



**SMITHVILLE**



School District

SMITHVILLE SCHOOL DISTRICT  
**STRATEGIC ACTION  
PLAN REPORT**

SMITHVILLE, MISSOURI, USA

MAY 2023





# SMITHVILLE SCHOOL DISTRICT

## STRATEGIC ACTION PLAN REPORT SMITHVILLE, MISSOURI, USA MAY 2023

This report presents the strategic vision and action plan that has been developed following the extensive community and district staff engagement undertaken during the Smithville School District strategic planning process. Beginning in September 2022 through to May 2023, the engagement process included one Community Survey, a two-day Future of Learning in Smithville Think-Tank Workshop, two Working Group Sessions, and six Focus Group sessions to explore the long-term future of the Smithville School District. This engagement process was designed to provide an open, inclusive, and transparent platform for community members and district staff to help create a shared strategic vision and plan for the Smithville School District during school years 2023-2024 through 2028-2029.

This report represents Future iQ's analysis of the engagement outcomes, and how this data has informed the identification of a preferred future and strategic pillars. The analysis in this report builds on the preceding project report, meetings, and engagement analysis. The recommended Key Strategic Pillars have been developed from the community and district staff input gathered during the visioning and strategic planning process.

This report and the associated data analysis are available on the project portal:

[lab2.future-iq.com/smithville-school-district/](http://lab2.future-iq.com/smithville-school-district/)

REPORT PREPARED BY:

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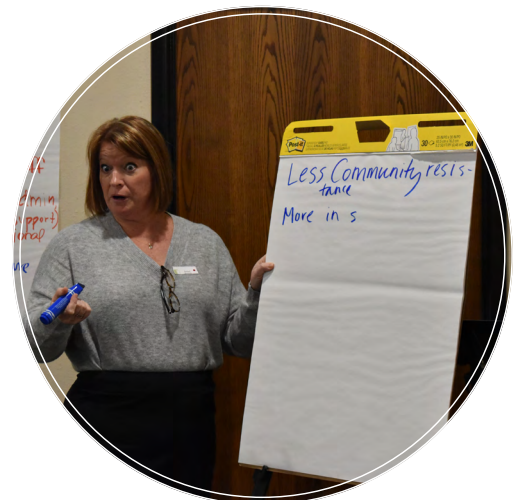




# »»»»» TABLE OF CONTENTS

- 1.0 | Introduction..... 1
  - 1.1 | Snapshot - Report Highlights ..... 1
  - 1.2 | Project Timeline ..... 2
  - 1.3 | Importance of Visioning for the Smithville School District... 3
- 2.0 | The Process of Identifying the 'Preferred Future' ... 4
  - 2.1 | School District Engagement Highlights..... 4
  - 2.2 | School District Engagement Metrics ..... 5
  - 2.3 | Scenario-Based Framework for Exploring the Future..... 6
  - 2.4 | Identifying the Preferred Future..... 7
- 3.0 | Strategic Vision for the Smithville School District .. 8
- 4.0 | Portrait of a Graduate ..... 9
- 5.0 | Strategic Pillars Framework ..... 10
  - 5.1 | Pillar 1: Innovative Faculty..... 11
    - 5.1.1 | Importance of Innovative Faculty..... 11
    - 5.1.2 | Key Objectives and Strategic Actions ..... 12
    - 5.1.3 | Idea Board..... 13
  - 5.2 | Pillar 2: Strong Community Partnerships ..... 14
    - 5.2.1 | Importance of Strong Community Partnerships..... 14
    - 5.2.2 | Key Objectives and Strategic Actions ..... 15
    - 5.2.3 | Idea Board..... 16
  - 5.3 | Pillar 3: Expanded Learning Opportunities ..... 17
    - 5.3.1 | Importance of Expanded Learning Opportunities ..... 17
    - 5.3.2 | Key Objectives and Strategic Actions ..... 18
    - 5.3.3 | Idea Board..... 19

- 5.4 | Pillar 4: Outstanding Facilities ..... 20
  - 5.4.1 | Importance of Outstanding Facilities..... 20
  - 5.4.2 | Key Objectives and Strategic Actions ..... 21
  - 5.4.3 | Idea Board..... 22
- 5.5 | Pillar 5: Student Centered Culture ..... 23
  - 5.5.1 | Importance of a Student Centered Culture ..... 23
  - 5.5.2 | Key Objectives and Strategic Actions ..... 24
  - 5.5.3 | Idea Board..... 25
- 5.6 | Pillar 6: Academic Excellence ..... 26
  - 5.6.1 | Importance of Academic Excellence..... 26
  - 5.6.2 | Key Objectives and Strategic Actions ..... 27
  - 5.6.3 | Idea Board..... 28
- 6.0 | Dynamic Systems-Thinking Approach ..... 29
- 7.0 | Consultant Insights ..... 30
- 8.0 | Next Steps – Roadmap to the Future ..... 31
- 9.0 | Acknowledgements ..... 32
- 10.0 | For More Information ..... 33
- 11.0 | About Future IQ ..... 33
- 12.0 | Appendix A: Complete Strategic Action Plan Matrix ..... 34



# 1.0 | INTRODUCTION

The Smithville School District Strategic Action Plan Report represents the final element in the School District's strategic planning process. The analysis in this report builds on the preceding project report, survey, workshops and meetings, and identifies the vision for the School District that is important to this community. The foundation of this Strategic Action Plan is built upon the established Mission and Core Values Statements of the Smithville School District as described below.

"Above all else -  
What are we doing?  
Every student, every  
day, no matter what."  
-Focus Group Participant,  
February 2023

**MISSION STATEMENT:** A declaration of the unique identity to which the district aspires, its specific purpose, and the means by which it will achieve its purpose.

Building on a tradition of excellence in a community filled with Warrior Pride, the mission of the Smithville School District is to educate and prepare all students for their futures by providing relevant, engaging opportunities for each student to reach their unique and full potential.

**CORE VALUES STATEMENT:** An expression of fundamental values, ethical code, overriding convictions, inviolable principles.

In the Smithville School District, we believe that:

- The needs and interests of students are at the center of decision making in all aspects of district operations.
- We will pursue excellence in all facets of our work through:
  - » Building positive partnerships with students, staff, parents and the community,
  - » Communicating and collaborating effectively with all stakeholders,
  - » Empowering students to take ownership of their learning as they pursue their unique passions and purpose,
  - » Promoting compassion and kindness in all interactions,
  - » Providing equitable opportunities for all students, and
  - » Investing in and developing our Warrior staff family.

### KEY INSIGHTS FROM THIS REPORT



#### STRONG DESIRE TO PROVIDE INCLUSIVITY FOR ALL STUDENTS IN THE SCHOOL DISTRICT.

The Portrait of a Graduate was created to provide an aspirational context for all Smithville students. There is a strong desire to build a culture of trust, kindness and respect for all learners, and to create a sense of belonging and a pathway for success for 100% of Smithville students.



#### WILLINGNESS TO INCREASE FINANCIAL INVESTMENT IN THE SCHOOL DISTRICT.

There is a clear willingness to increase financial investments that will support the expressed desire to become a premier school district. Teacher attraction, growth, and retention emerged as key elements in these investments.



#### NEED TO SEEK STRENGTHENED PARTNERSHIPS WITH PARENTS AND COMMUNITY.

Throughout the planning process, participants expressed the need to build trust and partnerships within the community. The Real World Learning approach to education requires clear communication and understanding of what it is about, its relevance, and how it relies on parental involvement and community support.



#### SUPPORT FOR INCREASED ENVIRONMENTAL AWARENESS AND SUSTAINABILITY.

There is a strong interest in addressing climate change and in contributing to efforts that support both preventing and combatting its effects. Focus should be on including students and district staff in adopting everyday actions such as composting and recycling in the School District.



#### DESIRE TO INCLUDE STUDENTS IN FACILITY DESIGN AND PLANNING.

To support a 'Student Centered Future', Focus Group participants expressed excitement around the idea of including students in the design and planning of school facilities. It is recognized that each generation has different values and priorities, and this applies to the school environment. Student input should be included in the upcoming redevelopment of the high school.



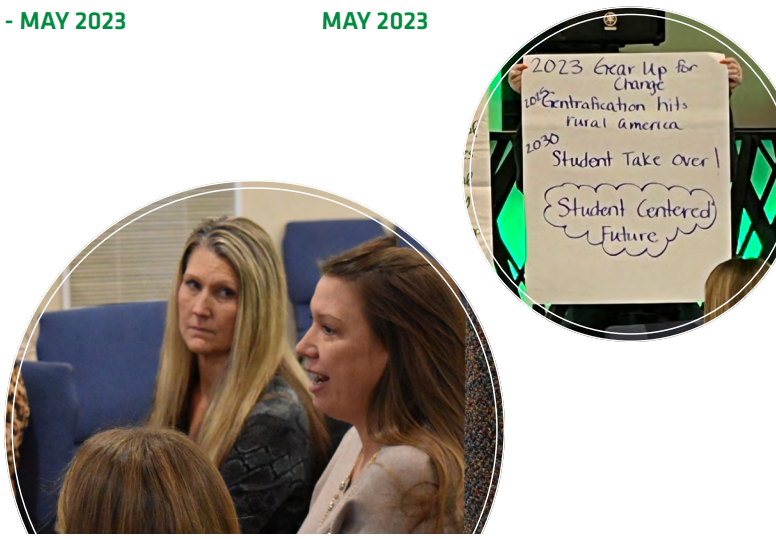
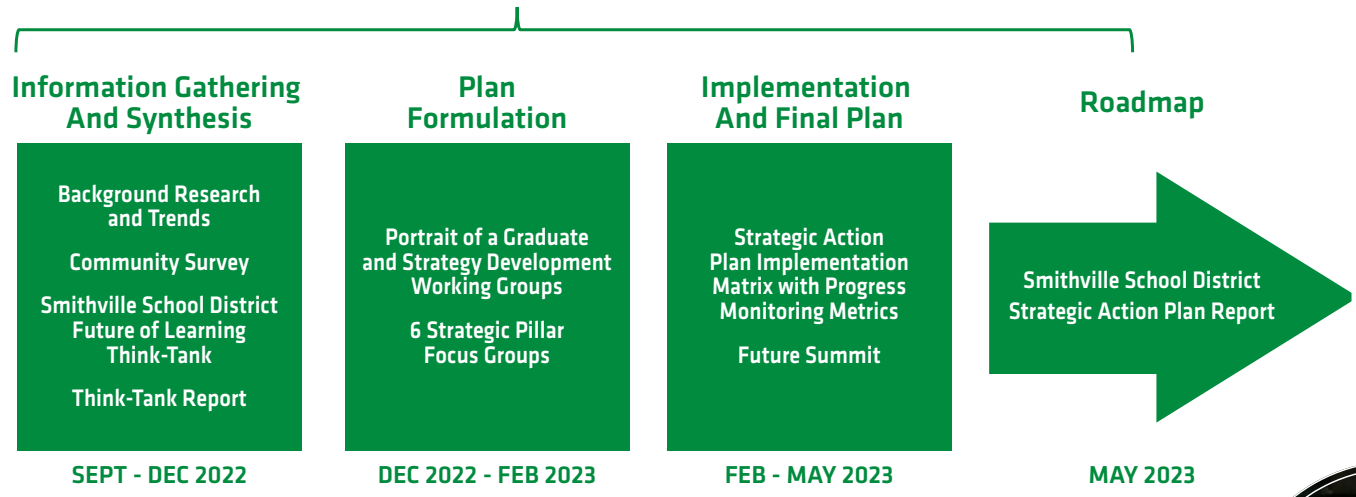
The Smithville strategic action planning process offers a model for school districts that are holistically and equitably preparing their students for the future.

## 1.2 | PROJECT TIMELINE

This report represents Future iQ’s analysis of the engagement outcomes and how this data has informed the identification of a preferred future and key strategic pillars, objectives, and actions for the Smithville School District. Community member and district staff input, and transparent, inclusive engagement were center to the strategic planning process. The comprehensive engagement and data-driven process progressively narrowed the lens and focused the discussion on emerging key themes and aspirations for the School District’s future. The purpose of the process was to arrive, as close as possible, at a “point of consensus” that represented the most widely shared vision for the future, and strategic pillars, objectives, and actions that guide the School District towards that future.

This report examines the identification of the preferred future for the Smithville School District, while discussing the stages of the overall strategic planning process. The key themes and aspirations that emerged from the engagement are included within the ‘strategic pillars’ and further explored in the ‘objectives’ and ‘strategic actions’ of the strategic action plan.

### SMITHVILLE SCHOOL DISTRICT STRATEGIC ACTION PLANNING PROCESS



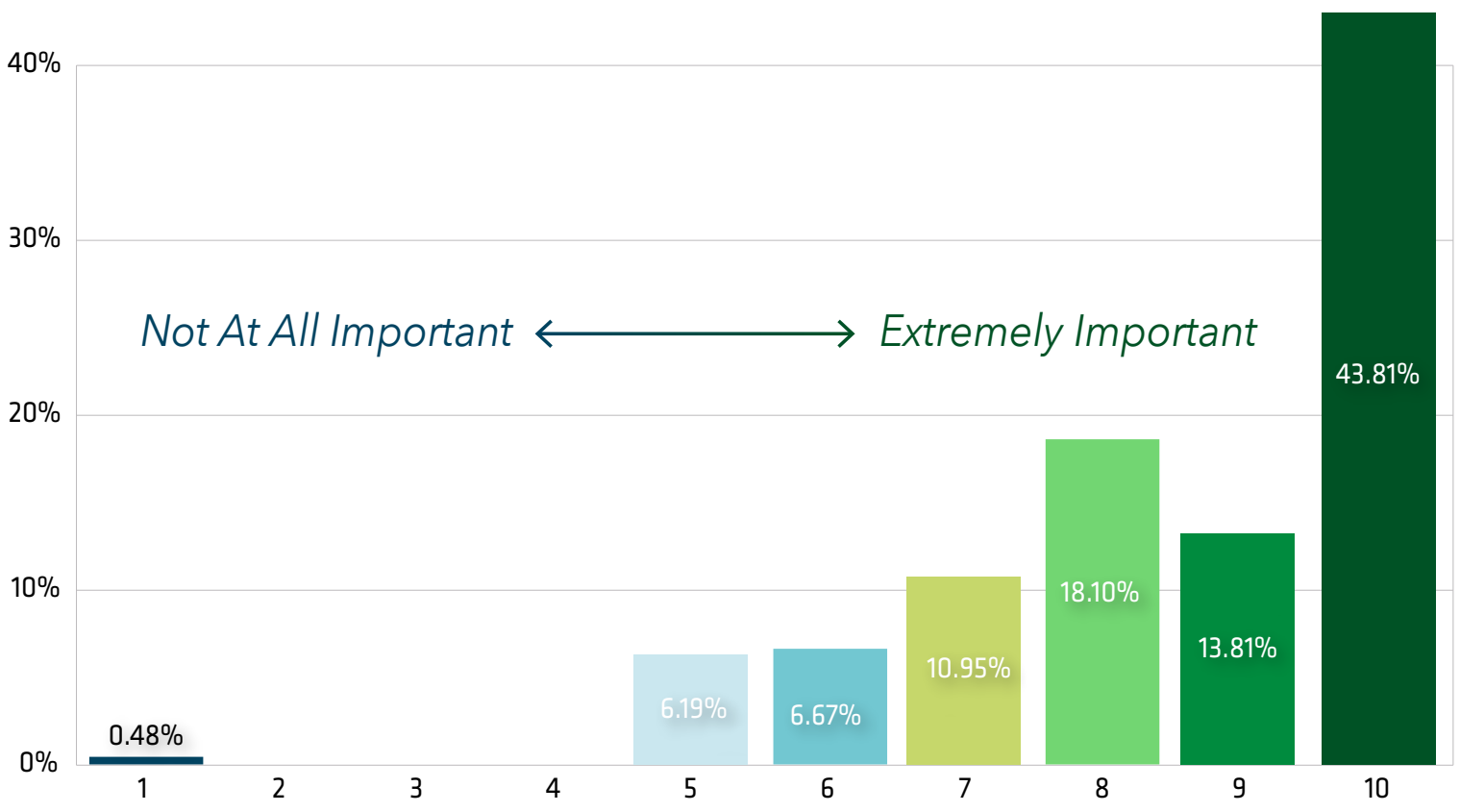



A shared vision for the future of the Smithville School District is considered very important to district staff, community members, and stakeholders. This alignment will be critical to achieve the preferred vision for the district.

