



**Billings R-IV School District**

# **Continuous School Improvement Plan 2023 - 2026**

**Rich in Tradition, Preparing for the Future**

The Billings R-IV CSIP Plan is developed, written, and reviewed by internal and external stakeholders (including Board members, administration, teachers, staff, parents/guardians, representatives of local business/industry, charitable/non-profit/cultural organizations, and other community members) at monthly board meetings, administrator meetings, school teacher/staff meetings, bi-annual planning meetings (SWOT analysis and data review teams) monthly school/community meetings, and through surveys.

*\*Adopted by the Billings R-IV School Board on September 27, 2023*



**Home of the Wildcats**



# Billings R-IV School District

## **CSIP Process and Timeline:**

The Billings R-IV School District engaged in strategic planning / CSIP development in September of 2023. Dr. Kevin Daniel, FiredUP Consulting Group facilitated the work with the Billings R-IV CSIP team. The team was comprised of approximately 25 internal and external stakeholders and met two evenings.

Through a collaborative process and CSIP team member conversations; the team engaged in the following tasks:

- *Participated in and conducted a SWOT analysis.*
- *Reviewed the district's report card.*
- *Reviewed the district's current strategic plan.*
- *Developed the district's beliefs, mission and vision.*
- *Identified the district's top priorities for the next three school years 2023-2026.*
- *Created SMART goals aligned to the district's top four priorities.*
- *Developed action steps for each SMART goal staged out over three years.*

## **Important Dates:**

- *September 8, 2023*
  - *Virtual pre-CSIP meeting - administrative team and Kevin Daniel*
- *September 19, 2023*
  - *CSIP team evening meeting*
- *September 26, 2023*
  - *Virtual meeting - administrative team with Kevin Daniel*
- *September 26, 2023*
  - *CSIP team evening meeting*
- *September 27, 2023*
  - *Administrative team in-person meeting with Kevin Daniel*
- *September 27, 2023*
  - *Mrs. Brandt, Superintendent of Schools reports to Board of Education on status of CSIP development process*

- *September 27, 2023*
  - *Board of Education quorum approves CSIP*
- *October 25, 2023*
  - *CSIP approval celebration, CSIP acknowledgment and Board of Education in depth review of plan*
- *November 2023*
  - *Staff meeting, share CSIP plan in detail*
- *November - December 2023*
  - *Principals engage staff in development of Building Improvement Plans*



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# Billings R-IV School District

## District Beliefs

(Developed Fall 2023 by CSIP Team)

### We believe in:

- *Instilling positive character values and a strong work ethic in all students and staff.*
- *Providing a safe, engaging learning environment that is driven by purpose.*
- *Presenting every student with the opportunity to reach their fullest potential.*
- *Ensuring accountability at every level of learning and leadership.*
- *Establishing and sustaining partnerships with families, community, and businesses.*



# Home of the Wildcats



## School District: Billings R-IV School District

	Name / First and Last	Role/Connection to the District. Teacher, Admin, Parent, etc.
1	Andrea Moorefield	PK Parent
2	Jami Borgmann	PK/Elementary/JH Parent
3	Lisa Smith	Business Owner/Elementary Parent
4	Jessica Legan	Elementary-2nd Grade Teacher
5	Megan Terry	Elementary-Kindergarten Teacher
6	Jennifer Hubert	Elementary-2nd Grade Teacher
7	Sandee Stewart	Title I Reading Teacher K-6
8	Alicia Lear	Elementary-Special Education Teacher, Process Coordinator
9	Lisa Alexander	FACS Teacher, Community Teachers Association (CTA)
10	Sandra Biri	K-12 Counselor, Non-Profit Food Organization
11	Hanna Holmgren	High School Science Teacher
12	Diana Rauch	JH Science Teacher
13	Nicole Plowman	HS Parent, Non-Profit Community Organization
14	Tim Brewer	Director of Technology
15	Cindy Brandt	Superintendent
16	Anne Hickman	JH/HS Principal
17	Ben Abramovitz	Elementary Principal
18	Mike Tomlinson	Board Member, JH,ELEM Parent
19	Chris Bos	Board President, HS Parent
20	Lyndell Plowman	Board Member, HS Parent
21	Wes Jones	Director of Transportation
22	Janis Jones	Board Secretary, Accounts Payable
23	Ray Jennings	Director of Maintenance
24	Natalie Verch	Elementary Secretary
25	Blake Towe	Elementary Paraprofessional
26	Garrison Baker	HS Student

**\*\*The CSIP development process was facilitated by Dr. Kevin Daniel with FiredUP Consulting Group**



# Billings R-IV School District

## District Mission

(Developed Fall 2023 by CSIP Team)

The Mission of the **Billings R-IV** School District is to provide a student-centered experience guaranteeing our graduates are prepared to meet life's challenges.



