Rolla
Public Schools

STUDENTS
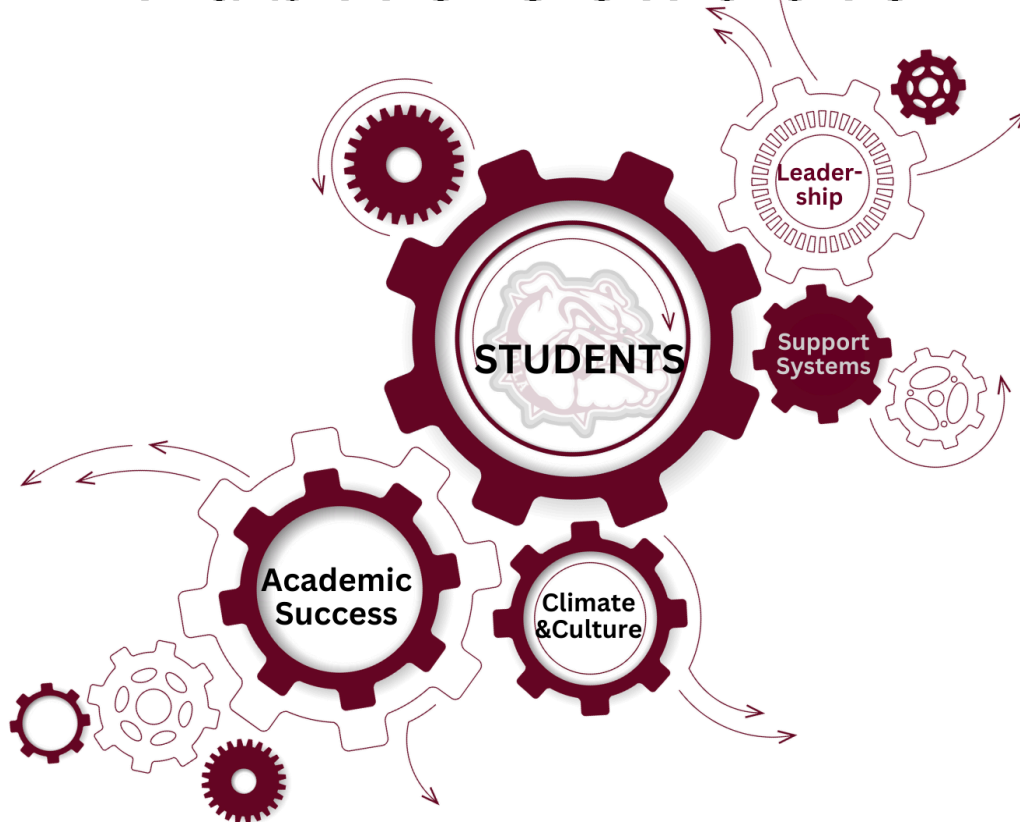
Leader-ship

Support Systems

Academic Success

Climate &Culture

2023
Comprehensive School
Improvement Plan

Introduction

The Rolla 31 School District Continuous School Improvement Plan represents a culmination of data and practice as evidenced throughout the district. This guide is meant as a component of the Missouri School Improvement Program review process, and the district chose to start anew for the 2023-2024 school year as part of this process. However, this plan is much more. It is a living document that defines our short and long-term goals and further guides and supports our daily activities. The purpose of our CSIP plan is to present our priority processes in an easily understandable format so that all stakeholders can know and understand what steps are being taken to improve the school district and thus enhance the educational experience for all students.

The Rolla 31 School District Continuous School Improvement Plan contains four key concepts or gears. Each gear represents an important aspect of our school district planning process, and all are surrounding our most important focus: students. The use of gears is important conceptually, as it represents that each of these areas are dependent on one another for continuous movement, or growth, to occur.