## 1.3 | IMPORTANCE OF VISIONING FOR THE SMITHVILLE SCHOOL DISTRICT

The visioning step in the strategic planning process was largely viewed as an opportunity to come together and shape the future trajectory of the Smithville School District for the next five years. As the chart below shows, community members and district staff had a strong belief in the importance of a shared vision. This was reflected in responses to Community Survey #1 that launched the strategic planning process in Fall 2022. To view all of the results from the Community Survey, please visit: [lab2.future-iq.com/smithville-school-district/smithville-school-district-community-survey/community-survey-data-visualization/](http://lab2.future-iq.com/smithville-school-district/smithville-school-district-community-survey/community-survey-data-visualization/).

How important do you think it is to have a SHARED VISION for the future of the Smithville School District?  
 Scale 1 = Not at all important; 10 = Extremely important





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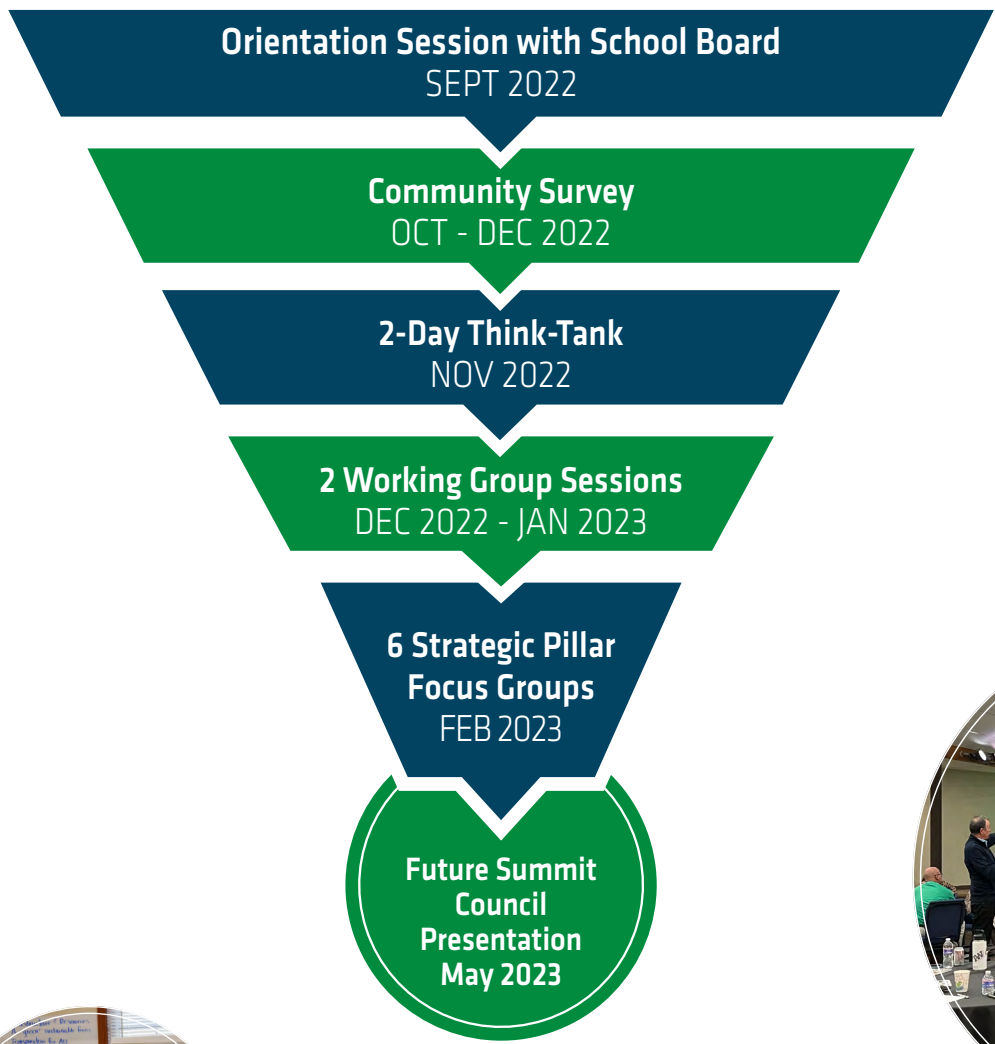
- Maintaining a shared vision for the future of the school district will require consistent and transparent communication between the school district, parents, students, and community stakeholders.
- Applying the shared vision for the school district will involve strong leadership and active guidance by the Smithville School Board and incoming superintendent. It should be noted that all were actively involved in the visioning and strategic planning process over the past eight months.

# 2.0 | THE PROCESS OF IDENTIFYING THE 'PREFERRED FUTURE'

## 2.1 | SCHOOL DISTRICT ENGAGEMENT HIGHLIGHTS

The Smithville School District embarked on a participatory engagement process involving a Community Survey, School Board meeting updates, a Think-Tank, Working Group meetings, six Focus Groups, and a final Future Summit. This engagement was intended to create a unified vision for the Smithville School District which will serve as the foundational support for the Strategic Action Plan.

School District staff, community members, and stakeholders spent many valuable hours contributing to the visioning and strategic action planning process. This momentum will be carried forward by the new Strategic Action Plan that will guide decision-making through school year 2028-2029.







## 3.2 | SCHOOL DISTRICT ENGAGEMENT METRICS

To explore the Smithville School District Strategic Action Plan online project portal, please visit: [lab2.future-iq.com/smithville-school-district/](https://lab2.future-iq.com/smithville-school-district/).

School District engagement was a key feature of this strategic planning project. Efforts were made to ensure it was as easy as possible for community members, School District personnel, and community stakeholders to participate and provide meaningful input in a variety of formats. This allowed individuals to participate as much as they were able and to focus on topics of importance to them. The engagement was offered via one online community survey, a Think-Tank, Working Group sessions, School Board meetings, and Focus Groups. Online, the project portal provided regular update information and will continue to serve as a central location where community members can go to view reports and information on the strategic planning process.

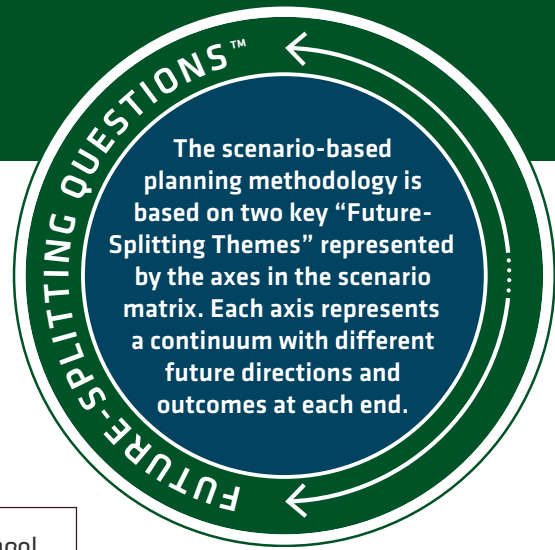


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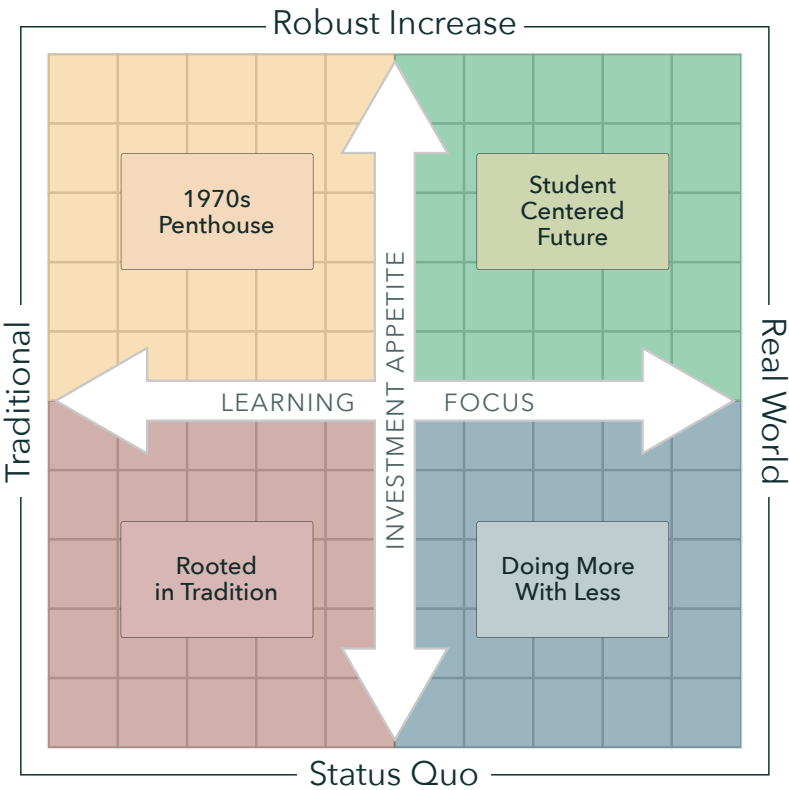
- One of the key engagement features for the visioning and strategic planning process was the project portal. The portal served as a central location where district staff, community members and stakeholders could go to find updated project information, take surveys, view survey results and data visualization, reports, and register to participate in project events.

# 2.3 | SCENARIO-BASED FRAMEWORK FOR EXPLORING THE FUTURE

The Smithville School District strategic planning process was built on a scenario-planning methodology. The Think-Tank held in November 2022 began with examining external and internal trends shaping the future of the School District. More detail on the process is available in the Smithville School District Think-Tank Report. (For more information, visit [lab2.future-iq.com/smithville-school-district/think-tank/](http://lab2.future-iq.com/smithville-school-district/think-tank/).)



The community invests significantly in the school district with an objective of becoming a premier school district that provides excellent quality infrastructure, services and programming.



Learning remains grounded in book smarts and memorization of information. School districts follow the traditional schooling by grades K-12. Student progress is marked by base knowledge acquisition for each grade level. Schools prepare students for college, university, and the trades following traditional educational pathways.

Learning is achieved by engaging in real-world settings through experiential study such as internships and apprenticeships. Schools partner with employers to provide work experiences and to develop a workforce pipeline. Learning progresses at different rates for each student and learning is individualized.

The school district maintains its already high-quality educational services for Smithville students. The community focuses on getting the best value for money and keeping costs and taxes reasonably low.

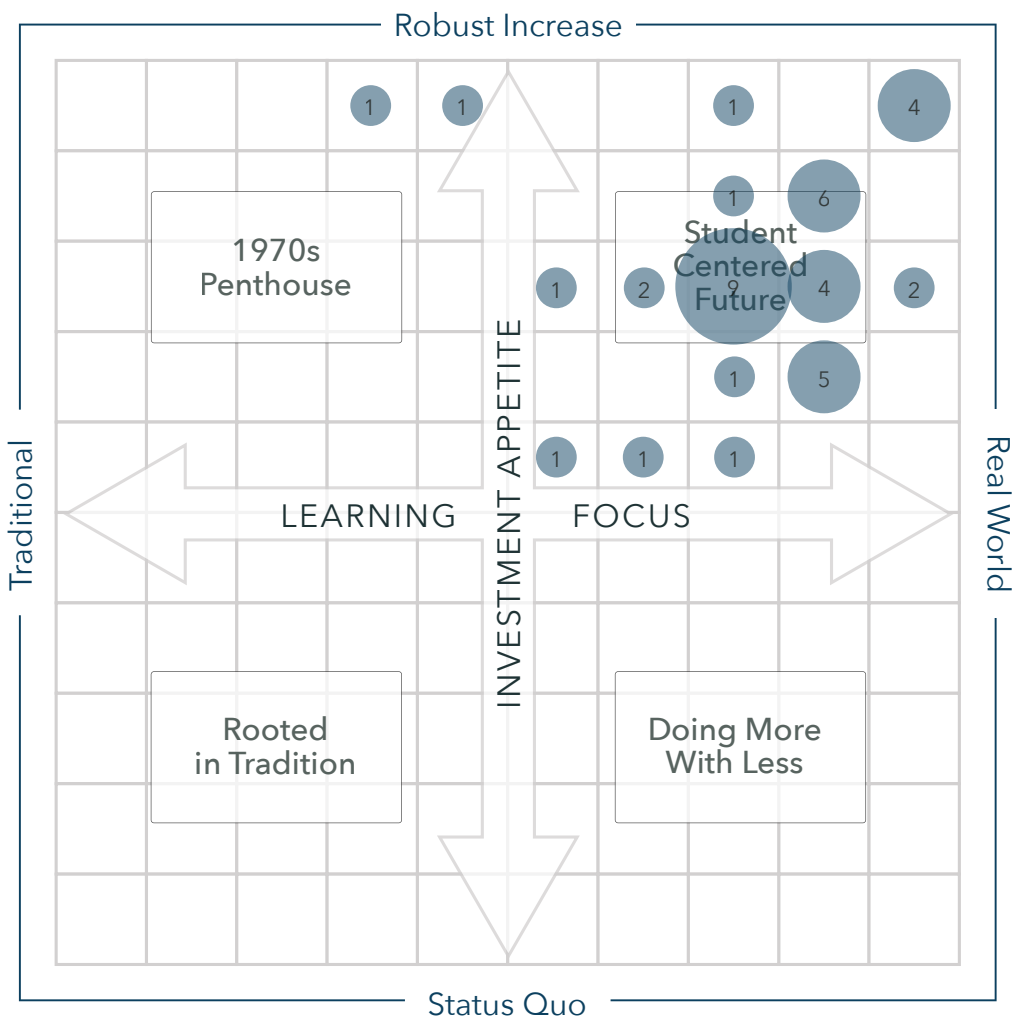
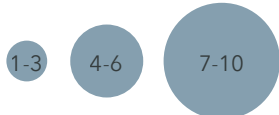


# 2.4 | IDENTIFYING THE PREFERRED FUTURE

During the Think-Tank, participants were asked to consider what they thought was the preferred future for the Smithville School District. This was derived by laying a 10x10 grid over the scenario matrix, creating the option for 100 slightly different versions of the future. The scenario matrix is defined by the main continuums (axes), the end point descriptions and the scenario narratives. The responses from the participants were grouped to create heatmaps, and the following diagram shows the main concentrations of responses around the preferred future for the Smithville School District.



