MID-BUCHANAN R-V SCHOOL DISTRICT

DISTRICT GOVERNANCE STRATEGIC PLAN

2018-2022

Governing Priority: Student Success
Governing Objective: Establish a plan to review, revise, and update curriculum and instruction to increase student achievement

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Conduct a curriculum audit of all areas to determine alignment with the Missouri Learning Standards (MLS) with immediate emphasis on core content.	The curriculum director and building administrative teams will conduct a crosswalk with all current Mid-Buchanan curriculum documents to the MLS, beginning with core content and develop a calendar that will include completion dates.	Written documents will be prepared by grade level/course content to be presented to the Superintendent.	The designated, existing personnel can use DESE and district documents. Any relevant work that has been provided by the Regional Professional Development Center (RPDC) and building teams may be included. DESE and Show-Me Curriculum Administrators Association (SMCAA) tools are available to facilitate this process.	A crosswalk will provide a baseline of what curriculum areas need to be aligned so a curriculum review, rewrite and subsequent curriculum adoption cycle can be established.	The MLS were adopted in 2016 and will be assessed beginning 2017-2018 school year. The crosswalk should be accomplished by spring 2018, particularly for core content, with a curriculum cycle established by May, 2018.

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Upon completion of the curriculum audit, develop a consistent, cohesive approach to literacy instruction.	The curriculum director elementary administration, and teachers with external personnel as needed, will develop a consistent and cohesive literacy approach K-6. Various literacy models will be researched and piloted.	A research-based program will be piloted, selected, and implemented K-6.	The curriculum director, administration, and designees, with external support personnel as necessary, will make a recommendation to the superintendent for approval by the BOE.	The MLS standards for literacy/ELA will be assessed beginning spring 2018. All careers and households in the 21st century require advanced levels of literacy now (more than any other time in history. All students need continued literacy instruction through grade 12 to be competitively prepared to live and work in a global economy.	Program research will begin the spring of 2019, with a model selected for implementation by May 2019.

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Develop and implement a standards-based, aligned, viable K-12 curriculum, assessments, instructional strategies, with instructional resources, including technology, for all areas.	The curriculum director and designees will develop curriculum guides that include the following components: • Essential learning/power standards • Curriculum maps and pacing guides • Student learning objectives • Formative and progress monitoring assessment strategies and tools • High level of rigor	Electronic, curriculum guides with references to all resources will be produced for every content/grade/course area on a timeline determined by the Superintendent.	The curriculum director and designees, with external support personnel as necessary, will produce curriculum documents for presentation and approval to the Board of Education.	The Missouri Learning Standards define the basic and higher order skills, including problem-solving and critical thinking, students must achieve to be prepared for post-secondary life. The standards provide a road map for learning expectations in each grade and course to facilitate district decisions regarding curriculum and resources.	Curriculum in the four core areas will be developed by August 2019.

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Develop a three-year professional development (PD) plan focused on content knowledge, instructional strategies, including technology, and professional learning communities.	Based upon the curriculum audit and evaluation/implementation cycle, the Superintendent and administrative team will develop a professional development plan to support implementation of any curriculum with fidelity using evidenced-based practices.	Upon curriculum adoption, materials selection, and professional development, 100% of teachers will implement the district-defined curriculum with fidelity as evaluated by classroom walkthroughs, feedback, and evaluation tools.	The curriculum director and administrators will be equipped to develop a thoughtful, sequenced, embedded PD calendar that supports implementation of curriculum.	Adopting standards does not translate into higher student achievement without commensurate changes in the classroom. Ongoing support through PD is necessary for teachers to help students reach the standards. Teacher must be provided opportunities to grasp pedagogy, knowledge, and skills to remain effective.	A PD focus and calendar will be developed for 2018-2019 school year by spring 2018 with updates as the curriculum cycle is established.

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Increase the number of students who complete courses, activities, experiences, and individual counseling based upon a four-year college and career plan.	The secondary administration and counseling department will evaluate options for active engagement with students and families to develop a four-year plan with systematic review and communication throughout high school.	A plan will be presented to the Superintendent to implement a robust four-year planning, communication and review process with students and families for the express goal to increase the number of scholarships and enrollment in post-secondary training opportunities students receive and pursue.	The current designated personnel is able to develop a plan using information from DESE and comparable school districts as needed.	The Missouri Comprehensive School Counseling Program (MCSCP) manual was updated in 2017 and requires ongoing, systematic activities designed to assist students in establishing personal goals as they transition through school and to post-secondary life.	The plan should be presented to the Superintendent by April 2018 with a proposed implementation plan, including time lines for each goal and necessary resources.

