

# NODAWAY-HOLT R-VII SCHOOL DISTRICT



## **Continuous School Improvement Plan**

2023-2026

# Nodaway-Holt R-VII School District

## Continuous School Improvement Plan (CSIP)

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## INTRODUCTION

The Nodaway-Holt R-VII School District's Board of Education approved the district's five-year strategic plan at the November 15th regular Board of Education Meeting.

The plan was developed by an 18-person CSIP Advisory Committee consisting of parents, students, district staff members, Board of Education representatives, the Administration Team, and local citizens. The newly developed CSIP focuses on four strategic focus areas - **Teaching, Learning & Student Success; Recruiting, Hiring, Developing, Compensating & Retaining Staff; Leadership & Operations: Communication, Budget, Facilities, Safety, Technology; Culture & Climate: Parent Involvement, Partnerships, Positive Climate.**

The implementation of this plan will cover 2023 through 2026 with a major emphasis on student performance. Throughout the processes, the CSIP Advisory Committee also developed new vision and belief statements for the district along with the strategic focus areas, objectives, and action steps to complete each goal. To ensure accountability, the action steps are placed with a responsible person(s) and reviewed annually by the Administrative Team.

## DISTRICT MISSION STATEMENT

Quality Education Today, For A Successful Tomorrow.

## DISTRICT VISION STATEMENT

The vision of the Nodaway-Holt R-VII School is to become the model district for Northwest Missouri.

## NODAWAY-HOLT R-VII BELIEF STATEMENTS

### **We Believe:**

- ❖ In teamwork.
- ❖ In working together for the good of each student.
- ❖ In respecting and valuing each other's thoughts and ideas.
- ❖ That through best practices we will lead students to achieve.
- ❖ In differentiating education to ensure learning in the classroom.
- ❖ In flexible, ever-changing instruction that meets the needs of students.
- ❖ In modeling behavior, expectations and character traits for all students and community.

- ❖ In demonstrating respect and rational behavior in the face of adversity.
- ❖ That early intervention can prevent permanent detention.
- ❖ That positive intervention will stimulate moral growth and direction for our students.
- ❖ In helping students take their own path in the right direction.
- ❖ In fostering an environment to encourage lifelong learning.
- ❖ In helping our students reach their full potential.
- ❖ In discussion, problem solving and creativity as skills need to navigate our complex world.

## DESCRIPTION OF THE PROCESS

The District Superintendent began collaborating and working with the FiredUp Consulting Group in November of 2022 where a strategic plan, schedule of meetings, and CSIP Committee was developed. The CSIP planning committee began working collaboratively in February 2023 where the group engaged in two 3.5-hour meetings over the course of the month. Over the course of the meetings the Committee reviewed the mission, developed the vision, and determined a list of prioritized needs for the District.

Once the prioritized needs were established, the Committee was divided into four subcommittees where they were assigned two prioritized needs categories. These subcommittees were then tasked with creating two SMART goals for each of their assigned categories with 4-6 action steps for each.

Following these meetings, smaller meetings were held to collect data, review and refine goals, and define action steps to implement within the CSIP Plan. The following data sources were utilized throughout the process to define goals and action steps:

- ❖ MSIP 6 Guidance Document
- ❖ MAP/EOC Assessment Data
- ❖ Local Assessment Data
  - DIBELS Reading Assessment
  - Northwest Evaluation Association (NWEA)
- ❖ Missouri Department of Elementary & Secondary Education (DESE) Report Card
  - Enrollment Data
  - Attendance Data
  - Graduation Data
  - Salary Comparison Data
  - Teacher Data

- ❖ ASBR
  - District Financial Data
- ❖ Culture/Climate Survey Data (DESE Developed)

The Board of Education will regularly monitor the implementation and outcomes of the CSIP. In addition to the annual program evaluations, the administration team will provide a report at the regularly scheduled Board of Education meeting each month.

The CSIP Development Team will be assembled, on an annual basis, during the Spring semester, to review the CSIP progress monitoring. The team members will be replaced by a person of similar role, as needed (i.e. - if a student graduates, the student opening will be filled by another student).