SMITHVILLE SCHOOL DISTRICT  
**Preferred Future 2030**



DataInsight

- The heatmap shows significant groupings of responses for the Preferred Future for the School District. These responses were also validated during the Focus Group discussions.
- The responses highlight a desire to create the 'Student Centered Future' future scenario, which requires significant movement on the 'Investment Appetite' axis. This data laid the foundation for the creation of the strategic vision for the School District and the establishment of the plan's Strategic Pillars.



## 3.0 | STRATEGIC VISION FOR THE SMITHVILLE SCHOOL DISTRICT

The visioning process allowed School District personnel, community members and stakeholders to explore the future evolution of the Smithville School District around the two main themes of 'Learning Focus' and 'Investment Appetite'. These themes allowed Think-Tank participants to wrestle with the implications and responses to changing demographic makeup and needs of the community, and the emerging impact that technology and development is having on multiple aspects of the community. The preferred future identified for the Smithville School District is called 'Student Centered Future'. The preferred future was described as:

The 'Student Centered Future' approach reflects the community's desire to take a holistic and inclusive approach to learning in the School District. This Strategic Action Plan lays out a series of objectives and actions that can be incorporated into the future planning and decision-making for the Smithville School District over the next five years.

*This scenario forecasts a future where learning in Smithville schools builds off of foundational knowledge and engages students in real-world settings through experiential study such as internships and apprenticeships. Learning shifts to competency based learning and away from grade level progression. Learning is personalized and students progress at different rates according to individual need and capability. Career pathways are expanded and alternative pathways are provided for those not seeking traditional options. Parents and the community support the school system with high levels of investment, both in volunteer time and tax revenues. High taxes force some older residents to seek districts that are not as expensive, but these departures are offset by new families wanting to move into the district for the schools. Teachers and staff are paid well and respected for their services. Employers and businesses work closely with schools to provide learning experiences for students at all stages of learning. High levels of engagement involve consistent open and transparent communication between the school system, parents and the community, and trust levels are high. Smithville acquires the reputation of being a premier school district with top-quality teaching, infrastructure, services, and programming.*

For more information on the Think-Tank and the description of 'Student Centered Future,' please visit:

[lab2.future-iq.com/smithville-school-district/think-tank/](https://lab2.future-iq.com/smithville-school-district/think-tank/)



# 4.0 | PORTRAIT OF A GRADUATE

The Portrait of a Graduate represents the school district's holistic vision for the skills, character traits, and social-emotional competencies of students graduating from Smithville School District's educational system.

A primary goal of the strategic action planning process was to create a 'Portrait of a Graduate' for the Smithville School District. A Portrait of a Graduate describes a school district's customized holistic vision for the skills, character traits, and social-emotional competencies that students will need to succeed not only in college and their careers, but also in life.

The creation of the Smithville School District Portrait of a Graduate was a two-step process. Participants at the Future of Learning in Smithville Think-Tank (November 2022) brainstormed the potential characteristics of the ideal Portrait of a Graduate for Smithville students. Volunteers then met in December as a small group to develop the descriptive characteristics and narrative that now depict the Smithville School District Portrait of a Graduate.



Smithville School District

## Portrait of a Graduate

Academic, personal and interpersonal development are hallmarks of a Smithville High School graduate. The following are essential attributes of a Warrior.

### WELL-ROUNDED

### INNOVATIVE

### COMPASSIONATE

### RESILIENT

### CONFIDENT

#### Well-Rounded Learner

Warriors are capable scholars who take ownership of their learning. They are literate in many areas, including academics, technology, finances, health and civics. They can communicate their thoughts using oral, written and nonverbal skills in a variety of contexts. They are effective listeners and can exchange ideas with diverse audiences and stakeholders. They are adept at transferring their knowledge and skills to real world situations.

#### Innovative Thinker

Warriors are curious problem solvers who aren't afraid to take risks and who actively seek opportunities to problem solve for themselves, their school and their community. They are adaptable and able to work through ambiguous situations to develop unique solutions. They are creative, future-focused, strategic thinkers who are well prepared for an unpredictable future.

#### Compassionate Advocate

Warriors have a keen sense of community – local, national and global – and are eager to serve. They are able to empathize with and understand the unique perspectives of others. They are respectful and responsible decision makers who consider the impact of their actions on themselves and others.

#### Resilient Achiever

Warriors have a strong sense of self. They are self-motivated, exhibiting a strong work ethic, grit and perseverance. They are self-disciplined, holding themselves accountable as agents of their own learning while utilizing effective time management skills. They are self-aware, understanding their own value as an individual of good character and exhibiting a growth mindset. They practice self-care, pursuing a healthy, active and balanced lifestyle.

#### Confident Leader

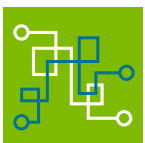
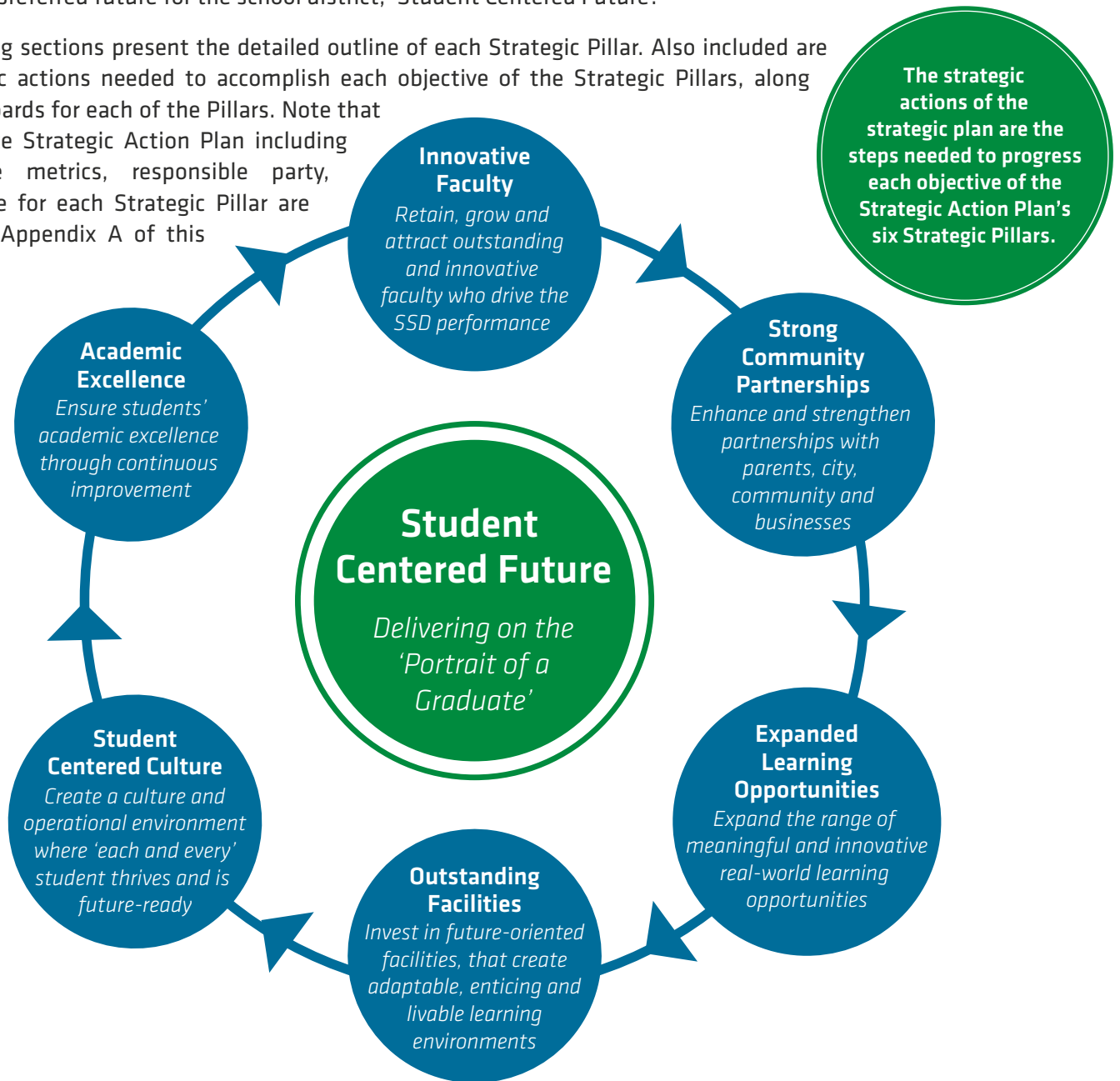
Warriors demonstrate honesty and integrity in all that they do. They have strong interpersonal skills which lead to powerful relationships. They are effective communicators and collaborators who consider all perspectives and voices when making decisions. They are bold leaders who exhibit emotional intelligence and take responsibility for actions and decisions.

Created in January 2023 as part of the Smithville School District strategic planning process.

# 5.0 | STRATEGIC PILLARS FRAMEWORK

The Strategic Pillars of the Smithville School District strategic planning process were developed from district staff, community member and stakeholder input, and data that was gathered over the course of the entire engagement process. The 'strategic pillars' represent the major themes or topic areas that underpin the preferred future for Smithville School District. The potential strategic objectives and actions listed under each pillar are the building blocks needed to achieve the preferred future for the school district, 'Student Centered Future'.

The following sections present the detailed outline of each Strategic Pillar. Also included are the strategic actions needed to accomplish each objective of the Strategic Pillars, along with Idea Boards for each of the Pillars. Note that the complete Strategic Action Plan including performance metrics, responsible party, and timeline for each Strategic Pillar are outlined in Appendix A of this report.



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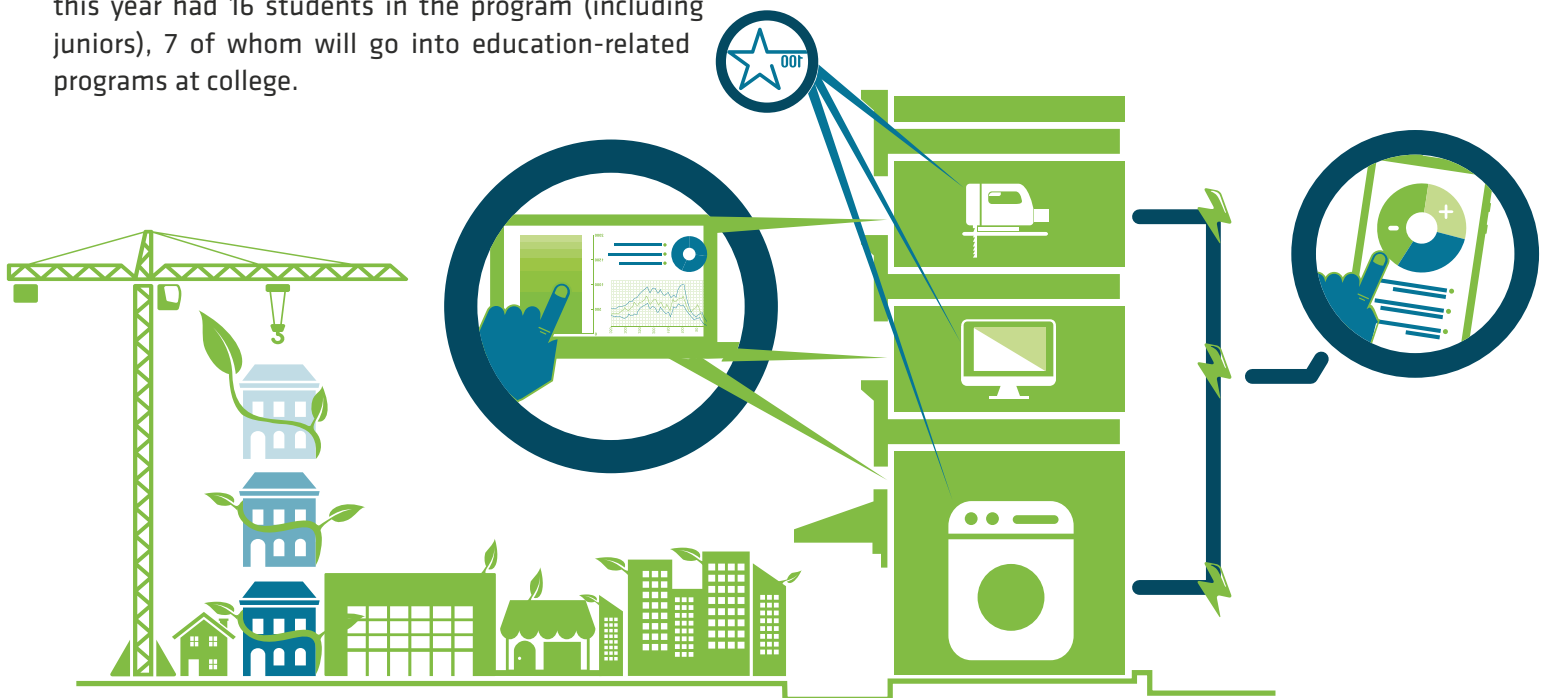
- The Strategic Pillars create a framework that draws together important elements identified by district staff, community members and stakeholders as being most critical in terms of planning for the future of the Smithville School District.
- The Strategic Pillars are not intended to solve all of the School District's challenges in the medium and short term. Rather, they represent a series of key focus areas that can guide decision-making over the next five years.

## Retain, grow and attract outstanding and innovative faculty who drive the Smithville School District performance.

### 5.1.1 | IMPORTANCE OF INNOVATIVE FACULTY

The importance of retaining, growing and attracting outstanding and innovative faculty is widely recognized by Smithville Community Survey respondents as one of the most critical elements to maintaining Smithville’s reputation as an outstanding school district. Over the past decade, K-12 schools in the United States have found it increasingly difficult to retain teachers, and the annual teacher turnover rate has hovered around 8 percent nationally.<sup>1</sup> This has created an extremely competitive hiring environment for school districts. Many school districts are turning to new and innovative ideas including collaborative learning models, ‘Grow your own’ programs, expanded professional learning opportunities, and restructuring teacher roles. The Smithville School District recently began a ‘Grow your own’ Cadet Teachers program that this year had 16 students in the program (including juniors), 7 of whom will go into education-related programs at college.

Throughout the visioning and strategic planning process, participants stressed the importance of teachers and staff to the Smithville School District, and the need to support innovative initiatives to meet the competitive environment to keep them.



Value to District & Community

- Community Survey results showed that respondents felt the district is falling behind in attracting and retaining quality staff and teachers. This Strategic Pillar takes this concern seriously and presents twelve strategic actions that will strengthen the district’s ability to retain, grow, and attract outstanding and innovative faculty. (To view more Community Survey results, please visit [lab2.future-iq.com/smithville-school-district/smithville-school-district-community-survey/community-survey-data-visualization/](http://lab2.future-iq.com/smithville-school-district/smithville-school-district-community-survey/community-survey-data-visualization/).)
- Education is a key value proposition for many residential communities. The success and reputation of the school district can attract families and build longer multi-generational stability into the community fabric.