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Conduct a review of elementary and secondary schedule options and develop a schedule that best meets the needs of 21st century learners.	The administration will form a team (ES and HS) that will research and evaluate schedule options (block, hybrid, period).	A plan will be presented to the Superintendent to implement a schedule at both the elementary and secondary levels. The plan will be selected based on: • What's best for the MB students • Maximizing the capacity of staff • Being fiscally responsible	The current designated personnel is able to develop a plan using research and review(s) of top Missouri schools.	21st century learning requires a different approach than what was used in traditional models. Master schedules need to be aligned to 21st century learning experiences and ensure that the district is fiscally responsible with resources.	The plan should be presented to the Superintendent by April 2018 with a proposed implementation plan, including necessary resources.

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Research and develop a school calendar that allows for frequent professional collaboration, professional development, and curriculum development.	The superintendent will form a calendar committee that will research and develop a school calendar that allows for ongoing collaboration, PD, and curriculum development.	A calendar will be presented to the Board of Education for review and approval.	The current designated personnel is able to develop a calendar using research and reviews of top Missouri schools.	To ensure the best learning experiences for MB students, teachers must have time to collaborate, analyze data, develop/analyze curriculum, and grow as learner leaders without removing them from the classroom or requiring significant amount of work outside of contracted time. To be the best, educators must have dedicated time to improve and grow.	The calendar should be presented to the BOE by March 1, 2018 for review and approval.

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Research and analyze the feasibility and sustainability of adding an additional Pre-school class that focuses on at-risk students.	The elementary principal or designee will gather data, with the assistance of the PAT coordinator, to determine the feasibility and sustainability of adding an additional Pre-K classroom	A report will be presented to the superintendent.	The research team will utilize available census data and data gathered from PAT. DESE and other Early Childhood coordinators are available for support.	School readiness is critical to student success. Early intervention will ensure that students are identified and supported prior to kindergarten, which will reduce the number of students who are not on target with grade-level expectations. Targeting at-risk students will connect them with supports prior to kindergarten.	The report will be shared with the superintendent prior to April 2018.

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Review and update graduation requirements and course catalog.	The secondary principal and team will review graduation requirements and align to DESE and local requirements. The course catalog will be adjusted to reflect 21st century learning experiences including STEAM initiatives.	A report will be presented to the superintendent for review and the final report will be presented to the Board of Education for review and approval.	The current designated personnel are able to develop new requirements and course offerings with research and review(s) of top Missouri schools. DESE and other relevant resources will be utilized.	Students need to be prepared for college and/or careers. Graduation requirements and course offerings that are rigorous and relevant will ensure that students are more adequately prepared for post-high school success.	The report will be shared with the superintendent by April 2019.

Governing Priority: Highly Qualified Faculty and Staff
Governing Objective: Recruit, Develop, Reward, Retain Highly Qualified Faculty and Staff

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Adopt the Network for Educator Effectiveness (NEE) as the evaluation tool to promote professional growth through meaningful feedback and meet the DESE requirements.	The superintendent will collaborate with the administrative team regarding the principles of evaluation and classroom walkthroughs (CWT) as he prepares to make a recommendation to the Board of Education to adopt NEE as the district's educator evaluation system.	The superintendent will make a recommendation to the Board of Education to adopt NEE.	The superintendent has researched NEE and has already begun collaborative CWTs with administrators to triangulate expectations for professional practice and prepare for adoption of an updated evaluation system.	Missouri law requires all school districts to evaluate educators. In 2013, the Missouri State Board of Education approved guidelines for evaluating teachers and administrators. Full implementation of the guidelines were required by 2014-2015, including the use of student growth data.	By spring 2018, the superintendent will make a recommendation to purchase NEE with pertinent professional development beginning in the summer.

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SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Job descriptions for all staff positions will be reviewed and updated.	The building administrative teams will develop job descriptions for personnel to ensure consistency and accuracy of expectations.	The administrative teams will present draft job descriptions using a standard template that meets legal requirements for all staff positions to the Superintendent.	The designated, existing personnel will use current job descriptions (if available) and a common template for developing job descriptions. Input regarding job duties from current employees may be sought.	Developing and communicating job descriptions and expectations enhance communication, understanding, and engagement of staff. It forms the foundation for later review and consideration of evaluation tools.	The job descriptions should be drafted by June 2018 for presentation to the Superintendent with all descriptions finalized and approved by the Board of Education by July 2018.