The CSIP guides the development and implementation of other plans. Program Evaluation Plan, Professional Development Plan, Assessment Plan, Technology Plan, Grow Your Own Plan, & the Teacher Retention Plan. These plans will be reviewed throughout the 2023-2024, 2024-2025, and 2025-2026 school years to ensure alignment with the current approved CSIP. The Technology Plan is currently being developed.

The Nodaway-Holt Board of Education and District Superintendent will allocate sufficient funds to ensure resources are available to meet the needs of all students. Budget planning will reflect the resources needed in all classrooms and allocate funds according to the goals outlined in the CSIP.

#### CONCERNS IDENTIFIED FROM THE ANNUAL PERFORMANCE DATA & LOCAL ASSESSMENTS

State assessment data indicates the district performs lower than the State (percentage of proficient or advanced) in several grade levels in Math, ELA, Science, and Government. The District understands that student achievement needs to improve across the board. Local assessments results reveal that students are showing progress in ELA, Math, and Government.

#### CONCERNS IDENTIFIED FROM INTERNAL AND EXTERNAL FACTORS (Survey)

Stakeholder group meetings revealed the following concerns:

- ❖ Poor student attendance.
- ❖ Communication/transparency with patrons could be improved.
- ❖ Lack of collaboration/partnerships with local businesses.
- ❖ Low achievement data on state testing and ACT.
- ❖ Lack of data utilization to drive instruction.
- ❖ Difficulty hiring and retaining high qualified staff; some positions are filled utilizing critical shortage teachers.
- ❖ Lack of professional development opportunities for teachers.

- ❖ Negative parent perceptions of the district.
- ❖ Lack of student participation.
- ❖ Lack of technology proficiencies with lower grade levels.
- ❖ Student behaviors.
- ❖ Financial stability.

PRIORITIZED NEEDS FOR THE LEA

- ❖ **Teaching, Learning & Student Success**
- ❖ **Recruiting, Hiring, Developing, Compensating & Retaining Staff**
- ❖ **Leadership & Operations:** *Communication, Budget, Facilities, Safety, Technology*
- ❖ **Culture & Climate:** *Parent Involvement, Partnerships, Positive Climate*

COMMITTEE

### CSIP Advisory Committee

Name	Position	Group
Kevin Daniel	FiredUp Consulting Group	Consultant
Mike Hollingsworth	Superintendent	Advisory, Management, Support, Resources
Nate Jeter	7-12 Principal	Advisory
Erin Hageman	PK-6 Principal	Advisory
Joni Everhart	Board of Education	
Ryan Medsker	Board of Education	
Hallie Ginther	PK-12 Counselor	
Kate Holmes	Vocational/Agriculture Teacher	
Tobie Bohannon	Preschool Teacher/PAT	

Lori Leeper	Title Reading	
Zach Lemar	Community Member	
Brian Markt	Community Member	
Rita Carroll	Community Member	
Richie Vogel	Parent	
Haily Randall	Parent	
Jessie Prettyman	Parent	
Reece Walker	Student	
Raleigh Brown	Student	

#### SMART GOALS

1. By the end of May 2026, 90% of the students will be in attendance 90% of the time.
2. By 2026 students scoring in the bottom two categories of the MAP or EOC will decrease by 3-5%.
3. The district will provide high quality professional development to all certified staff.
4. The average ACT composite scores for juniors and seniors will meet or exceed the state average on an annual basis.
5. Parent, Community, Stakeholder survey results will increase by 2-3% in the strongly agree, and agree categories on an annual basis.
6. By 2026 student participation in secondary school related activities will increase by 10%.
7. By June of 2026, the district will create 6 business partnerships with local businesses to develop student opportunities.
8. Proactive steps with students on behaviors will increase by 10% annually.
9. On an annual basis, the district will maintain at least a 30% in a non-restrictive fund balance.
10. On an annual basis, participation of parent surveys will be above 30%.
11. By the end of the 2025-2026 school year 95% of 3rd through 8th grade students will demonstrate technology proficiency as measured by a grade specific designed rubric.
12. Parent, Community, Stakeholder survey results will increase by 2-3% in strongly agree and agree categories on an annual basis.
13. On an annual basis the district will retain 90% of certified staff excluding retirement.
14. On an annual basis, the support staff salary schedule and benefits package will be competitive with surrounding entities.