1 | Jake Bryant, Samvitha Ram, Doug Scott, and Claire Williams, K-12 teachers are quitting. What would make them stay? McKinsey & Company, March 2023.

The following four objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

### PILLAR 1: INNOVATIVE FACULTY

Retain, grow and attract outstanding and innovative faculty who drive the Smithville School District performance.

**OBJECTIVE #1:** Create the best learning environment for students to succeed and teachers to teach throughout the district.

#### STRATEGIC ACTIONS

- Cultivate a positive working environment and culture that is collaborative and supportive and where teachers voices are valued.
- Implement curricular and co-curricular programs based on student interest and need.
- Create inspiring and innovative programs to expand current opportunities to learn and grow.
- Develop district standards for class size.

**OBJECTIVE #2:** Provide relevant, evidence-based Professional Development and ongoing growth opportunities.

#### STRATEGIC ACTIONS

- Provide embedded time for collaboration and professional development.
- Provide tuition reimbursement to off-set costs that teachers incur when obtaining professional degrees.
- Provide strong mentorships opportunities for new and experienced staff.

**OBJECTIVE #3:** Increase robust financial support to elevate the school district's competitiveness.

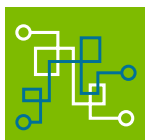
#### STRATEGIC ACTIONS

- Increase revenue to fund competitive salaries and benefits (including innovative non-compensation benefits).
- Allocate future data center dollars to achieve Top 8 in compensation, as compared to the 25 Kansas City Metro districts to which we compare ourselves academically, and to create capital improvements.

**OBJECTIVE #4:** Articulate the reputation of the district and advocate for the education industry.

#### STRATEGIC ACTIONS

- Market the district as a destination school district with extraordinary teachers, students and parents.
- Grow the collaborative relationship between the school district and city.
- Grow the collaborative relationship between the school district and Northland agencies.



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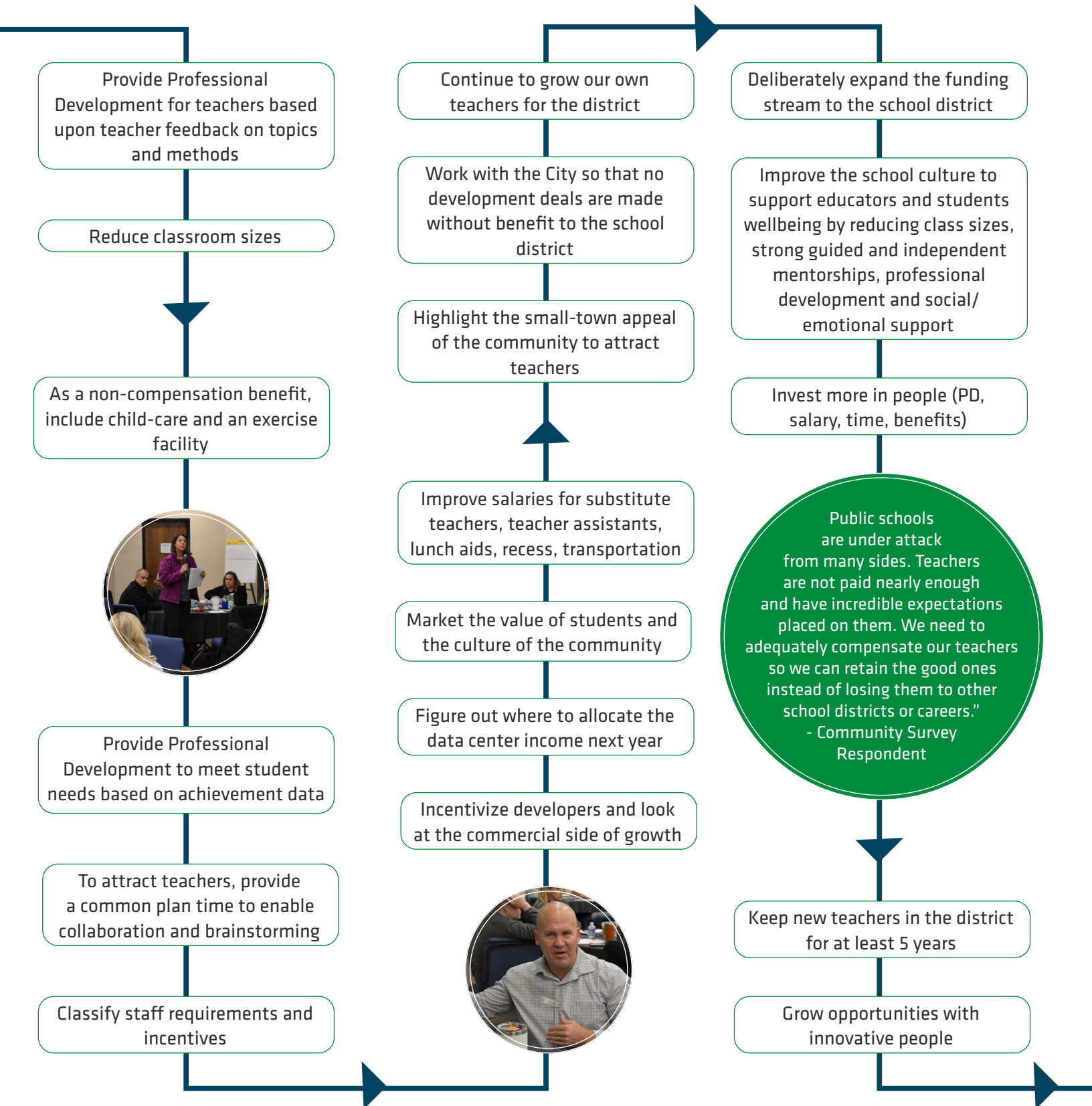
- To expand the ability to retain, grow and attract outstanding and innovative faculty, school districts are redefining what it is to be an educator and how education is delivered.
- 'Grow your own' teacher development programs like Smithville's Cadet Teachers program are a key component in expanding the teacher pipeline for the school district.





## 5.1.3 | IDEA BOARD

The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.

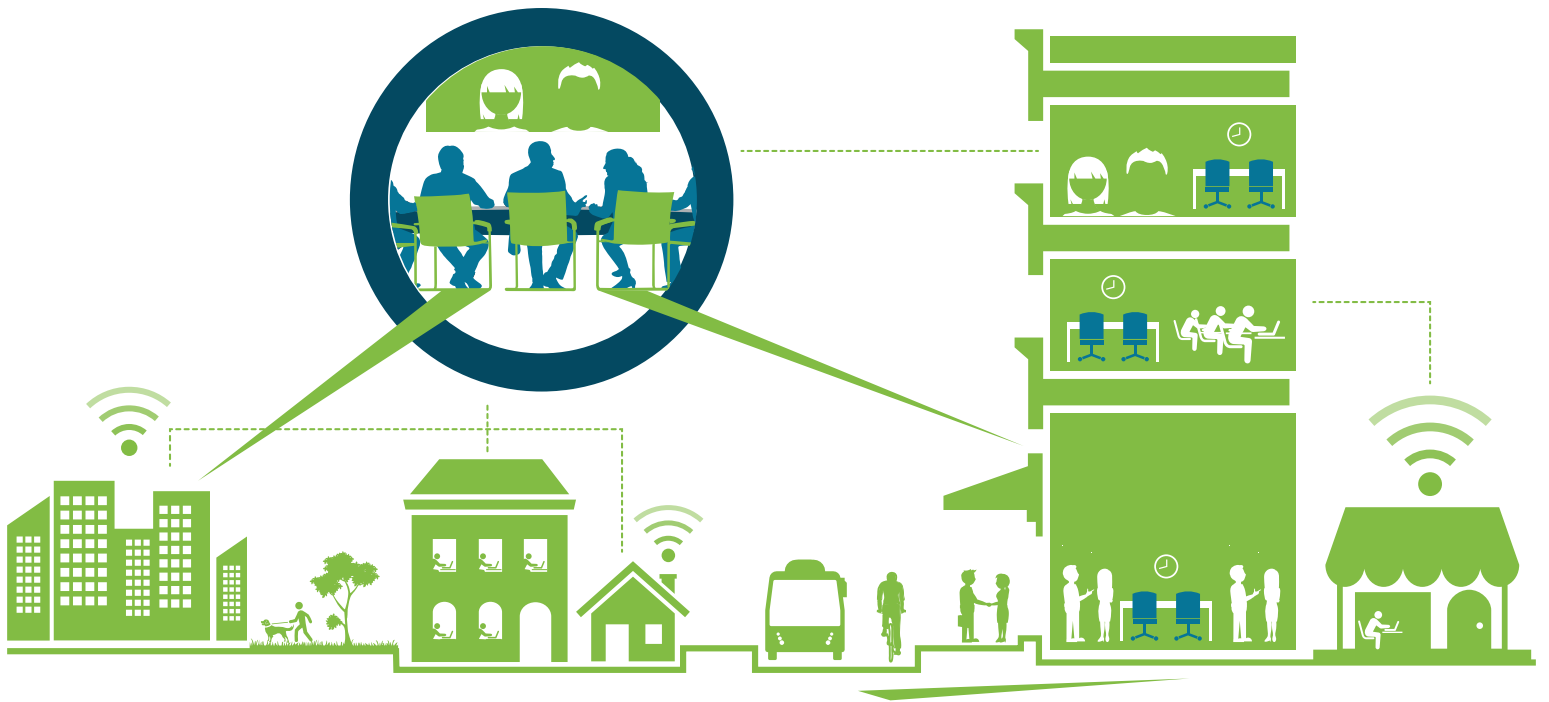


## Enhance and strengthen partnerships with parents, city, community, and business.

### 5.2.1 | IMPORTANCE OF STRONG COMMUNITY PARTNERSHIPS

The strategic planning process has highlighted the need to enhance and strengthen the school district's partnerships with parents, the city, community, and businesses. Focus Group participants expressed a keen desire to build and maintain trust through enhanced two-way communications and engagement between the school district and parents. This will be important to create excitement and anticipation for the implementation of the new Strategic Action Plan, and to build support for the Portrait of a Graduate for Smithville students. Expanded relationships with local businesses and outside groups will also be important to create new opportunities for real-world learning for Smithville students in the Kansas City area.

**The Smithville School District is fortunate to have strong collaborative ties throughout the community. Building and expanding on those partnerships will be critical to the success of real-world learning opportunities for students.**



Value to District & Community

- Community Survey respondents indicated a desire to become a 'premier' school district. Maintaining and growing its strong partnerships within the community will help to achieve this ambition.
- Leveraging partnerships in innovative ways is a good opportunity for communities to boost their access to best practice thinking, new resources and expertise. Enhanced collaboration also builds trust and allows potential conflicts to be identified and resolved before they create friction.

The following three objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

### PILLAR 2: STRONG COMMUNITY PARTNERSHIPS

Enhance and strengthen partnerships with parents, cities, community and businesses.

**OBJECTIVE #1:** Build pride and trust within the School District and within the community.

#### STRATEGIC ACTIONS

- Expand opportunities for parents to be involved in the schools.
- Provide opportunities for staff involvement in decision making.

**OBJECTIVE #2:** Enhance two-way communication with parents, community, and businesses.

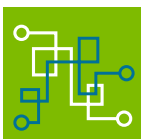
#### STRATEGIC ACTIONS

- Dedicate staff to increase communications.
- Increase opportunities for community involvement, feedback and input.
- Tell the story of the School District and each building and neighborhood relationship to enhance community awareness and communications.

**OBJECTIVE #3:** Build strong partnerships between education, the community, the City of Smithville, the City of Kansas City, and businesses to support real-world learning.

#### STRATEGIC ACTIONS

- Promote the Portrait of a Graduate (POG) for the School District and local businesses.
- Increase financial and resource support for teachers and school programs.
- Increase opportunities for community partnerships, such as internships, client connected project, professional speakers, etc.

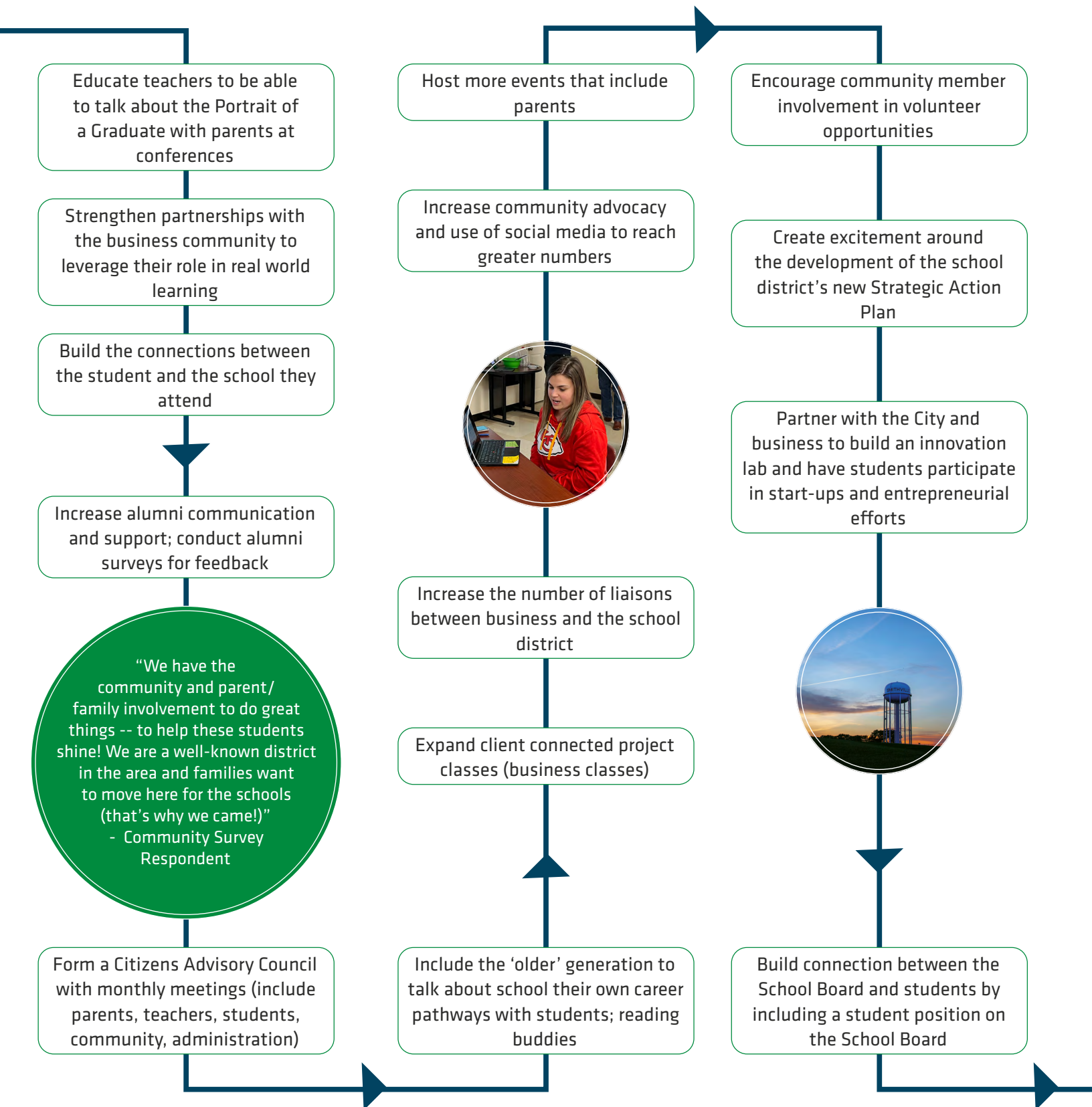


FutureInsight

- The strong supportive relationship between the Smithville School District and the community is foundational to the success of the district. This strategic planning process has highlighted the need to build these partnerships and to maintain open, consistent, and transparent two-way communications.
- The Portrait of a Graduate for the Smithville School District is a key communication tool that describes the aspirational outcomes for all Smithville students.