# Home of the Wildcats



**Billings R-IV School District**

## **District VISION**

(Developed Fall 2023 by CSIP Team)

**The Vision of the Billings R-IV School District is to become a model school for excellence.**



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# Billings R-IV School District

## District Top Priorities (Developed Fall 2023 by CSIP Team)

**Teaching, Learning & Student Achievement**

**Staffing** (Attract, Recruit, Hire, Develop, Compensate & Retain)

**4 Cs - Climate, Culture, Communication & Community**

**Finances, Facilities, Safety, Security & Technology**



# Home of the Wildcats

**Priority Area: Teaching, Learning & Student Achievement**

**SMART Goal #1: Billings R-IV will increase to and maintain student MAP scores to 60% Proficient/Advanced level in all tested areas by the 2026-27 school year.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<p><b>Action Steps Year One 2023-24 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Rewards for Proficient/Advanced and level movement given by December 2023.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Building professional development goals set annually with an influence in benchmark data.</li> <li>○ District provides incentives to students for participation, effort, and good behavior during testing.</li> <li>○ District curriculum which includes scope and sequence of each course, standards and learning targets will be complete by May 2024.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Fall 2023 and Spring 2024
<p><b>Action Steps Year Two 2024-25 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Implement common academic language K-12 consistent with state assessment language.</li> <li>○ Create a grade specific parent tool box on the school website.</li> <li>○ Employ a Curriculum Director July 1, 2024.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Introduce testing strategies in kindergarten through sixth grade.</li> <li>○ District curriculum including activities will be complete by May 2025.</li> </ul> </li> </ul>	Teachers/Administrators	Local and State Funds	Fall 2024 and Spring 2025
<p><b>Action Steps Year Three 2025-26 School Year</b></p> <ul style="list-style-type: none"> <li>○ District curriculum including assessments will be complete by May 2026.</li> </ul>	Teachers/Administrators	Local and State Funds	Fall 2025

**Priority Area: Teaching, Learning & Student Achievement**

**SMART Goal #2: Billings R-IV will have fewer than the median average number of Reading Success Plans in grades K-3 in the SWCL Conference by the 2026-27 school year.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Committee established to review diagnostic tools, review of students moved on to and off of plans with documents being updated for staff communications with parents regarding student progress.</li> </ul> </li> </ul>	Teachers/Administrators <i>Board of Education</i>	Local and State Funds	Spring 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Newly adopted reading curriculum, strategies, and language being used systematically PK - 3rd grade.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Review of Heggerty and its performance/implementation strategies systematically PK - 3rd.</li> </ul> </li> </ul>	Teachers/Administrators	Local and State Funds	Fall 2024 and Spring 2025
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Review of Heggerty and its performance/implementation strategies systematically PK - 3rd.</li> </ul> </li> </ul>	Teachers/Administrators	Local and State Funds	Fall 2025 and Spring 2026

**Priority Area: Teaching, Learning & Student Achievement**

**SMART Goal #3: Increase percentage of graduates taking the ACT by 5-7% by 2025-2026 school year while maintaining an average composite score higher than the state average composite score .**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<p><b>Action Steps Year One 2023-24 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Offer ACT help during advisory time for sophomore, junior and senior students.</li> <li>○ Provide parent education/support on the awareness and importance of the ACT.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ ACT prep classes or bootcamp after school or on Saturday with a stipend for teachers.</li> <li>○ Pay for the first ACT, or offer a reimbursement if a student's score is above the Missouri state average.</li> <li>○ Provide ACT registration assistance for students and parents.</li> </ul> </li> </ul>	<p>Teachers/Counselor/ Administrators</p>	<p>Local and State Funds</p>	<p>Fall 2023 and Spring 2024</p>
<p><b>Action Steps Year Two 2024-25 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Be a national ACT testing site at Billings High School.</li> </ul> </li> </ul>	<p>Counselor/Administrator</p>	<p>Local and State Funds</p>	<p>Fall 2024</p>
<p><b>Action Steps Year Three 2025-26 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ ACT Prep Class included in the 2025-2026 master schedule.</li> </ul> </li> </ul>	<p>Counselor/Administrator</p>	<p>Local and State Funds</p>	<p>Fall 2025</p>