**Priority 1: Teaching, Learning & Student Success**

**SMART Goal/Objective 1:** By the end of May 2026, 90% of the students will be in attendance 90% of the time.

**Purpose:** A student’s attendance in the classroom is the most important part of a student’s experience. Absences from the classroom can really never be compensated for or made up. There is a direct relationship between poor attendance, class failure, and the dropout rate. Students who have good attendance usually achieve better grades, enjoy school, and are more desirable employees after leaving school.

**Monitoring:** Attendance reports will be provided to the Board of the Education monthly within the PK-6 and 7-12 Principal’s Reports.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
Attendance policies will be developed by school administration and will be communicated to students and parents through the student handbook for each building.	Administration Team	Local State Federal	Annually	
Attendance policy will be enforced at the respective building levels.	Administration Team	Local State Federal	Ongoing	
Attendance will be reported at monthly board meetings.	Administration Team	Local State Federal	Monthly	
Attendance rewards and incentives will be provided for students who reach the attendance goal at the end of each semester.	Administration Team	Local Grants Donations	Each Semester	
Building administration will communicate attendance issues with the Juvenile Office according to each building specific student handbook.	Administration Team	Local State Federal	Ongoing	
Parents will be notified via letters according to building specific student handbooks.	Administration Team	State Local Grants	Ongoing	

**Priority 1: Teaching, Learning & Student Success**

**SMART Goal/Objective 2:** By 2026 students scoring in the bottom two categories of the MAP or EOC will decrease by 3-5%.

**Purpose:** To utilize local and state achievement data to track student performance and growth at multiple points throughout the year. Data will be collected, communicated, and utilized by district personnel to make instructional decisions and adjustments, as needed.

**Monitoring:** This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly meeting immediately following the release of local and state level student achievement data (typically January and May of each fiscal year).

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
On-going consultation from RPDC as determined by district leadership teams.	Administration Team/PDC	Local State Federal	Ongoing	Professional Development Plan
District will utilize PD days for teachers to develop and incorporate curriculum within their lessons.	Administration Team/Teachers	Local State Federal	Ongoing	Professional Development Plan
Teachers will analyze and utilize data to target areas of growth.	Teachers	Local State Federal	Ongoing	Professional Development Plan
District will provide MAP and EOC preparation materials to teachers that instruct in testing areas.	Administration Team/Teachers	Local State Federal	Ongoing	
District will identify at risk students through the use of NWEA.	Data Teams/Teachers	Local State Federal Grants	Ongoing	
District will provide students the opportunity to increase their assessment skills by participating in a school-wide intervention day.	Teachers	Local State Federal	Ongoing	

		Grants		
Students will be given opportunities and be rewarded when they increase their score by 20 points or more, or move up a category in any tested subject area.	Administration Team	Local Donations	Ongoing	

<b>Priority 1: Teaching, Learning &amp; Student Success</b>				
<b>SMART Goal/Objective 3:</b> The district will provide high quality professional development to all certified staff.				
<b>Purpose:</b> To ensure adequate support and resources are equitably disseminated to all students and staff to support student achievement across the district.				
<b>Monitoring:</b> The Administration Team will meet semi-annually with the NWRPDC and other professional organizations to create a plan for the upcoming school year. A review of the professional development scheduled each month will be reviewed and adjusted monthly by the Administration Team on an as needed basis.				
Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
The district will schedule at least 14 days of high-quality professional development each year.	Administration Team/PDC	Local State Federal Grants	Annually	Professional Development Plan Teacher Retention
Professional development will be based on teacher needs, curriculum needs as indicated by current Missouri standards and new legislation, and student achievement.	Administration Team/PDC	Local State Federal Grants	Ongoing	Professional Development Plan
Building administrators will utilize the Network for Educator Effectiveness (NEE) observation system to develop three focus indicators for the year. Progress will be checked a minimum of six times throughout the year, and discussed thoroughly with each	Administration Team	Local State Federal	Ongoing	Professional Development Plan

teacher during their summative evaluation.				
The district will provide Professional Development time to identify and align curriculum and formative assessments to meet current Missouri requirements.	Administration Team/PDC	Local State Federal	Ongoing	Professional Development Plan

**Priority 1: Teaching, Learning & Student Success**

**SMART Goal/Objective 4:** The average ACT composite scores for juniors and seniors will meet or exceed the state average on an annual basis.