## 5.2.3 | IDEA BOARD

The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.



## Expand the range of meaningful and innovative real-world learning opportunities.

### 5.3.1 | IMPORTANCE OF EXPANDED LEARNING OPPORTUNITIES

Not all students learn alike. With this Strategic Action Plan, the Smithville School District has committed to expand the range of meaningful and innovative real-world learning opportunities to 100% of Smithville students. This commitment is an important step in moving to more personalized learning for students that grows learner agency in determining individualized learning pathways. Accelerated pathways to learning are also becoming an important element in expanding learning opportunities for students. Some of these pathways to employment will take the place of post-secondary education and will provide alternative options to traditional degree programs.

**By providing expanded learning opportunities, the district will broaden the learning ecosystem to provide meaningful pathways for all Smithville students.**



  
Value to District & Community

- The real-world learning program funded by the Kaufmann Foundation has been the catalyst to expanding learning opportunities for Smithville students.
- New technologies are an important element in the expansion of learning opportunities for the school district and will require purposeful investment by the community.

The following four objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

### PILLAR 3: EXPANDED LEARNING OPPORTUNITIES

Expand the range of meaningful and innovative real-world learning opportunities.

**OBJECTIVE #1:** Commit to providing 100% of Smithville students a real world learning experience.

#### STRATEGIC ACTIONS

- Train more staff in real-world learning to infuse throughout the system.
- Develop workforce skills as described in Portrait of a Graduate.
- Increase opportunities for students at all grade levels to explore careers within the community.
- Increase volunteer and paid internship opportunities for students and develop network for internship placement.

**OBJECTIVE #2:** Investigate performance/competency based learning.

#### STRATEGIC ACTIONS

- Determine projections for future workforce skills.
- Provide more student agency in learning.

**OBJECTIVE #3:** Develop critical thinking and problem solving skills that will prepare students and provide meaningful pathways for all students.

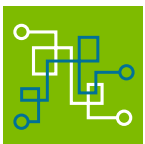
#### STRATEGIC ACTIONS

- Create pathways to success for all students (Individual Career and Academic Plans).
- Develop growth mindset in students, staff, and community.
- Embed more core credits into research and design classes for students.

**OBJECTIVE #4:** Incorporate new learning methodologies into teaching.

#### STRATEGIC ACTIONS

- Incorporate new technologies into learning.
- Expand local Career Technical Education options.
- Become 'future ready' by building in opportunities for innovation.



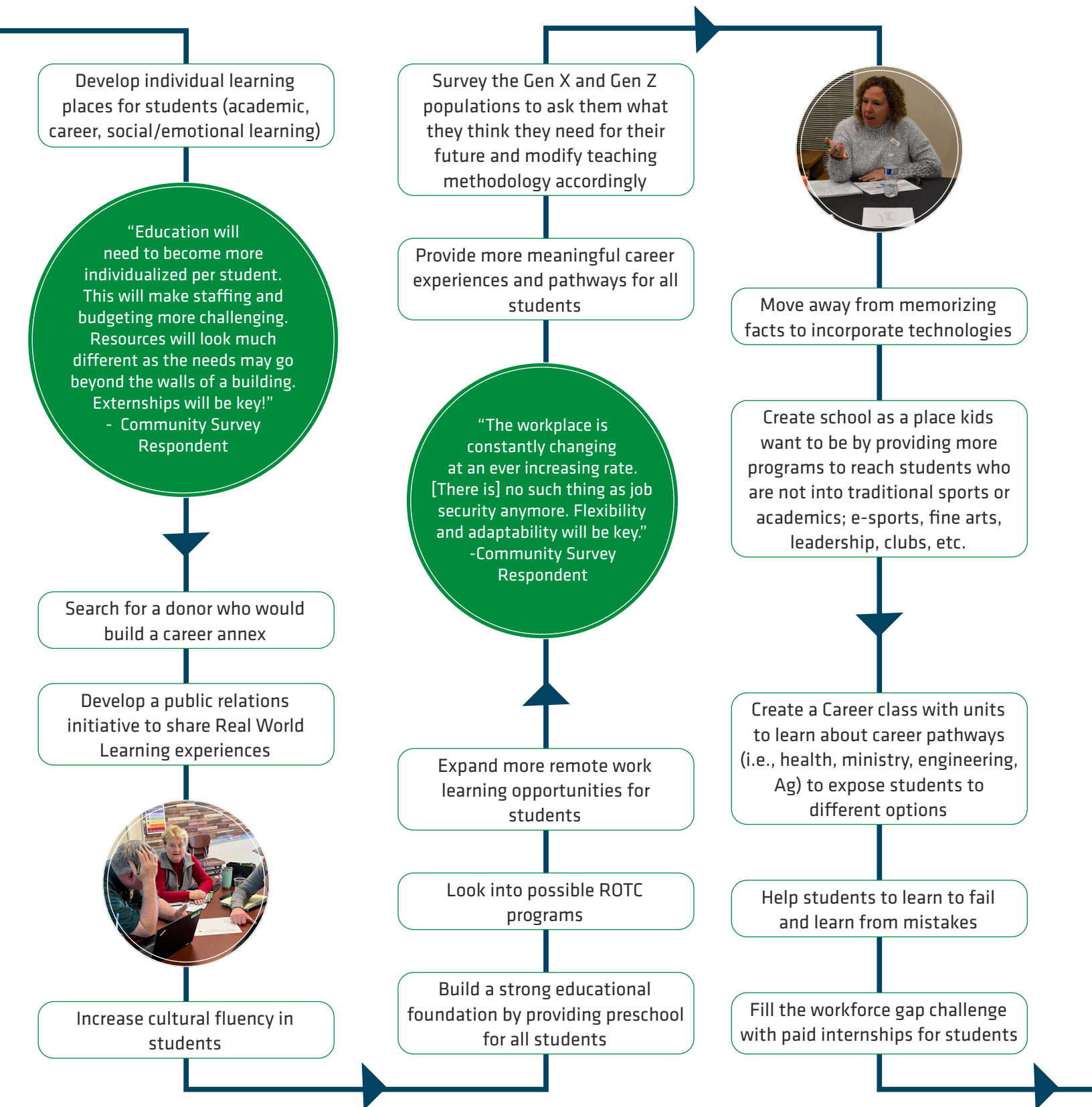
FutureInsight

- As education evolves to keep up with a rapidly changing workplace environment, schools are broadening the learning ecosystem to expand learning pathways. The 'out of school' learning and experiences of real-world learning play a critical role in providing connection and relevance to education in Smithville.
- Expanding learning opportunities for Smithville students includes new ways of thinking about education. Setting new learning goals based on competencies, skills, and credentials creates a mindset of life-long learning and accomplishment.



## 5.3.3 | IDEA BOARD

The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.



## Invest in future-oriented facilities that create adaptable, enticing and livable learning environments.

### 5.4.1 | IMPORTANCE OF OUTSTANDING FACILITIES

Smithville has high quality school facilities and grounds for its students. Like all school districts, the Smithville School District engages in capital improvements on a consistent basis. Schools require upkeep and expansion, new technologies are adapted and utilized, and student and faculty needs change as society evolves. Renovations and improvements are a perfect time to reassess and invite input on what changes are needed. The growth of Smithville will require investment in and expansion of school facilities. Community Survey, Think-Tank, and Focus Group participants expressed a desire to support investment that incorporates sustainability and wellbeing into future facilities design. Participants were also highly supportive of including student voices in the planning for future facilities, especially learning spaces within buildings.

**There is a clear desire in the school community to pursue environmental and sustainability practices in the design of school facilities and learning spaces.**



Value to District & Community

- Educating students and school staff about the importance of sustainability practices such as recycling, energy efficiency, green building, and waste management are fundamental elements in building the school district's resiliency in the future.
- Treating public space and schools as key infrastructure in the fight against the effects of climate change will help the school district's ability to prepare for, address, and recover from natural disasters such as excessive heat, flooding or draught.



The following three objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

### PILLAR 4: OUTSTANDING FACILITIES

Invest in future-oriented facilities that create adaptable, enticing and livable learning environments.

**OBJECTIVE #1:** Create a learning environment that includes student voices in School District building design and programming.

#### STRATEGIC ACTIONS

- Create a partnership with real world learning internships in design and construction.
- Engage students in the design process of future redesign projects.
- Work with developers to ensure student involvement in future building projects.

**OBJECTIVE #2:** Promote and educate students about sustainability.

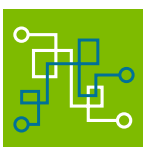
#### STRATEGIC ACTIONS

- Educate and engage students in sustainability efforts.
- Create internships to learn about recycling.
- Engage the community in sustainability efforts.

**OBJECTIVE #3:** Create sustainable, healthy, and adaptable learning spaces for students and teachers.

#### STRATEGIC ACTIONS

- Look differently at what ‘classrooms’ look like and utilize best practices for modern structures and the redesign of old.
- Utilize green building and new technologies.
- Build healthy environments by providing natural light in learning space and acquiring flexible furniture.
- Provide for flexibility in space and design; expand spaces for flexible use and collaboration.
- Become energy efficient and design for extreme climate as we continue to build and redesign.



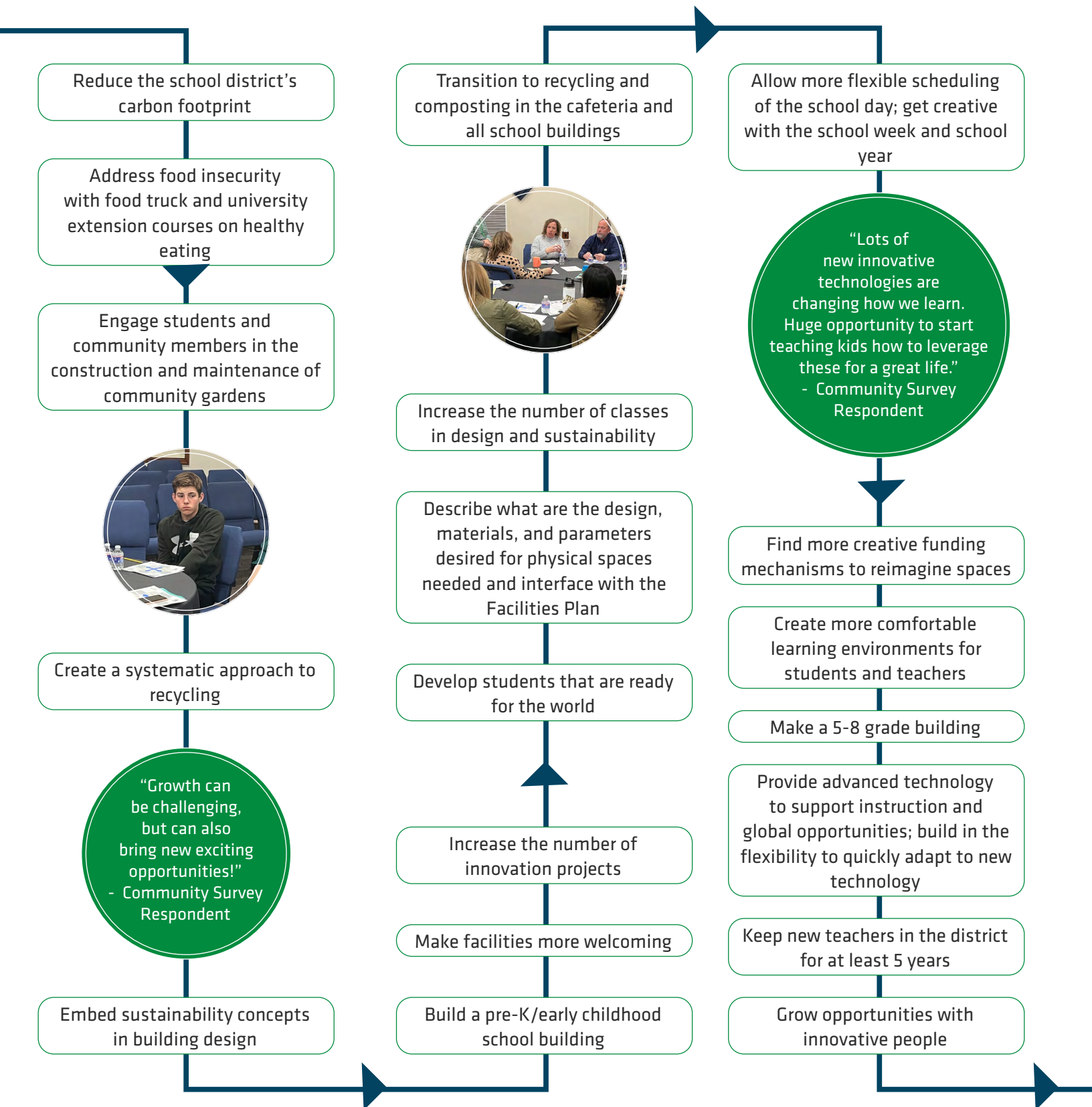
FutureInsight

- Treating school buildings as key infrastructure in the shift to sustainability will increase the district’s ability to recover from potential natural disasters and build resiliency for the community.
- Student-led sustainability initiatives are increasingly part of school programming and after-school activities across the country. The use of microgrants to support these initiatives should be encouraged and promoted.



## 5.4.3 | IDEA BOARD

The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.