**Priority Area: STAFFING** (*Attract, Recruit, Hire, Develop, Compensate & Retain*)

**SMART Goal #1: Billings R-IV will retain at least 90% of their certified and non-certified staff members annually for 3 years.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ NEE Staff Surveys given 2nd semester annually.</li> <li>○ Staff exit interviews to all staff leaving the district beginning May 2024.</li> </ul> </li> </ul>	Teachers, Administrators	Local Funds	Spring 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Staff surveys will be developed, distributed, and data reviewed annually in January.</li> </ul> </li> </ul>	Teachers, Administrators	Local Funds	Spring 2025
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Staff surveys will be distributed and data reviewed in January.</li> </ul> </li> </ul>	Teachers, Administrators	Local Funds	Fall 2025

**Priority Area: STAFFING** (*Attract, Recruit, Hire, Develop, Compensate & Retain*)

**SMART Goal #2: Billings R-IV will attract a minimum of 5 candidates for any certified and non-certified position by the 2026-27 school year.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ High School Media class developed district video for staff recruitment.</li> </ul> </li> </ul>	Teachers/Students/ Administration	Local and State Funds	Spring of 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Website design, updating, and management assigned to staff members beginning July 2024.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Branding and marketing established, grown, and reviewed through social media outlets annually with position/duties assigned beginning January 2025.</li> </ul> </li> </ul>	Administration/Staff	Local and State Funds	Fall of 2024 to Spring of 2025
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Participate in the "Grow Your Own" program through the state of Missouri beginning August 2025.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Fall 2025

**Priority Area: STAFFING** (*Attract, Recruit, Hire, Develop, Compensate & Retain*)

**SMART Goal #3: District will retain 85% of staff it intends to issue a contract to annually.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Staff exit interviews to all staff leaving the district beginning May 2024.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Spring 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Combining personal and sick days into non-identified days.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Fall 2024
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Pay for teacher Masters courses and/or tuition reimbursement for advanced courses while the teacher commits to the district for a certain amount of time 3-5 years.</li> <li>○ Billings campus utilized as a graduate course site for staff.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Fall 2025

**Priority Area: STAFFING** (*Attract, Recruit, Hire, Develop, Compensate & Retain*)

**SMART Goal #4: All staff salaries, wages, and benefits will rank in the top 25% of conference schools, area districts, in comparison to PEER group districts annually.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Add in additional columns on the salary schedule such as BS+8, BS+16, BS+24, etc.</li> <li>○ Increase in pay in each vertical and horizontal step on the salary schedule.</li> </ul> </li> </ul>	Admin Team	Local and State Funds	Fall 2024
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Reinstate Career Ladder.</li> <li>○ Extra-duty stipend percentages placed within the top 3 of SWCL school districts.</li> </ul> </li> </ul>	Admin Team	Local State Funds	Fall 2025

**Priority Area: Climate, Culture, Communication & Community**

**SMART Goal #1: Stakeholders survey response rate will increase by 2-3% on an annual basis**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ The district will extend the timeline for parents to complete the surveys.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ The district will offer opportunities for feedback to stakeholders</li> </ul> </li> </ul>	Admin Team	Local Funds	Fall 2023 and Spring 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Teachers will promote school surveys through the district notification system.</li> <li>○ Produce survey results at parent/teacher conferences once each year.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Celebrate success from survey results one month after data is collected.</li> </ul> </li> </ul>	Teachers/Administrators	Local and state funds	Fall 2024 and Spring 2025
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Produce survey results at parent/teacher conferences once each year.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Create surveys and give our stakeholders results to show district growth.</li> </ul> </li> </ul>	Teachers/Administrators <i>David</i>	Local and state funds	Fall 2025 and Spring 2026