**Purpose:** To utilize local and state achievement data to track student performance and growth at multiple points throughout the year. Data will be collected, communicated, and utilized by district personnel to make instructional decisions and adjustments, as needed.

**Monitoring:** This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly meeting immediately following the release of local and state level student achievement data (typically January and May of each fiscal year).

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
Data teams, grades 8-12, will analyze ACT and PreACT data to adapt instructions and curriculum for all students.	Data Teams/Teachers	Local State Federal Grants	Ongoing	
8th grade and sophomore students will be required to take the PreACT.	Administration Team	Local State Federal Grants	Annually	
ACT Prep class will be offered to all students grades 9-12.	Counselor	Local	Annually	Graduation Handbook

**Priority 2: Culture & Climate**

**SMART Goal/Objective 1:** Parent, Community, Stakeholder survey results will increase by 2-3% in the strongly agree, and agree categories on an annual basis.

**Purpose:** To ensure that stakeholders have a means to voice their opinion and the district achieves and maintains adequate support from district stakeholders.

**Monitoring:** This SMART goal will be reviewed annually by the Administration Team and the Board of Education during the regular monthly meeting immediately following the closure of each survey.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
The District will conduct an annual culture & climate survey for parents, community members, and stakeholders to express their perceptions of the school district.	Administration Team	Local State Federal Grants	Annually	MSIP 6
Administration will conduct a teacher/staff survey annually to determine culture and climate amongst the staff.	Administration Team	Local State Federal Grants	Annually	MSIP 6
Administration will conduct a student survey annually in grades 3-12.	Administration Team	Local State Federal Grants	Annually	MSIP 6
The district will provide a Community Involvement portion, with contact information, on the school website.	Public Relations Employee	Local	Ongoing	
The district will seek to hire an individual for managing Public Relations.	Administration Team	Local	Annually	
Administration will analyze survey results to determine changes needed/wanted by parents,	Administration Team	Local State	Annually	

community members, stakeholders, teachers/staff, and students.		Federal		
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<b>Priority 2: Culture &amp; Climate</b>				
<b>SMART Goal/Objective 2:</b> By 2026 student participation in secondary school related activities will increase by 10%.				
<b>Purpose:</b> To ensure students have the opportunity to participate in activities at the secondary level and to ensure a variety of activities are available to the variety of interest in the student population.				
<b>Monitoring:</b> This SMART Goal will be reviewed annually by the Administrative Team.				
<b>Action Steps/Strategies</b>	<b>Person(s) Responsible</b>	<b>Funding Source(s)</b>	<b>Projected Completion Date</b>	<b>Plan Alignment</b>
District will survey current student involvement in school related activities by the end of each school year.	Administration Team	Local	Annually	
Secondary will host an organizational recruitment fair to display and inform students of community and school related activities by the end of the first week of school.	Organizational Leaders	Local State Grants	Annually	
Elementary will host an organizational fair to display and inform students of community and school related activities at Open House.	Counselor	Local Grants Donations	Annually	
District will invite community organizations to participate in each event at the different building levels.	Public Relations Employee	Local	Annually	
District will conduct student involvement surveys in school related activities at the end of each quarter.	Administration Team	Local	Quarterly	
District will prepare follow-up surveys if there is a	Administration	Local	As Needed	

decrease in student participation in school activities.	Team			
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**Priority 2: Culture & Climate**

**SMART Goal/Objective 3:** By June of 2026, the district will create 6 business partnerships with local businesses to develop student opportunities.

**Purpose:** To ensure the district is providing opportunities for students to explore their interests after graduation to help guide them in the correct path for the career they want to pursue.