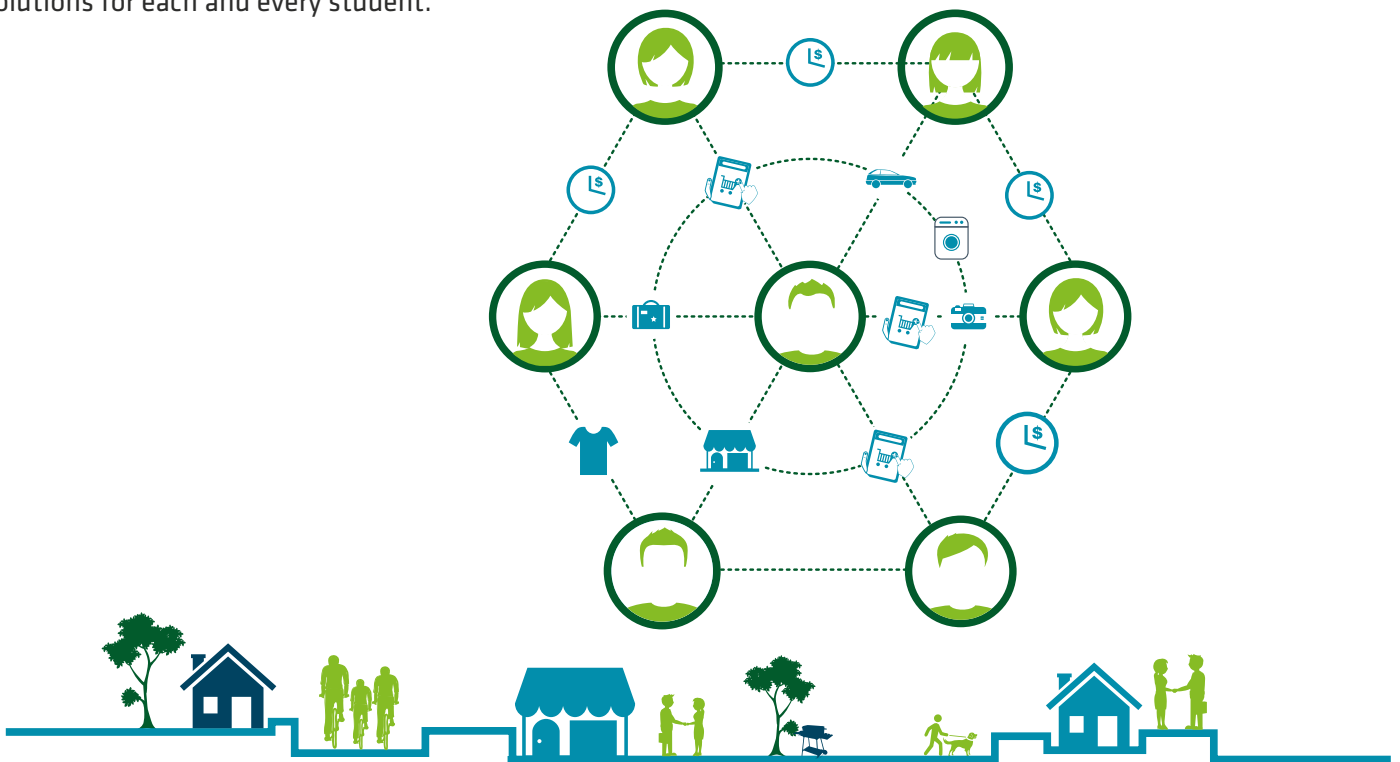


## Create a culture and operational environment where 'each and every' student thrives and is future-ready.

### 5.5.1 | IMPORTANCE OF A STUDENT CENTERED CULTURE

Focus Group participants participated in a deep conversation about what it means to be a Smithville Warrior. The Warrior ethos is intensely personal, and infused with the values and virtues that are important to the Smithville community. Implementation of this strategic pillar will require more clearly defining and relating the Warrior ethos to the Portrait of a Graduate for Smithville students. In a rapidly changing world, it will become more important than ever that students are capable of empathy and accepting differences. A student centered culture for the Smithville students means 'each and every' student has personalized learning, is accepted and thrives in their own way. A prevailing deep level of trust, kindness, and respect in the learning environment will enable students to engage in real world learning that allows failure that is supported and guided to produce innovative solutions for each and every student.

**The adoption of a student centered culture for the Smithville School District means no student is left behind and each and every student is nurtured and supported to thrive.**



Value to District & Community

- One of the concepts that emerged during the Think-Tank was the desire for students to acquire more 'cultural fluency'. The ability to interact with those from different cultures and backgrounds will be a critical life skill for Smithville graduates and is part of the 'Compassionate Advocate' attribute in the Portrait of a Graduate.
- Smithville School Board members have the opportunity to play a role in engaging the community in promoting the importance of a student centered culture for the School District. Members can actively seek out opportunities to speak with community members about promoting equity and inclusion for each and every Smithville student.

The following four objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

### PILLAR 5: STUDENT CENTERED CULTURE

Create a culture and operational environment where 'each and every' student thrives and is future ready.

**OBJECTIVE #1:** Develop the Warrior ethos and identify its characteristics.

#### STRATEGIC ACTIONS

- Identify the values, virtues, and integrity needed to be a Warrior, as defined by the Portrait of a Graduate.
- Own and exemplify common expectations around what it takes to be a Warrior, as defined by the Portrait of a Graduate.
- Create awards/recognition around the characteristics of the Portrait of a Graduate.

**OBJECTIVE #2:** Pursue sustained growth in sense of belonging for 100% of Smithville students.

#### STRATEGIC ACTIONS

- Provide opportunities for belonging by fostering empathy and inclusivity in the district.
- Cultivate perspective-taking by providing opportunities to role-play and tabletop.
- Introduce student portfolios to follow and track progression K-12.
- Continue implementation of Kindness & Inclusion Strategic Plan

**OBJECTIVE #3:** Develop 'cultural fluency' in Smithville students.

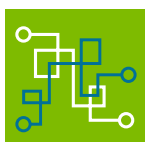
#### STRATEGIC ACTIONS

- Promote relationship building with students that may be different.
- Create experiences and opportunities to gain cultural fluency and perspective.
- Provide resources and materials that are representative of all students.

**OBJECTIVE #4:** Establish a culture of trust, kindness, and respect throughout the district.

#### STRATEGIC ACTIONS

- Educate students in social/emotional learning (SEL) using SEL curriculum.
- Educate staff in social/emotional strategies and in growth mindset.
- Involve Board members by engaging the community to educate and promote equity and inclusion.



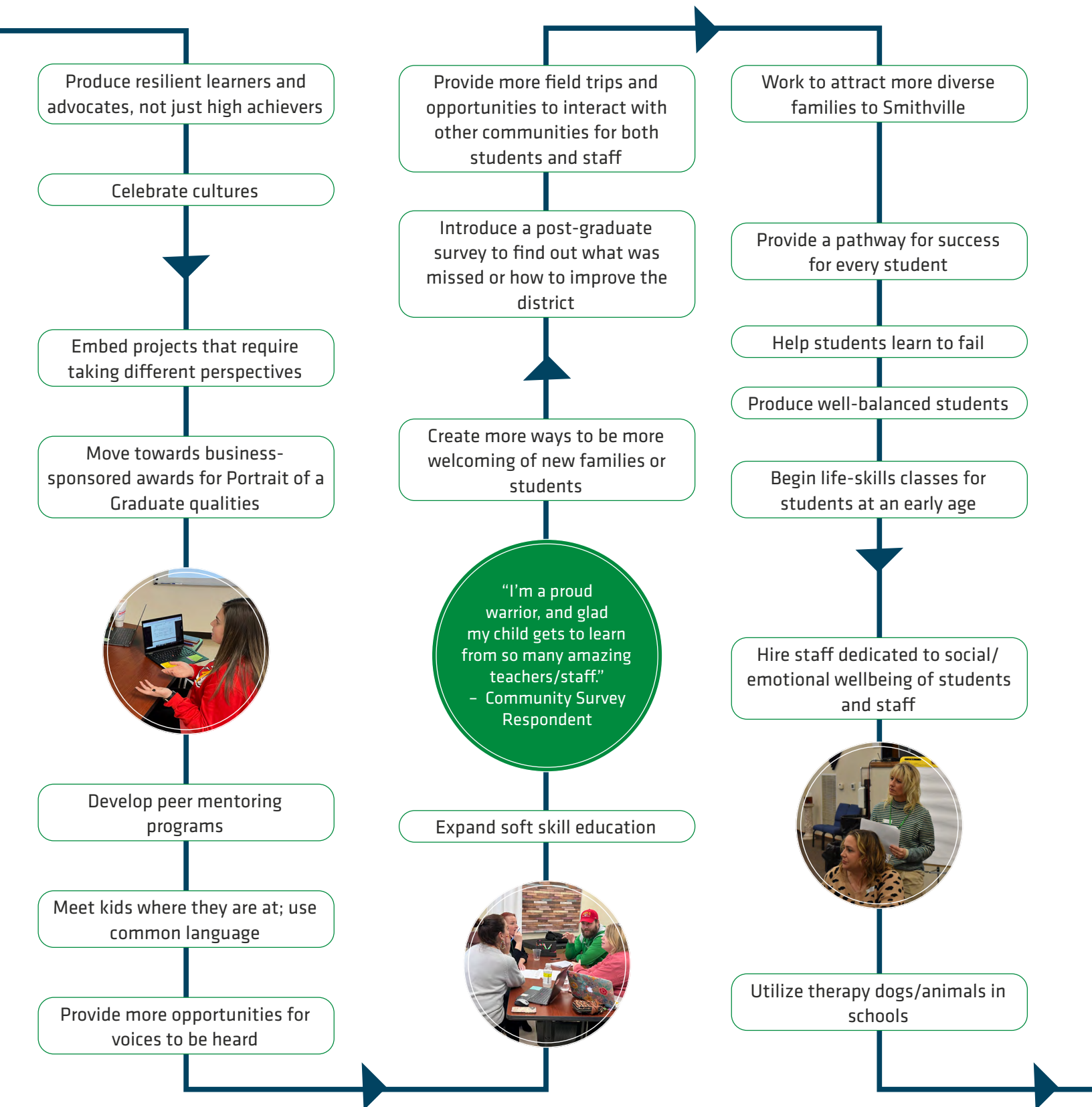
FutureInsight

- A student centered culture requires personalized learning pathways and learner agency that is both dynamic and active.
- The preferred future for the Smithville School District was identified by school district staff, community members and stakeholders as a 'Student Centered Culture.' This provides the district with the mandate to orient the new strategic action plan around this vision.



## 5.5.3 | IDEA BOARD

The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.



## Ensure students' academic excellence through continuous improvement.

### 5.6.1 | IMPORTANCE OF ACADEMIC EXCELLENCE

The high quality of education in Smithville is a defining feature of the community. With a graduation rate of 98% (US News & World Report), the district consistently attracts young families to live in the city for the schools. Pursuing academic excellence for each and every student will require additional pathways and broader learning ecosystems, innovative programming, and significant investment and commitment by district staff and the community. The strategic planning process has shown that district staff, community members and stakeholders have a significant appetite for further investment in education through continuous improvement of services, programming, and facilities to support and increase the School District's academic excellence.

Ensuring academic excellence for all Smithville students will require access to a broad curriculum that provides access to support systems for all types of learners.



Value to District & Community

- Educational competencies, skills, and credentials are the basis of a durable skills framework. Moving to a more competency and skills-based learning environment will enable Smithville students to enter the post-high school world with immediate transferable skills to more jobs and learning experiences.
- Increasing real world learning participation to 100% for Smithville students will require greater involvement and support by the Smithville residents and stakeholders. This pillar will require concurrent work with the Strategic Action Plan's second pillar involving the enhancement and strengthening of strong community partnerships.

The following three objectives with supporting strategic actions consolidate the ideas and priorities identified during the strategic planning process.

## PILLAR 6: ACADEMIC EXCELLENCE

Ensure students' academic excellence through continuous Improvement.

**OBJECTIVE #1:** Increase Real-World Learning participation to 100% of Smithville students.

### STRATEGIC ACTIONS

- Facilitate annual career exploration opportunities (i.e. Interest inventories, career fairs, professional speakers, job shadowing, etc.) in grades PK-12.
- Embed Market Value Asset attainment into 9-12 programming.

**OBJECTIVE #2:** Increase Math/ELA/ Science achievement in the School District.

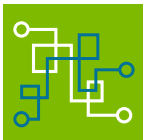
### STRATEGIC ACTIONS

- Implement Tier 1 academic curriculum and instruction with fidelity.
- Provide academic intervention and enrichment during the school day for all students.

**OBJECTIVE #3:** Develop a support system for at risk student populations.

### STRATEGIC ACTIONS

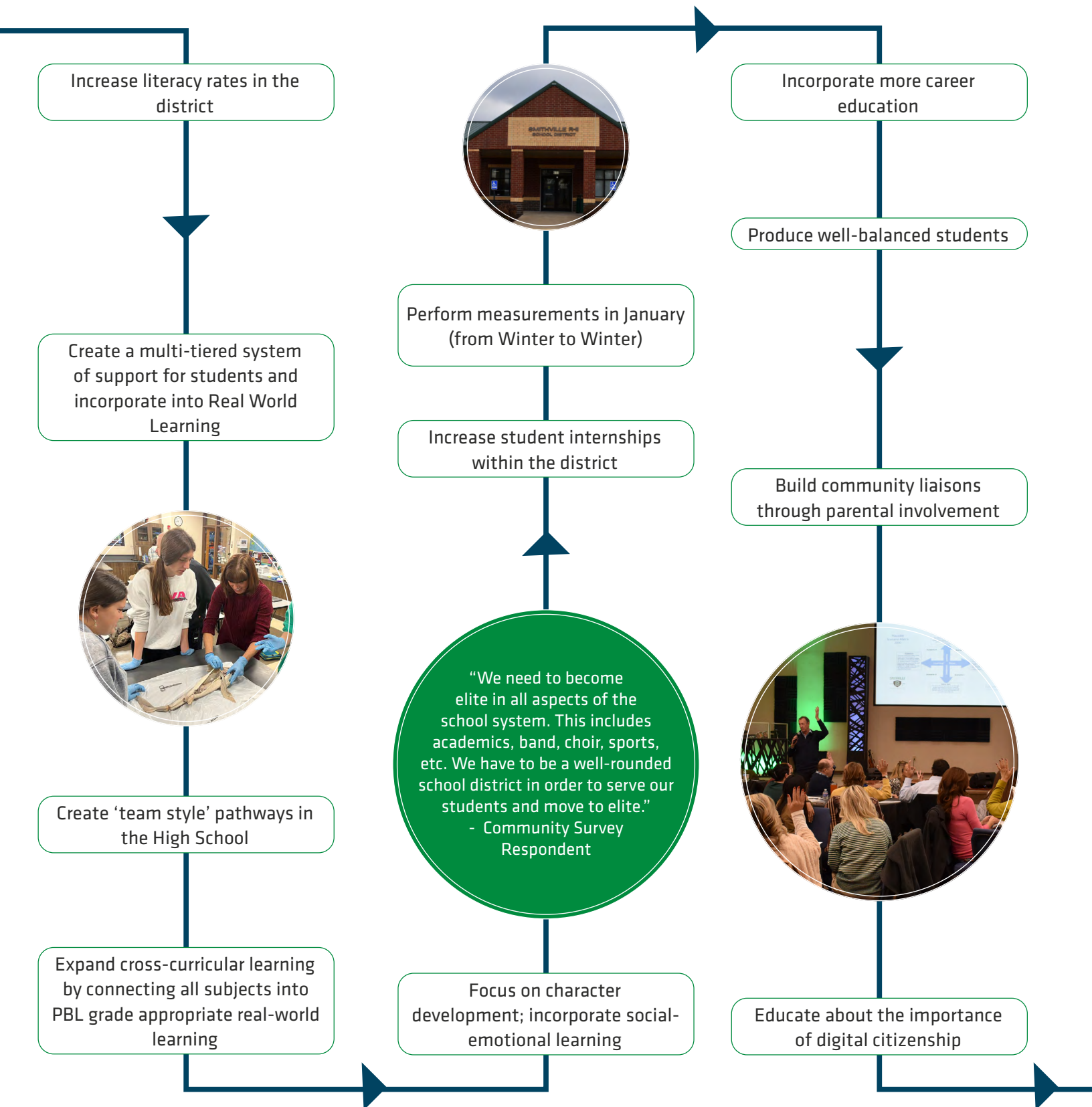
- Infuse Real World Learning into Response to Intervention (Rtl) and other systems of support.
- Provide skill specific academic/behavioral intervention during Response to Intervention (Rtl).