Process

The district utilizes a steering committee composed of external and internal stakeholders to oversee the development and implementation of the CSIP. The content and implementation come from numerous committees and processes throughout the district. As part of the ongoing nature of the CSIP process, committees are required to provide a strength and opportunities type (SWOT) assessment on a regular basis. This analysis is presented to the Board of Education on a scheduled basis, with quarterly summary discussions. Further, this analysis is utilized to adapt the CSIP strategies and action steps, as one should expect from a continuous improvement process.

In the fall of 2022, the district utilized the Education Governance Leadership Association (EGL) to conduct focus group discussions and to gather survey input from district stakeholders. Identified areas of improvement/concern from these feedback processes are included in the CSIP plan.

The initial form of this CSIP plan will be implemented during the 2023-2024 school year. Many of the initial action steps revolve around this implementation, including the expansion of opportunities for input and the adaptation of other plans to better reflect current practice.

Mission

The responsibility of the Rolla School District is to provide, in partnership with the community, the best education opportunities possible for our students through a commitment to excellence in personnel, facilities, curriculum, and instruction.

Beliefs

Students…
- should be prepared to compete and excel in a global society.
- should be prepared to become lifelong learners and responsible citizens.
- deserve a safe and nurturing learning environment.
- deserve the opportunity to realize their potential through early learning opportunities and intervention.
- deserve the best educational opportunities possible through a community-wide commitment to excellence.
- deserve the best teachers, and the school district is responsible for attracting and retaining high-quality educators.
- deserve a stable educational environment provided by secure fiscal management of the school district.

Goals

- **Teaching and Learning**
    - The district will ensure students' academic achievement and demonstrated growth in all core content areas.
    - All faculty and staff will participate in learning opportunities aligned to district goals and identified areas for improvement.
    - The district will intentionally provide relevant, high-quality opportunities to develop "success-ready students" with an "on-track" or "target" designation as measured on the Annual Performance Report.
- **Climate and Culture**
    - The district will determine and implement a comprehensive, evidence-based system for Social-Emotional-Support.
    - The district will engage parents and other community members on an ongoing basis.
    - The district will sustain a positive culture designed to retain high-quality faculty and staff.
- **Leadership**
    - The district will provide the support required to sustain continuous improvement processes.
    - The district will implement all initiatives with fidelity and consistency.
- **Support Systems**
    - The safety and security of all students, staff, and patrons will be consistently reviewed and addressed.
    - The district will provide necessary resources focused on student outcomes.

Rolla 31 School District Continuous School Improvement Plan

The Rolla 31 school board and superintendent directed a process that involved extensive stakeholder input. The school board engaged the Education Governance and Leadership Association to conduct the stakeholder input.

- All employees of the district were granted an opportunity to respond to an interview and a survey. Members of the EGL team synthesized the results. Questions were asked of employees regarding the direction of the district and items employees wanted to see addressed in the future of the district.
- A series of community stakeholder meetings were held to address key questions in relation to the direction of the school district.
- In addition, an electronic survey was made available to external stakeholders of the district. The survey results have been maintained as documentation for the district.
- An electronic survey was sent to all juniors and seniors in the school district. The students were asked questions regarding how the district could better serve the students that follow them.
- Members of the EGL team took the results of the interviews and surveys and synthesized this information into priorities that were coupled with the information gathered from the Data Dive. The Data Dive was conducted by members of the EGL team and consisted of all documents, plans, and resources that are considered required and/or Best Practices.
- The Priorities were shared with the leadership team of the district. Subsequently, members of the EGL team developed objectives and SMART goals. The priorities, objectives, and SMART goals were shared with the district leadership team and subsequently with the school board.