**Monitoring:** This SMART Goal will be monitored by the school counselor.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
The district will team up with community businesses to create learning opportunities for students throughout the school year and during the summer months. (i.e. - Graham Seed Cleaner, Tri County Ag, Lemar Seed & Service)	Counselor	Local Grants	Annually	
The district will explore opportunities with local financial groups to provide savings opportunities for post-secondary education. (i.e. - Edward Jones, Thrivent, etc. 529 savings plans)	Counselor	Local Grants	Annually	
The district will utilize the vocational-technical schools to provide learning opportunities for students to gain valuable skills necessary to be successful in the workforce.	Counselor	Local State Grants	Annually	
The district will host an annual Career Readiness Day where a Career Fair will take place with prospecting jobs.	Counselor	Local Grants	Annually	
The district will institute career explorations at the	Counselor	Local	Annually	MSIP 6

Junior High level through exploratory classes.		State Federal Grants		
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**Priority 2: Culture & Climate**

**SMART Goal/Objective 4:** Proactive steps with students on behaviors will increase by 10% annually.

**Purpose:** To ensure the safety and well-being of all students, and to limit the amount of time students miss in the classroom due to negative behaviors.

**Monitoring:** This SMART Goal will be monitored by the Administration Team and School Counselor.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
District will provide training and support for all staff in social-emotional learning.	Administration Team/Counselor	Local State Federal Grants	Beginning of school year - Annually	MSIP 6
District will provide materials through the Character Strong program for teachers to utilize in their classrooms.	Counselor	Local Grants	Fall of 2023	Guidance Plan
District will provide weekly allocated time to deliver instructional social-emotional learning.	Administration Team	Local Grants	Annually	Guidance Plan
Students will participate and engage in weekly lessons to promote positive peer relationships.	Counselor/ Teachers	Local Grants	Annually	Guidance Plan
Teachers will provide weekly lessons to promote positive student to teacher relationships.	Counselor/ Teachers	Local Grants	Annually	Guidance Plan
Students will be surveyed quarterly to assess their well-being.	Counselor	Local	Quarterly	



Teachers and administrators will review quarterly office referral and discipline.	Administration Team/Teachers	Local	Quarterly	
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**Priority 3: Leadership & Operations**

**SMART Goal/Objective 1:** On an annual basis, the district will maintain at least a 30% in a non-restrictive fund balance.

**Purpose:** To ensure the district maintains a positive balance for the financial security of the district.

**Monitoring:** This SMART Goal will be monitored by the Superintendent and School Board of Education.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
A budget is created and the Superintendent and Board of Education work together to see that the budget is not extended.	Superintendent/ BOE	Local State Federal Grants	Annually	Annual Budget
Grant writing is utilized by staff to help fund any projects, equipment, curriculum, etc.	Teachers	Grants	Annually	
The Superintendent will update the Board of Education monthly on school finances and projections for bills, projects, etc.	Superintendent	Local State Federal Grants	Monthly	Annual Budget
The Superintendent will quarterly place financial statements on the website for public access.	Superintendent	Local State Federal Grants	Quarterly	Annual Budget

**Priority 3: Leadership & Operations**

**SMART Goal/Objective 2:** On an annual basis, participation of parent surveys will be above 30%.

**Purpose:** To ensure parents' input is being heard and taken into consideration for the betterment of the district.

**Monitoring:** This SMART Goal will be monitored by the Administrative Team.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
Each year, during enrollment, parent emails and addresses will be updated and added.	Secretaries	Local	Annually	
Surveys will be offered during special events like sporting events, Parent Teacher Conferences, etc.	Administration Team	Local	Annually	MSIP 6
A welcome night/event for all parents, students, and teachers will be held at the respective buildings so they can see the facilities, build relationships and encourage parent involvement.	Administration Team	Local Donations	Annually	
Incentives will be given for completed surveys like free entry to a sporting event, free concession stand item, etc.	Administration Team	Local	Annually	

**Priority 3: Leadership & Operations**

**SMART Goal/Objective 3:** By the end of the 2025-2026 school year 95% of 3rd through 8th grade students will demonstrate technology proficiency as measured by a grade specific designed rubric.

**Purpose:** To ensure that all students are equipped with the ever-changing technology that is required of individuals entering college or the workforce.