Governing Priority: Highly Qualified Faculty and Staff
Governing Objective: Recruit, Develop, Reward, Retain Highly Qualified Faculty and Staff

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Implement salary schedules that place MB within the (top third) among their comparison schools (classified and certified).	The administrative teams will evaluate all salary schedules of personnel to comparable districts.	A report of salary schedules with a summary of rankings will be prepared and presented to the Board of Education with a recommendation (long-term with short-term action steps) for salary schedules.	All information is public and attainable.	Having a long-term plan for compensation contributes to the recruitment and retention of highly qualified personnel.	The comparative study should be completed with salary recommendations made for the 2018-2019 school year within the normal budget process. A defined long-term strategy will be developed after an in-depth financial review and priorities are determined.

Governing Priority: Highly Qualified Faculty and Staff
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Align benefit packages for all faculty and staff.	Benefit packages will be reviewed for all employee groups and make comparisons across groups.	A written analysis of the benefit packages will be prepared and presented to the Board of Education.	All information is available.	Determining equity and inequities of benefits among employee groups positions the Superintendent and Board of Education with information to evaluate current and future benefit packages and costs for employees.	The information should be provided to the Superintendent and Board of Education for consideration for budget planning for the 2018-2019 school year and beyond.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Develop a formal interview process to be used for hiring.	A formal interview process will be developed that will include: • Reference check process • Recommended questions • Interview team structure • Interview format	Interview documents will be prepared by the Superintendent.	Information will be utilized from best practices and research.	To ensure that we hire the best candidates, it is critical that we have a sound hiring practices that filters to the best. Additionally, having a formal process will ensure that we are abiding by legal requirements.	A formal process will be approved and shared with the board by March 2018.

Governing Priority: Technology
Governing Objective: Provide students with technological skills that prepares them to be career and college ready.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Determine technology desired by internal and external Stakeholders.	The technology director and curriculum director will co-host a technology committee to survey Internal and External Stakeholders regarding their desire for technology	A survey will be submitted via all electronic means available to the district. The technology committee will determine the survey questions.	Information can be secured using existing resources.	This information will help guide the new technology plan for the school district.	A written report will be presented to the Superintendent prior to March 1, 2018.

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Explore the implementation of 1-1 technology for students in grades 3-12.	The technology director will survey other school districts in the state that have 1-1 technology initiatives. The technology director will determine the survey questions and the format of the report.	The technology director will prepare a report for the Superintendent.	This information can be obtained utilizing existing resources.	This information will provide insight into the process that other school districts have experienced.	A written report will be presented to the Superintendent prior to March 2018.	

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Determine infrastructure capacity to support current needs and expansion of technology.	The technology director will prepare a report of his knowledge of current technology infrastructure capacity.	The technology director will determine the process of gathering this information. A written report will be prepared for the Superintendent.	Outside assistance may be needed to help the technology director with this process.	This information is necessary to develop the technology plan.	A written report will be presented to the Superintendent by February 2018.

Governing Priority: Technology
Governing Objective: Provide students with technological skills that prepares them to be career and college ready.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Develop technology replacement schedules.	The technology director and administration will determine the current inventory and develop a maintenance and replacement schedule for district technology (laptops, classroom computers, etc)	The technology director will provide a written report to the Superintendent.	The information is available in the district. Administrative personnel may have to create forms for this process.	Replacement schedules allow the district to preserve equipment in place and plan for the future.	A written report will be presented to the Board of Education by August 2018.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Form a district technology committee to research best practices for technology implementation and rollout.	The administration will develop a team representing various faculty and will develop a report of recommendations for the following: • Technology type • 1:1 best practices • Rollout process •	The technology committee will provide a written report to the superintendent with evidence-based recommendations.	The committee will need to contact other districts where 1:1 implementation has occurred. MORENET and other technology resources are available.	Students need to be exposed to the highest quality 21st century learning experiences. Many districts are much more advanced in this area and we need to take advantage of their experiences.	A written report will be presented to the superintendent by March 2018.

Governing Priority: Finance
Governing Objective: Establish Accountability and Efficiency with District Finances

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Identify faculty that are willing and capable to be trained to use best practices with technology (Google certified) and provide them extensive PD and training with the goal of developing teacher trainers within the district.	The administration will develop a team of teachers to be trained using best practices. The team will be trained during the 2018-2019 school year and will become trainers for the rest of the staff.	The team will be developed and enrolled in professional development. Appropriate technology will be provided for their daily use.	Google certification training is available and current staff members can serve as a resource. MORENET also provides PD.	It is important that educators receive the proper training to ensure effective use of technology in the classroom. Using teacher trainers will ensure that staff is trained at a high level.	The team will be developed by April 2018 and enrolled in PD for the upcoming year.