**Priority Area: Climate, Culture, Communication & Community**

**SMART Goal #2: Increase proactive/preventative actions steps with students on attendance and behavior by 5% annually.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<p><b>Action Steps Year One 2023-24 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Staff will send out two positive referrals every month based upon the character word of the month.</li> <li>○ Provide attendance incentives quarterly for students with 95% or higher.</li> <li>○ During advisory time, students will receive academic support to improve grades after each tri-term report.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Establish a baseline metric for proactive/preventative steps.</li> <li>○ Teachers and administrators will send positive referrals home weekly.</li> </ul> </li> </ul>	<p>Teachers, Staff, Administrators</p>	<p>Local and state funds</p>	<p>Fall 2023 and Spring Spring 2024</p>
<p><b>Action Steps Year Two 2024-25 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Positive assemblies and events modeling good behavior each semester by administrators.</li> </ul> </li> </ul>	<p>Admin Team</p>	<p>Local and state funds</p>	<p>Fall 2024 and Spring 2025</p>
<p><b>Action Steps Year Three 2025-26 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Establish two classrooms at each grade level K-6 to provide enrichment and remedial support for students.</li> <li>○ Surveys to students, faculty and parents on Climate, Culture, Community and Communication.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Share survey information with all stakeholders</li> </ul> </li> </ul>	<p>Admin Team</p>	<p>Local and state funds</p>	<p>Fall 2025 and Spring 2026</p>

**Priority Area: Finances, Facilities, Safety, Security & Technology**

**SMART Goal #1: The district will maintain a 20% reserve balance annually as reported on the Annual Secretary of the Board Report (ASBR)**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<p><b>Action Steps Year One 2023-24 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Build and adopt a budget that has 20% reserves in the operating and teacher fund.</li> <li>○ Monitor budget monthly and adjust budget quarterly.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Maintain the planned budget, which yields a 20% reserve in the operating and teacher fund.</li> </ul> </li> </ul>	<p>Superintendent, Board of Education</p>	<p>Local, State, Federal Funding</p>	<p>Fall 2023 and Spring 2024</p>
<p><b>Action Steps Year Two 2024-25 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Build our district by retaining high quality educators that encourage students and families to stay in our school.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Build our district by increasing ADA (average daily attendance).</li> </ul> </li> </ul>	<p>Staff</p>	<p>Local, State, Federal Funding</p>	<p>Hiring Season</p>
<p><b>Action Steps Year Three 2025-26 School Year</b></p> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Build our district's number of highly qualified staff by offering a competitive salary schedule.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Build our district by disseminating to our stakeholders things that our school does well (i.e. climate, culture, communication, and community)</li> </ul> </li> </ul>	<p>Board of Education, Superintendent, Admin Team, Staff</p>	<p>Local, State, Federal Funding</p>	<p>Fall 2025 and Spring 2026</p>

**Priority Area: Finances, Facilities, Safety, Security & Technology**

**SMART Goal #2: 100% of staff will be provided financial acumen training and information regarding district finances on an annual basis.**

School Year / Semester	Person(s) Responsible	Funding Source(s)	Timeline(s)
<b>Action Steps Year One 2023-24 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Share budget with stakeholders to be transparent through website documents.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Educate stakeholders to understand the financial budget yearly.</li> <li>○ Educate teachers about the restrictions on individual funds 1-4 yearly.</li> </ul> </li> </ul>	Superintendent	Local Funds	Fall 2023 and Spring 2024
<b>Action Steps Year Two 2024-25 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Use and analyze data from various committees (i.e. PDC, salary, etc...) to create a sense of ownership.</li> </ul> </li> <li>● <b>Second Semester</b> <ul style="list-style-type: none"> <li>○ Give employees a salary survey from our conference schools yearly.</li> </ul> </li> </ul>	Superintendent, Admin Team, Staff	Local Funds	Fall 2024 and Spring 2026
<b>Action Steps Year Three 2025-26 School Year</b> <ul style="list-style-type: none"> <li>● <b>First Semester</b> <ul style="list-style-type: none"> <li>○ Monitor and stay competitive in salary schedules among conference schools.</li> </ul> </li> </ul>	Superintendent	Local Funds	Fall 2025 and Spring 2026