**Monitoring:** This SMART Goal will be monitored by the Administrative Team with the assistance of the teachers.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
By the end of the 2023-2024 school year 80%, by the end of the 2024-2025 school year 90%, and by the end of the 2025-2026 school year 95% of 3rd through 8th grade students will demonstrate technology proficiency as measured by a grade specific, teacher designed rubric.	Teachers	Local	May 2026	Technology Plan
70% of elementary and 90% of middle and high school students will utilize online platforms to complete assignments and other related instructional activities (i.e. threaded discussions, notes, videos, curriculum, assessments, announcements, assignment drop boxes, online presentations, the yearbook, etc.)	Teachers	Local	May 2026	Technology Plan
Twenty-minute training sessions for grades 2 through 6 will be required to meet twice a week to refine their typing skills. Both sessions each week for the 1st semester, students will be utilizing programs such as EduTyping Jr. and/or other types of typing software to improve and refine their typing skills. The first session of each week of the 2nd semester, students will still utilize programs such as EduTyping Jr. and/or other types of typing software to improve	Librarian/ Teachers	Local	May 2026	Technology Plan

and refine skills, while the second session will be typing based assignment, assigned to the student by their specific classroom teacher.				
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**Priority 3: Leadership & Operations**

**SMART Goal/Objective 4:** Parent, Community, Stakeholder survey results will increase by 2-3% in strongly agree and agree categories on an annual basis.

**Purpose:** To ensure the needs of the parents, community, and stakeholders are being met by the school district.

**Monitoring:** This SMART Goal will be monitored by the Administrative Team and the School Board of Education.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
Parent surveys will be conducted annually at Elementary Back to School Night and JH/HS Registration.	Administration Team	Local	Annually	
In the Back-to-School packet, information sent to all parent/community stakeholders with survey dates, and locations on how to take the survey, will be sent out.	Administration Team Secretaries	Local	Annually	
Administration will utilize Trojan Alerts and messaging software to share links to surveys.	Administration Team	Local	Ongoing	Technology Plan
The District will provide an anonymous Comments, Complaints, and Compliments form on the school website for stakeholders to express their concerns and opinions.	Administration Team Public Relations Employee	Local	Ongoing	

**Priority 4: Recruiting, Hiring, Developing, Compensating, & Retaining Staff**

**SMART Goal/Objective 1:** On an annual basis the district will retain 90% of certified staff excluding retirement.

**Purpose:** To ensure the district is attracting and retaining high quality teachers to positively impact student learning and achievement levels.

**Monitoring:** This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly Board meeting in October and March each fiscal year.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
A survey will be conducted each year to determine issues, improvements, and needs of certified staff (Climate & Culture Survey)	Administration Team	Local	Annually	MSIP 6
Area school district comparisons will be conducted each year with salary, daily rates, and benefits.	Superintendent	Local State Federal Grants	Annually	Annual Budget
Teachers will be encouraged to serve on various committees to allow teacher input and involvement.	Teachers	Local	Ongoing	Teacher Advisory Committee
Administrators will recruit new teachers by attending area University and College career fairs.	Administration Team	Local	Ongoing	
100% of new to the district teachers will receive a minimum of two-years of mentoring and coaching support.	Administration Team/Teachers	Local State	Ongoing	Professional Development Plan Mentoring Handbook
An exit interview with staff who are leaving the district will be completed to identify areas of possible improvement.	Administration Team	Local	Ongoing	Professional Development Plan
Professional development time will be scheduled to	Administration	Local	Ongoing	Professional

allow teachers and administrators to collaboratively prepare documentation required for state requirements, such as individual professional development plans and student learning outcomes.	Team	State Federal Grants		Development Plan
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**Priority 4: Recruiting, Hiring, Developing, Compensating, & Retaining Staff**

**SMART Goal/Objective 2:** On an annual basis, the support staff salary schedule and benefits package will be competitive with surrounding entities.

**Purpose:** To ensure the district is attracting and retaining quality support staff to positively impact student needs and achievement.

**Monitoring:** This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly Board meeting in November and April each fiscal year.

Action Steps/Strategies	Person(s) Responsible	Funding Source(s)	Projected Completion Date	Plan Alignment
A comparison survey will be conducted during the month of March between area school districts and area businesses to determine wage rates, salary schedules, and benefits.	Superintendent	Local State Federal Grants	Annually	Annual Budget
Support staff survey will be conducted each March to determine issues, improvements, and needs of support staff.	Administration Team	Local	Annually	MSIP 6
An exit interview will be conducted to support staff leaving the district on good terms to better understand the reason for leaving.	Administration Team	Local	Ongoing	Professional Development Plan
Support staff will be encouraged to serve on various committees to allow input and involvement.	Administration Team	Local	Ongoing	Teacher Advisory Committee