Data Reviewed for Development of this Plan

The Rolla 31 School District Leadership Team and EGL Consulting reviewed Quantitative, Qualitative, Internal, and External data. They synthesized the information to compile a Governance Plan for the Rolla 31 School District. The Governance Plan was utilized in the development of the Continuous School Improvement Plan goals, and action steps

Data Sources	Quantitative	Qualitative	Internal	External	Needs Assessment
Community Stakeholder and Staff Forums		X	X	X	
Student, Staff, and Stakeholder Surveys		X	X		
STAR Benchmark Data (K-8, ELA & Math)	X		X		
Dyslexia Screeners	X				
District Unit Assessments for ELA & Math (K-8)	X				
Map Scores (Grades 3-8)	X				
EOC Scores (HS Required EOC's)	X				
Culture and Climate Surveys (Staff, Parent/Community, and Student)	X	X	X	X	
Federal Programs Annual Evaluation					X
Title I Services Survey	X	X	X	X	X
DESE School Report Card 2022	X	X	X	X	
EGL & District Leadership Consultation					X

Teaching and Learning Goals:

1. The district will ensure students' academic achievement and demonstrated growth in all core content areas.
   a. Establish a plan to update and align all district curricula and assessments.
   b. Update instructional practices and resources as part of the curriculum development process.
   c. Develop and implement a multi-tiered system of support (MTSS) framework to support the academic, emotional, behavioral, social, and physical needs of each student.
2. All faculty and staff will participate in learning opportunities aligned to district goals and identified areas for improvement.
   a. Support the growth and development of all faculty and staff through professional development opportunities.
   b. Develop additional local professional development opportunities for all faculty and staff.
3. The district will intentionally provide relevant, high-quality opportunities to develop success-ready students.
   a. Success-Ready Student measures and their related processes will be reviewed and updated.
   b. Early Childhood program opportunities and processes will be evaluated.

Priority Area: Teaching and Learning					
Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.				
MSIP Standards	Action Step **TL1.1**: Establish a plan to update and align all district curriculum and assessments.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
AS1.A AS1.B AS1.D	a. Establish a template for curriculum development, which includes required components and suggested elements focused on critical best practices.	Asst. Supt C&I Curr. Spec.		Summer 2023	Q1 Q2 Q3 Q4
AS1.C AS1.D	b. Create a Curriculum Development Process which outlines an instructional materials adoption schedule to develop, review, revise and maintain district curriculum.	Asst. Supt C&I Curr. Spec., CFO		Summer 2023	Q1 Q2 Q3 Q4
AS1.D TL6.C	c. Provide support and training for curriculum development to K-12 staff.	Asst. Supt C&I Prof Dev Comm.	Prof. Dev. 1%	Summer 2024	Q1 Q2 Q3 Q4
AS2.B	d. Review and update the District Assessment Plan.	Asst. Supt C&I Assess.Comm.		Fall 2024	Q1 Q2 Q3 Q4

| Priority Area: Teaching and Learning |

Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.
MSIP Standards	**Action Step TL1.1**: Establish a plan to update and align all district curriculum and assessments.	**Person(s) Responsible**	**Funding Source(s)**	**Timeline**	**Progress**
AS2.C AS2.D AS2.E TL8.A TL8.B	e. Provide professional development for selected assessments, including how to interpret and utilize resulting data.	Asst. Supt C&I Prof Dev Comm. Principals	Prof Dev 1%	2025	Q1 Q2 Q3 Q4
AS2.E AS2.H TL8.A TL8.B	f. Provide training on the effective development of formative and summative assessments.	Asst. Supt C&I Curr. Spec. Inst. Tech		2025	Q1 Q2 Q3 Q4

Resources Needed:
1. Missouri Priority Standards

Measure of Success: Annual Performance Report, achievement status and growth measures, local assessment data

Links/Supporting Documents:
1. Materials Adoption Schedule
2. Professional Development Plan/Budget