FutureInsight

- The objectives and strategic actions of the Academic Excellence Strategic Pillar have been developed to comply with strict state regulations and measurement requirements.
- Ensuring academic excellence for students requires consistent attention to student needs and a safety net for all students. Real-world learning combined with the Portrait of a Graduate for Smithville students creates the holistic framework for academic excellence that will enable all students in the district to succeed.

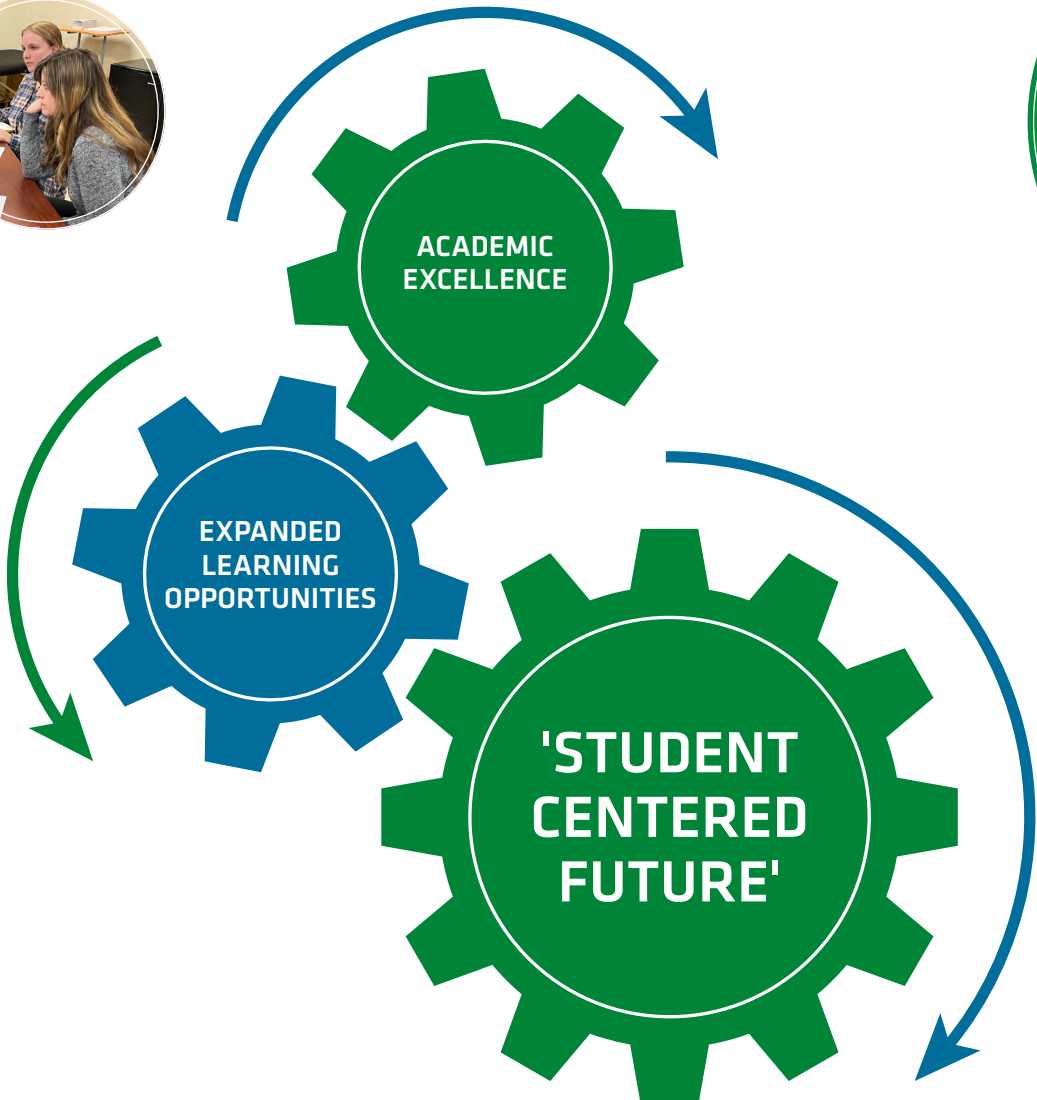
The following bullet points are additional ideas and actions that emerged during the strategic planning engagement process. Think-Tank and Focus Group participants were asked for specific ideas on actions the School District could take to achieve the preferred future, 'Student Centered Future'. Below are more of their original ideas.





## 6.0 | DYNAMIC SYSTEMS-THINKING APPROACH

The Strategic Pillars Framework lays out the strategic pillars, objectives and actions that lead the school district to its preferred future, 'Student Centered Future'. The scenario planning process explored the potential for intended and unintended consequences and has also probed how to build actions that create synergistic outcomes. The strategic pillars are not intended to represent separate silos or areas of activity. In fact, there are likely to be strong mutually supportive actions and outcomes. For example, a focus on academic excellence will require an intentional equitable approach that provides expanded learning opportunities for all students in the district.



The Smithville School District is part of a greater community ecosystem that is intricately interconnected by mutual support. Like this ecosystem, the recommended strategic pillars and actions of this Strategic Action Plan will be more impactful if they operate together.



## 7.0 | CONSULTANT INSIGHTS

The Smithville School District community has embraced this collaborative strategic planning effort with enthusiasm and energy. Throughout the sessions and discussions, there has been a continued recognition that the School District is stronger by having a shared vision and strategic action plan. The Smithville School District strategic planning process has produced a clear vision, a strategic framework, and a viable list of objectives and strategic actions. The Smithville School Board, supported by district staff, parents, and community stakeholders are well positioned to turn this vision and strategic action plan into reality.

In considering the strategic planning work and final outcomes, some specific insights are offered, from the project consultants. Future iQ helped design and facilitate the engagement sessions and provide the following comments as Consultant Insights.



### THE IMPORTANCE OF THE PORTRAIT OF A GRADUATE

The newly developed Portrait of the Graduate for Smithville students is an inclusive, holistic, and forward-thinking perspective on the skills and qualities needed to succeed in life. The qualities described should be infused throughout the Smithville educational ecosystem and continuously promoted to create a thorough understanding of what it means to be a proud Smithville Warrior.



### UNIQUE OPPORTUNITY TO USE NEW FUNDING

The School District has a unique opportunity to invest in its hopes and dreams with the anticipated funding from META in the coming years. This strategic action plan is the first step in planning what to do with that new funding. Use this time wisely to plan exactly what the district wants to do; be ready to explain and justify what the district intends to do with the funds before it is decided for you.



### INVEST IN COMMUNICATIONS

Throughout the visioning and strategic planning process, community members and stakeholders persistently emphasized the need for consistent, clear, and informative communication from the School District. The incorporation of actions to address this need in the new Strategic Action Plan is greatly appreciated. These efforts need to be institutionalized with strong outward facing communication platforms that promote the future oriented narrative about the School District and its vision.



### UTILIZE TECHNOLOGY

Growth was identified by Community Survey respondents as both an opportunity and a threat to the School District. Use this growth as an opportunity to redesign and expand school facilities with cutting edge technologies and new ideas for learning spaces. Listen to what students need, and incorporate sustainability into the planning.



## 8.0 | NEXT STEPS – ROADMAP TO THE FUTURE

The Smithville School District has undertaken an extensive strategic planning process that has produced the following outcomes:

- Documented a detailed understanding of the district’s and the community’s views across a range of important topics and future shaping factors.
- Allowed detailed examination of plausible future scenarios, explored expected, least desired, and preferred futures, and built an understanding of the implications of these future options for the Smithville School District.
- Identified a vision for the future, acknowledging that there are a variety of viewpoints, with the majority in a central range.
- Developed the Portrait of a Graduate for Smithville School District students.
- Identified key strategic pillars, objectives, and strategic actions.

**“We can’t get finished if we don’t get started.”**

*Focus Group Participant,  
February 2023*

This work has been built on extensive School District staff, community participation, and open and transparent dialogue. Now, the next phase of work needs to begin. The following immediate next steps are recommended:

- Consideration and acceptance of the Smithville School District Strategic Action Plan by the Smithville School Board.
- Implementation of the new Smithville School District Strategic Action Plan through school year 2028-2029.





## 9.0 | ACKNOWLEDGEMENTS

Since the beginning of the strategic planning process in September 2022, school administrators, teachers, staff, School Board Members, residents and community stakeholders have engaged in the district’s strategic planning process with great enthusiasm. Their passion and interest has ensured discussions are open, thoughtful, and reflective of the myriad of perspectives that exist within the School District. This dedication is also reflective of the deep commitment District staff and community members have to the future of the Smithville School District.

Future iQ would like to thank the individuals that took the Community Survey, participated in the Think-Tank, Working Group Sessions, and Focus Groups. Additionally, we would like to thank Denise Harwood and Michelle Kratofil (School District Administration) and David Baldner (Private Consultant) who met weekly with Future iQ to provide the expertise that helped guide this project. Your time and dedication are greatly appreciated.

### SMITHVILLE SCHOOL DISTRICT BOARD MEMBERS

Jeff Bloemker	Scott Haggerty (2020-2023)
Whitney Carlile	Patrick Nichols
Stacia Cudd	Ian Saxton
Denney Fales (2014-2023)	Susan Whitacre
Scott Jacoby	

### THINK-TANK PARTICIPANTS

Jeff Bloemker	Robert Hedgecorth	Carol Noecker
Leah DeYoung	Megan Jacoby	Samantha Oryshyn
Sara Freeman	Scott Jacoby	Aimee Pawlcyn
Angel Garrett	Teresa Kathcart	Tracy Platt
Angela Giammalva	Michelle Kratofil	Tamarin Stark
Rita Hanks	Brett Lackey	Kyle Van Ness
Dan Hartman	Mark Maus	Jonny Viebrock
Denise Harwood	Lilly Medley	Randy Wallace
Rena Hawkins	Abbey Meyer	Susan Whitacre
Jeff Haynes	Heidi Miller	Tod Winterboer





## 10.0 | FOR MORE INFORMATION

For more information on the Smithville School District’s strategic planning process, please contact:



**MICHELLE KRATOFIL, ED.D.**

Assistant Superintendent for Academic Services  
Smithville School District  
Phone: 816-532-0406 ext. 7622  
Email: [kratofim@smithville.k12.mo.us](mailto:kratofim@smithville.k12.mo.us)

To read all reports and to explore the Smithville School District Strategic Action Planning process, please visit the project portal:

[lab2.future-iq.com/smithville-school-district/](http://lab2.future-iq.com/smithville-school-district/)

## 11.0 | ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com).



**WORKSHOPS, DATA VISUALIZATION, AND REPORT PREPARED BY:**



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Brittany Rempe  
Creative Director



Walter R. Paixão-Côrtés  
Data Engineer



*Mission Statement: A declaration of the unique identity to which the district aspires, its specific purpose, and the means by which it will achieve its purpose.*

Building on a tradition of excellence in a community filled with Warrior Pride, the mission of the Smithville School District is to educate and prepare all students for their futures by providing relevant, engaging opportunities for each student to reach their unique and full potential.

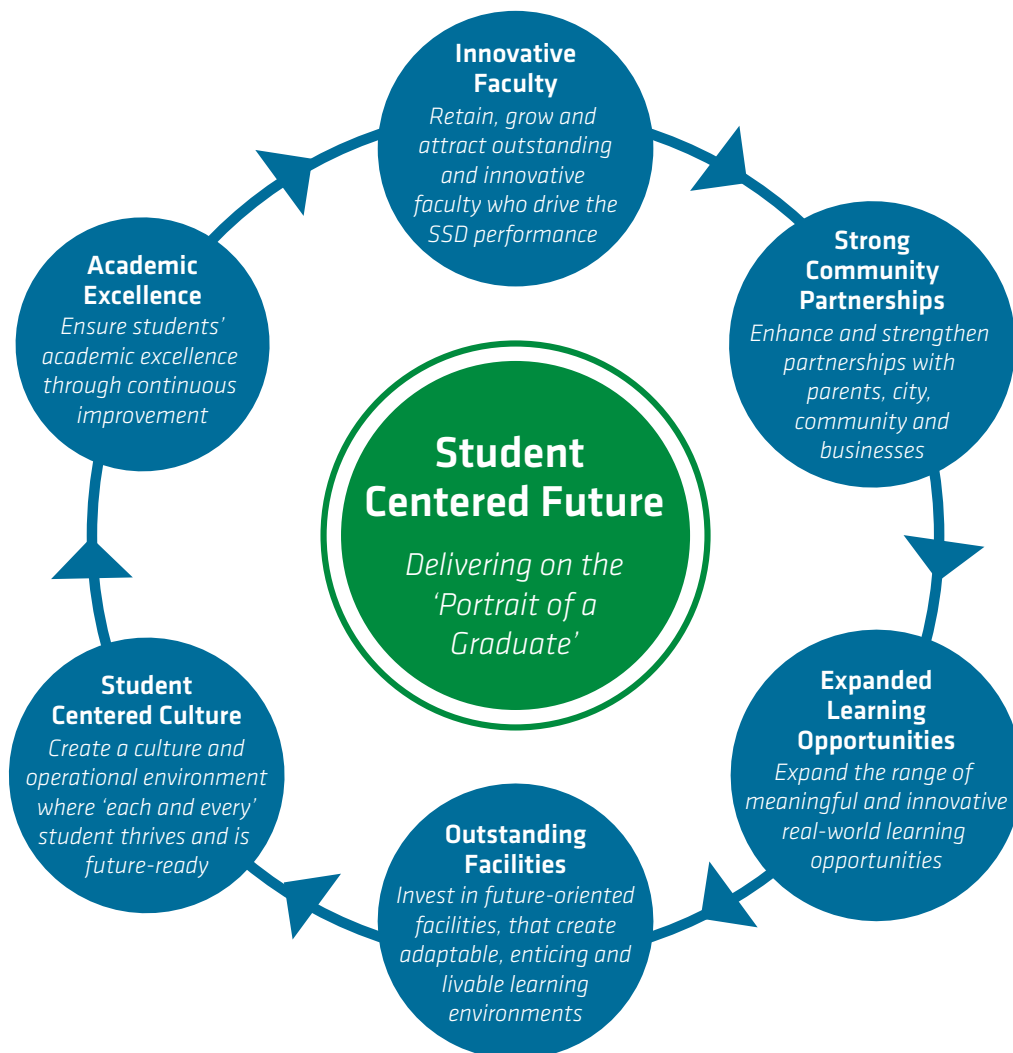
*Core Values Statement: An expression of fundamental values, ethical code, overriding convictions, inviolable principles.*

In the Smithville School District, we believe that the needs and interests of students are at the center of decision making in all aspects of district operations.

We will pursue excellence in all facets of our work through:

- \* Building positive partnerships with students, staff, parents and the community,
- \* Communicating and collaborating effectively with all stakeholders,
- \* Empowering students to take ownership of their learning as they pursue their unique passions and purpose,
- \* Promoting compassion and kindness in all interactions,
- \* Providing equitable opportunities for all students, and
- \* Investing in and developing our Warrior staff family.

The following matrix presents the detailed outline of each Strategic Pillar, including the strategic actions needed to accomplish each objective of the Strategic Pillars, performance metrics, responsible party, and timeline for each Strategic Pillar.



