the school website and app Teachers will increase communication by providing weekly classroom updates using their preferred communication method The frequency of posts on school social media will increase to at least 5 posts per week highlighting positive events occurring in the school The district will mail a fall newsletter highlighting major events for the school year, major district initiatives, and other important information to all parents/guardians <p><u>Semester 2</u></p> <ul style="list-style-type: none"> The school will complete a promotional video to highlight positives within the school Communication tools will be reviewed to select a common tool to be used by all teachers for the 2024-2025 school year Climate and culture surveys will be conducted with all parents/guardians 	<p>Superintendent</p> <p>Superintendent</p> <p>Superintendent</p> <p>Principal</p> <p>Administrative Team</p> <p>Superintendent</p> <p>Superintendent</p> <p>Principal and Teacher Leadership Team</p> <p>Superintendent</p>	<p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p>

<ul style="list-style-type: none"> Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses 	Administrative Team	May 2024
<p><u>Action Steps Year Two 2024-2025 School Year Semester 1</u></p> <ul style="list-style-type: none"> The school promotional video will be shared with parents/guardians during back to school open house as well as through the district website and social media pages A common communication tool will be selected and implemented by all teachers to communicate weekly with parents/guardians The frequency of social media posts will increase to at least 8 posts per week highlighting positive events happening in the school The district will host a parent/guardian open house to invite parents/guardians to provide updates about major district initiatives and to receive feedback The district will mail a fall newsletter highlighting major events for the school year, major district initiatives, and other important information to all parents/guardians <p><u>Semester 2</u></p> <ul style="list-style-type: none"> Climate and culture surveys will be conducted with all parents/guardians Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses 	<p>Superintendent</p> <p>Principal</p> <p>Administrative Team</p> <p>Superintendent and Principal</p> <p>Superintendent</p> <p>Superintendent</p> <p>Administrative Team</p>	<p>August 2024</p> <p>August 2024</p> <p>August 2024</p> <p>October 2024</p> <p>October 2024</p> <p>May 2025</p> <p>May 2025</p>
<p><u>Action Steps Year Three 2025-2026 School Year Semester 1</u></p> <ul style="list-style-type: none"> The frequency of social media posts will increase to at least 12 posts per week highlighting positive events occurring within the school The district will host a parent/guardian open house to invite parents/guardians to provide updates about major district 	<p>Administrative Team</p> <p>Superintendent and Principal</p>	<p>August 2025</p> <p>October 2025</p>

<ul style="list-style-type: none"> initiatives and to receive feedback The district will mail a fall newsletter highlighting major events for the school year, major district initiatives, and other important information to all parents/guardians 	Superintendent	October 2025
<u>Semester 2</u>		
<ul style="list-style-type: none"> Climate and culture surveys will be conducted with all parents/guardians Climate and culture survey results will be reviewed and analyzed to determine if the strongly agree/agree categories saw at least a 5% increase in responses 	Superintendent Administrative Team	May 2026 May 2026