	Priority Area: Teaching and Learning				
Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.				
MSIP Standards	Action Step **TL1.2**: Update instructional practices and resources as part of the curriculum development process.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL6.A	a. Design a K-12 Comprehensive Literacy Plan (CLP) to ensure equitable access to research-based instruction in reading and writing.	Asst. Supt C&I Curr. Spec.		Summer 2024	Q1 Q2 Q3 Q4
AS2.B	b. Research, review, and select approved K-5 evidence-based reading instructional resources that provide systematic and explicit instruction.	Asst. Supt C&I Curr. Spec. K-5 ELA vertical team		May 2024	Q1 Q2 Q3 Q4
AS2.E AS2.H TL8.A TL8.B	c. Provide support and ongoing training for effective literacy instruction founded in the Science of Reading to K-5 ELA teachers.	Asst. Supt C&I Prof Dev Comm.	DESE Grant ESSER III	2023-2024	Q1 Q2 Q3 Q4
L9.A	d. Evaluate federal funding sources to determine the feasibility of adding a K-3 literacy instructional coach.	Asst. Supt C&I CFO	ESEA	Summer 2024	Q1 Q2 Q3 Q4
TL1.C TL6.A TL6.B TL6.C	e. Develop a process for the development and maintenance of Reading Success Plans (RSP) in grades K-3.	Asst. Supt C&I Title Staff Elem Faculty		2023-2024	Q1 Q2 Q3 Q4
TL6.A	f. Identify and implement literacy instructional strategies, based on relevant research from the CLP, for students in grades 6-12.	Asst. Supt C&I Curr. Spec.		2024-2025	Q1 Q2 Q3 Q4
TL8.A TL8.B	g. Provide support and ongoing training for effective literacy instructional strategies to 6-12 teachers.	Asst. Supt C&I Prof Dev Comm.	Prof. Dev. 1%	2024-2025	Q1 Q2 Q3 Q4

Priority Area: Teaching and Learning					
Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.				
MSIP Standards	Action Step **TL1.2**: Update instructional practices and resources as part of the curriculum development process.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL9.A TL9.B	h. Review and revise student technology based on curricular needs and technology trends.	Asst Supt C&I Inst Tech Dir Tech		2025	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Assessment data, literacy plan, reading success plan					
Links/Supporting Documents: 1. [Professional Development Plan](#)/Budget 2. [Technology Plan](#)					

Priority Area: Teaching and Learning					
Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.				
MSIP Standards	Action Step **TL1.3**: Develop and implement a multi-tiered system of support (MTSS) framework to support the academic, emotional, behavioral, social, and physical needs of each student.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL7.A TL7.C	a. Investigate and select a universal screener and progress monitoring (PM) assessment tool.	Asst. Supt C&I Title Staff	Title I	2024	Q1 Q2 Q3 Q4
TL7.C TL7.D	b. Explore a diagnostic dashboard to assist staff with planning decisions based on data.	Asst. Supt C&I Curr. Spec.		2025	Q1 Q2 Q3 Q4

Priority Area: Teaching and Learning					
Goal TL1	Smart Goal TL1: The district will ensure students' academic achievement and demonstrated growth in all core content areas.				
MSIP Standards	Action Step **TL1.3**: Develop and implement a multi-tiered system of support (MTSS) framework to support the academic, emotional, behavioral, social, and physical needs of each student.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL7.C TL7.D	c. Investigate a protocol for providing intensive intervention based on diagnostic data for students.	Asst. Supt C&I Curr. Spec.		2025	Q1 Q2 Q3 Q4
TL7.C TL7.D TL7.F	d. Identify and implement intensive interventions for students identified as needing tier 2 and 3 support.	Asst. Supt C&I Title Staff Spec Ed Staff	Title I IDEA	2026	Q1 Q2 Q3 Q4
TL7.F TL8.A TL8.B	e. Provide professional development to key personnel on the use of the Multi-Tiered Systems of support framework, diagnostic tools, and intervention protocols.	Asst. Supt C&I Prof Dev Comm.	Prof Dev 1%	2026	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: MTSS framework, APR data, local data					
Links/Supporting Documents: 1. [Professional Development Plan](#)/Budget					