# PILLAR 1: INNOVATIVE FACULTY

Retain, grow and attract outstanding and innovative faculty who drive the Smithville School District performance.

**OBJECTIVE 1:** Create the best learning environment for students to succeed and teachers to teach throughout the district.

## STRATEGIC ACTIONS:

Cultivate a positive working environment and culture that is collaborative and supportive and where teachers' voices are valued.

Implement curricular and co-curricular programs based on student interest and need.

Create inspiring and innovative programs to expand current opportunities to learn and grow.

## METRICS

## RESPONSIBLE PARTY

## TIMELINE

CSIP Survey

CWIS Survey

Participation Data;  
Transition Event Data

Student Interest Survey;  
Superintendent Advisory Group

PD Survey

Floating PD Recommendations

Academic Calendar

Tuition Reimbursement  
Policy

Mentor/Buddy Survey

Tax Rate Levy Passage; Grant  
Funding; Reallocation of Funds

Allocation of Funds

District & Building  
Communication Activity

Assistant Superintendent

Building Principals

Assistant Superintendent; Director of  
Student Services

Assistant Superintendent

Assistant Superintendent

Human Resources;  
Executive Director

Assistant Superintendent

Board of Education; Superintendent  
Assistant; Superintendent Directors

Superintendent; Executive Director of  
Support Services

Communications Specialist; Principals

Superintendent; Board of Education

Superintendent Assistant;  
Superintendent Directors; Principal

Dec. 2023

March 2024

May 2024

May 2024

After Each PD Event

Annually in May

Jan. 2024

Target July 1, 2025

April 2024

TBD; July 2023  
& ongoing

TBD

July 2023 & Ongoing

July 2023 & Ongoing

July 2023 & Ongoing

**OBJECTIVE 3:** Increase robust financial support to elevate the school district's competitiveness.

## STRATEGIC ACTIONS:

Increase revenue to fund competitive salaries and benefits (including innovative non-compensation benefits).

Allocate future data center dollars to achieve Top 8 in compensation, as compared to the 25 Kansas City Metro districts to which we compare ourselves academically, and to create capital improvements.

**OBJECTIVE 4:** Articulate the reputation of the district and advocate for the education industry.

## STRATEGIC ACTIONS:

Market the district as a destination school district with extraordinary teachers, students and parents.

Grow the collaborative relationship between the school district and city.

Grow the collaborative relationship between the school district and Northland agencies.

# PILLAR 2: STRONG COMMUNITY PARTNERSHIPS

Enhance and strengthen partnerships with parents, cities, community and businesses.

OBJECTIVE 1: Build pride and trust within the School District and within the community.			
STRATEGIC ACTIONS:	METRICS	RESPONSIBLE PARTY	TIMELINE
Expand opportunities for parents to be involved in the schools.	Calendar of Building / District Events	Principals; Parent Partners	Aug. 2023 & Ongoing
Provide opportunities for staff involvement in decision making.	Building Leadership Teams	Principals	Aug. 2023 & Ongoing
	Calendar Survey	Assistant Superintendent; Calendar Committee	Annually in Oct.
OBJECTIVE 2: Enhance two-way communication with parents, community, and businesses.			
STRATEGIC ACTIONS:			
Dedicate staff to increase communications.	District & Building Communication Activity	Superintendent; Principals	Aug. 2023 & Ongoing
Increase opportunities for community involvement, feedback and input.	Community Survey	Superintendent; Communications Specialist	Dec. 2023
Tell the story of the School District and each building and neighborhood relationship to enhance community awareness and communications.	Civic Organizations	Superintendent Assistant; Superintendent Directors	July 2023 & Ongoing
	Quarterly Mailer	Communications Specialist	
	Newsletters	Communications Specialist; Principals	Aug. 2023 & Ongoing
	Social Media		
OBJECTIVE 3: Build strong partnerships between education, the community, the City of Smithville, the City of Kansas City, and businesses to support real-world learning.			
STRATEGIC ACTIONS:			
Promote the Portrait of a Graduate (POG) for the School District and local businesses.	Social Media	Communications Specialist; Facilitator of RWL & Community Partnerships	July 2023 & Ongoing
	Parent Meetings	Facilitator of RWL & Community Partnerships; Principals; Teachers/ Counselors	Aug. 2023 & Ongoing
	Student Registration	Counselors	Annually in Jan.
Increase financial and resource support for teachers and school programs.		Superintendent; Executive Director of Support Services	July 2023 & ongoing
Increase opportunities for community partnerships, such as internships, client connected project, professional speakers, etc.		Facilitator of RWL; Community Partnerships	July 2023 & ongoing



# PILLAR 3: EXPANDED LEARNING OPPORTUNITIES

Expand the range of meaningful and innovative real-world learning opportunities.

<b>OBJECTIVE 1:</b> Commit to providing 100% of Smithville students a real world learning experience.			
STRATEGIC ACTIONS:	METRICS	RESPONSIBLE PARTY	TIMELINE
Train more staff in real-world learning to infuse throughout the system.	Professional development offerings	Assistant Superintendent; Facilitator of RWL & Community Partnerships; Principals	July 2023 & Ongoing
Develop workforce skills as described in Portrait of a Graduate.	Grade card objectives/ skills rubric	Assistant Superintendent; Facilitator of RWL & Community Partnerships; Principals	May 2024
Increase opportunities for students at all grade levels to explore careers within the community.		Facilitator of RWL & Community Partnerships; Principals; Teachers/ Counselors	Aug. 2024 & Ongoing
Increase volunteer and paid internship opportunities for students and develop network for internship placement.		Superintendent; Assistant Superintendent; Directors; Principals	Aug. 2024 & Ongoing
<b>OBJECTIVE 2:</b> Investigate performance/competency-based learning.			
STRATEGIC ACTIONS:			
Determine projections for future workforce skills.	KC Area Workforce Development Data	Mid-America Regional Council	Reported monthly
Provide more student agency in learning.	Professional Development	Assistant Superintendent; Principals	Aug. 2023& Ongoing
	Curriculum & Instruction Revisions	Assistant Superintendent; Principals; Curriculum Facilitators; Teachers	June 2025
<b>OBJECTIVE 3:</b> Develop critical thinking and problem-solving skills that will prepare students and provide meaningful pathways for all students.			
STRATEGIC ACTIONS:			
Create pathways to success for all students (Individual Career and Academic Plans).	ICAP	Facilitator of RWL & Community Partnerships; Counselors	Annually during 2nd semester
Develop growth mindset in students, staff, and community.	Panorama Survey	Assistant Superintendent; Director of Student Services; Principals	Fall 2023 & ongoing for students, Spring 2024 & ongoing for students and staff
	Training for teachers		Aug. 2023& Ongoing
Embed more core credits into research and design classes for students.	Course Audit	Assistant Superintendent; Facilitator of RWL & Community Partnerships; Principals; Teachers	Sept. 2024
<b>OBJECTIVE 4:</b> Incorporate new learning methodologies into teaching.			
STRATEGIC ACTIONS:			
Incorporate new technologies into learning.	Professional Development Schedule; NEE Data [4.2b]; Walkthrough Data	Assistant Superintendent; Director of Technology; Tech Facilitators	Fall 2024
Expand local Career Technical Education options.	Academic Planning Guide	Assistant Superintendent; High School Principal	Oct. 2025
Become 'future ready' by building in opportunities for innovation.	Curriculum Revisions; Academic Planning Guide; Community Partnerships	Assistant Superintendent; Principals; Teachers	Fall 2024 & Ongoing

# PILLAR 4: OUTSTANDING FACILITIES

Invest in future-oriented facilities that create adaptable, enticing and livable learning environments.

**OBJECTIVE 1:** Create a learning environment that includes student voices in School District building design and programming.

## STRATEGIC ACTIONS:

Create a partnership with real world learning internships in design and construction.

Construction & Design student committees

## RESPONSIBLE PARTY

Executive Director of Support Services; Facilitator of RWL & Community Partnerships

## TIMELINE

Fall 2024 & future bond issues

Engage students in the design process of future redesign projects.

Executive Director of Support Services; Facilitator of RWL & Community Partnerships

Fall 2024 & future bond issues

Work with developers to ensure student involvement in future building projects.

Executive Director of Support Services; Facilitator of RWL & Community Partnerships

Fall 2024 & future bond issues

**OBJECTIVE 2:** Promote and educate students about sustainability.

## STRATEGIC ACTIONS:

Educate and engage students in recycling & sustainability efforts.

Energy offset tracking; Construction & Design student committees

Executive Director of Support Services; Teachers

Fall 2024 & Ongoing

**OBJECTIVE 3:** Create sustainable, healthy, and adaptable learning spaces for students and teachers.

## STRATEGIC ACTIONS:

Look differently at what 'classrooms' look like and utilize best practices for modern structures and the redesign of old.

Classroom layouts

Executive Director of Support Services; Principals; Teachers

Fall 2023 [minor remodels]; Fall 2026 [major remodels]

Utilize green building and new technologies.

Building design/re-design plans

Executive Director of Support Services

Fall 2023 [minor remodels]; Fall 2026 [major remodels]

Build healthy environments by providing natural light in learning space and acquiring flexible furniture.

Building design/re-design plans

Executive Director of Support Services; Principals

Fall 2023 [minor remodels]; Fall 2026 [major remodels]

Provide for flexibility in space and design; expand spaces for flexible use and collaboration.

Building design/re-design plans

Executive Director of Support Services; Principals; Teachers

Fall 2023 [minor remodels]; Fall 2026 [major remodels]

Become energy efficient and design for extreme climate as we continue to build and redesign.

Building design/re-design plans

Executive Director of Support Services

Fall 2023 [minor remodels]; Fall 2026 [major remodels]

# PILLAR 5: STUDENT CENTERED CULTURE

Create a culture and operational environment where 'each and every' student thrives and is future ready.

OBJECTIVE 1: Develop the Warrior ethos and identify its characteristics.			
STRATEGIC ACTIONS:	METRICS	RESPONSIBLE PARTY	TIMELINE
Identify the values, virtues, and integrity needed to be a Warrior, as defined by the Portrait of a Graduate.	Grade card objectives/ POG skills rubric	Assistant Superintendent; Facilitator of RWL & Community Partnerships; Principals; Teachers/Counselors	May 2024
Own and exemplify common expectations around what it takes to be a Warrior, as defined by the Portrait of a Graduate.	Discipline data	Director of Student Services; Principals	May 2025
Create awards/recognition around the characteristics of the Portrait of a Graduate.		Superintendent Assistant; Superintendent; Principals	Jan. 2024 & Ongoing
OBJECTIVE 2: Pursue sustained growth in sense of belonging for 100% of Smithville students.			
STRATEGIC ACTIONS:			
Provide opportunities for belonging by fostering empathy and inclusivity in the district.	Panorama Survey	Director of Student Services	Fall 2023 & ongoing for students, Spring 2024 & ongoing for students and staff
	CSIP Survey	Assistant Superintendent	Annually (parent & staff survey in fall/ student survey in spring)
	Disaggregated Survey Data	Assistant Superintendent; Director of Student Services	Annually in spring
Cultivate perspective-taking by providing opportunities to role-play and tabletop.	POAC training development	Assistant Superintendent; Director of Student Services; Principals; Teachers	July 2023
Introduce student portfolios to follow and track progression K-12.	Portfolio development	Assistant Superintendent; Technology Facilitators; Teachers	Aug. 2025
Continue implementation of <b>Kindness &amp; Inclusion Strategic Plan</b> .	Plan implementation	Superintendent; Assistant Superintendent; Director of Student Services; Principals	July 2023 & Ongoing
OBJECTIVE 3: Develop 'cultural fluency' in Smithville students.			
STRATEGIC ACTIONS:			
Promote relationship building with students that may be different.	Panorama Survey	Director of Student Services	Fall 2023 & ongoing for students, Spring 2024 & ongoing for students and staff
	CSIP Survey	Assistant Superintendent	Annually (parent & staff survey in fall/ student survey in spring)
	Disaggregated Survey Data	Assistant Superintendent; Director of Student Services	Annually in spring
	POAC Survey	POAC Consultants; Principals	May 2024
Create experiences and opportunities to gain cultural fluency and perspective.	POAC training development; Curriculum development	Assistant Superintendent; Director of Student Services; Curriculum Facilitator; Principals; Teachers	July 2023 & Ongoing
Provide resources and materials that are representative of all students.	Curriculum revisions	Assistant Superintendent; Curriculum Facilitators; Principals; Teachers	Aug. 2023 & Ongoing
OBJECTIVE 4: Establish a culture of trust, kindness, and respect throughout the district.			
STRATEGIC ACTIONS:			
Educate students in social/emotional learning (SEL) using SEL curriculum.	Panorama Survey	Director of Student Services	Fall 2023 & ongoing for students, Spring 2024 & ongoing for students and staff
	CSIP Survey	Assistant Superintendent	Annually (parent & staff survey in fall/ student survey in spring)
	Disaggregated Survey Data	Assistant Superintendent; Director of Student Services	Annually in spring
Educate staff in social/emotional strategies and in growth mindset.	Panorama Survey	Assistant Superintendent; Director of Student Services; Principals	Fall 2024
Involve Board members by engaging the community to educate and promote equity and inclusion.	Board Priority	Board of Education; Superintendent	Summer 2023

# PILLAR 6: ACADEMIC EXCELLENCE

Ensure students' academic excellence through continuous Improvement.

**OBJECTIVE 1:** Increase Real-World Learning participation to 100% of Smithville students.

## STRATEGIC ACTIONS:

Facilitate annual career exploration opportunities (i.e. Interest inventories, career fairs, professional speakers, job shadowing, etc.) in grades PK-12.

Embed Market Value Asset attainment into 9-12 programming.

## METRICS

Missouri Connections Building & District calendars

Academic Planning Guide

## RESPONSIBLE PARTY

Facilitator of RWL & Community Partnerships; Principals; Counselors

Assistant Superintendent; SHS Principal; Facilitator of RWL & Community Partnerships

## TIMELINE

Aug. 2023 & Ongoing

Aug. 2024 & Ongoing

**OBJECTIVE 2:** Increase Math/ELA/Science achievement in the School District.

## STRATEGIC ACTIONS:

Implement Tier 1 academic curriculum and instruction with fidelity.

Provide academic intervention and enrichment during the school day for all students.

Implement **Comprehensive Literacy Plan** with fidelity

NEE Data; MAP / NWEA; Walkthrough data

Response to Intervention (Rtl)

Principals; Assistant Superintendent; Principals

Assistant Superintendent; Director of Student Services; Principals; Teachers

Fall 2023 & Ongoing

Fall 2023 & Ongoing

**OBJECTIVE 3:** Develop a support system for at risk student populations.

## STRATEGIC ACTIONS:

Infuse Real World Learning into Response to Intervention (Rtl) and other systems of support. Provide skill specific academic/behavioral intervention during Response to Intervention (Rtl).

Response to Intervention (Rtl)

Director of Student Services; Principals; Teachers; Facilitator of RWL & Community Partnerships

Fall 2024 & Ongoing



**SMITHVILLE**



**School District**

SMITHVILLE SCHOOL DISTRICT  
**STRATEGIC ACTION  
PLAN REPORT**

SMITHVILLE, MISSOURI, USA

MAY 2023