<h2>Governing Priority: Finance</h2>
<h2>Governing Objective: Establish Accountability and Efficiency with District Finances</h2>

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Evaluate the Payroll System.	The Superintendent, or outside consultants as needed, will analyze the current payroll system for accuracy and efficiency.	The Superintendent will document the findings and share with the Board of Education.	The information is contained in some form in the district. Additional payroll systems may be reviewed for comparison purposes.	An evaluation assists district personnel to determine the current payroll system structure.	This task will be completed no later than February 1, 2018.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Develop furniture and equipment replacement schedules.	The building administration, food service director and maintenance director will determine the current inventory, and develop a maintenance and replacement schedule.	These administrators will provide a written report to the Superintendent.	The information is available in the district. Administrative personnel may have to create forms for this process.	Replacement schedules allow the district to preserve the equipment in place and plan for the future.	A written report will be presented to the Board of Education by July 2018.

Governing Priority: Finance
Governing Objective: Establish Accountability and Efficiency with District Finances

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Evaluate all specific revenue sources in comparison to expenditures.	The Superintendent, with the assistance of the bookkeeper, will annually present to the board specific revenue sources and the matching expenditures.	A written report will be presented to the Board of Education and discussed at a board meeting.	A report can be prepared by personnel, using existing information.	An evaluation provides information regarding specific revenues and related expenditures. This information helps determine specific program efficiency.	A report will be presented to the Board of Education annually, before the preliminary budget is adopted.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Reconcile all activity accounts and develop a plan for the handling of accounts.	The bookkeeper, working with other clerical staff and sponsors/coaches, will determine account balances, and develop a plan to handle accounts in the future.	The bookkeeper will be responsible for reporting findings and developing a plan to present to the Superintendent.	Existing personnel should have the information available to them. Outside consultants, as needed, may be utilized to determine exact findings and present a plan.	Account reconciliation helps determine use of funds, fund balances, and a plan for handling accounts.	A final plan will be presented to the Superintendent, for presentation to the Board of Education, no later than the March 2018 board meeting.

Governing Priority: Finance
Governing Objective: Analyze the District's Obligation for Debt Management

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Analyze and develop a long range plan for the Debt Service Fund.	The Superintendent, with outside consultants as needed, will develop a report for the Board of Education.	The written report will contain the amortization schedule, the anticipated tax levies to make principal and interest payments, and the most recent report from L.J. Hart.	This information is available. It needs to be combined in a format that is understandable and informational.	Detailed information allows the Board of Education to plan for the future.	A report will be presented to the Board of Education at the August 2018 board meeting.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Analyze potential revenue streams and allowable expenditures for the Capital Projects fund.	The Superintendent, with outside consultants, as needed, will analyze how the Capital Projects Fund might be used for expenditures.	A written report will be prepared for the Board of Education.	Information can be obtained through district information, the state of Missouri, and the Internal Revenue Service.	Information must be obtained to help determine the available funding for Capital expenditures.	A report will be presented to the Board of Education at the May 2018 board meeting.

Governing Priority: Finance
Governing Objective: Analyze the District's Obligation for Debt Management

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Analyze the need for Tax Anticipation Notes.	The Superintendent, with outside consultants as needed, will evaluate the current and potential future needs for use of Tax Anticipation Notes.	A written report will be prepared for the Board of Education.	Information can be obtained from existing information and projections of future revenue and expenditures.	This information pertains to the budget of the district, and can potentially save the District money.	A report will be presented to the Board of Education during the FY 19 budget adoption meeting in June.

Governing Priority: Facilities
Governing Objective: Ensure Students, Employees and the Community have access to Safe Facilities

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Evaluate all facilities and equipment for safety.	The Maintenance Director will analyze safety inspections and safety concerns to determine a plan to address issues identified.	A written report will be prepared with an action plan to address issues identified.	This information should be available in the school district. Outside resources may be needed to identify issues and address concerns.	This information is related to facilities planning, and the safety of everyone using the facilities.	This report will be presented to the Superintendent by March 2018.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
Evaluate all equipment and facilities for routine maintenance needs.	A plan will be prepared to address on-going maintenance needs to help preserve the life expectancy of facilities and equipment.	A written report will be prepared.	The maintenance director, with outside consultants as needed, can produce this plan.	This plan will help preserve the life of equipment, and plan for future maintenance needs.	This report will be presented to the Superintendent by March 2018.

Governing Priority: Facilities
Governing Objective: Develop a Facilities Plan that prepares the District for the future.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-bound
A long range facilities plan, based on enrollment projections and department needs, will be developed.	A written projection of student enrollment will be prepared. A building use plan based on enrollment projections and department needs will be prepared.	A written report will be prepared for the Board of Education.	These projections can be completed by using outside information and consulting with existing personnel.	This information will help the district prepare for the future.	A written report will be presented to the Board of Education by May 2018.