Priority Area: Teaching and Learning					
Goal TL2	Smart Goal TL2: All faculty and staff will participate in learning opportunities aligned to district goals and identified areas for improvement.				
MSIP Standards	Action Step **TL2.1**: Support the growth and development of all faculty and staff through professional development opportunities.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL5.C TL8.A TL8.B	a. Survey all faculty and staff to help determine professional development opportunities and needs.	Asst. Supt C&I Dir. Comm.		2023	Q1 Q2 Q3 Q4
TL8.A TL8.B	b. Communicate learning opportunities regularly to all faculty and staff.	Dir. Comm. Prof Dev Comm Asst. Supt C&I		2026	Q1 Q2 Q3 Q4
L7.B L9.B	c. Review and revise support staff onboarding processes to allow for more consistent early employment training.	Asst. Supt HR HR Staff		2025	Q1 Q2 Q3 Q4
L9.B TL5.D	d. Review and revise the faculty mentor program to promote early growth.	Asst. Supt C&I Asst. Supt HR	Prof Dev 1%	2025	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Needs assessment, employee retention					

Links/Supporting Documents:
    1. Professional Development Plan/Budget
    2. Support Staff Training/Development Schedule					

Priority Area: Teaching and Learning					
Goal TL2	Smart Goal TL2: All faculty and staff will participate in learning opportunities aligned to district goals and identified areas for improvement.				
MSIP Standards	Action Step **TL2.2**: Develop additional local professional development opportunities for all faculty and staff.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L9.A L9.B TL9.A TL9.B TL9.D	a. Develop technology training for district staff to target specific, identified needs based on faculty input and CSIP goals.	Asst. Supt C&I Inst. Tech Dir Tech	Prof Dev 1%	2026	Q1 Q2 Q3 Q4
TL5.C L9.B	b. Develop a system of recognition to encourage and recognize faculty and staff receiving degrees and certifications/micro-certifications.	Asst Supt HR		2025	Q1 Q2 Q3 Q4
TL5.C TL8.A TL8.B	c. Include opportunities for all content areas/programs during district PD days.	Asst Supt C&I Prof Dev Comm	Prof Dev 1%	2026	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Employee retention, needs assessment					
Links/Supporting Documents: 1. [Professional Development Plan](#)/Budget					

Priority Area: Teaching and Learning					
Goal TL3	Smart Goal TL3: The district will intentionally provide relevant, high-quality opportunities to develop success-ready students.				
MSIP Standards	Action Step **TL3.1**: Success-Ready Student measures and their related processes will be reviewed and updated.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL1.J	a. Review College and Career Readiness Assessments on an individual student basis to ensure each student has the opportunity to demonstrate readiness.	Asst Supt C&I HS Counselors		Spring 2024	Q1 Q2 Q3 Q4

Priority Area: Teaching and Learning					
Goal TL3	Smart Goal TL3: The district will intentionally provide relevant, high-quality opportunities to develop success-ready students.				
MSIP Standards	Action Step **TL3.1**: Success-Ready Student measures and their related processes will be reviewed and updated.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
EA3.A EA3.B	b. Align graduate follow-up processes between RTI and RHS to ensure efficiency and accuracy.	HS Counselors RTI Counselor RTI Dir Learning MOSIS/CD		Fall 2024	Q1 Q2 Q3 Q4
TL1.B CC1.A CC2.B	c. Develop an attendance pyramid that outlines interventions for students falling below an attendance rate of 92%.	Counselors Principals SAT		Spring 2024	Q1 Q2 Q3 Q4
TL3.D TL3.F	d. Research current and projected workforce needs to guide Career Technical Education (CTE) expansion opportunities.	RTI/C Admin	TCTW Grant	2026	Q1 Q2 Q3 Q4
Resources Needed: 1. MSIP 6 Comprehensive Guide 2. Monthly Attendance Data					
Measure of Success: Needs assessment, local reporting, attendance rates					
Links/Supporting Documents:					

Priority Area: Teaching and Learning					
Goal TL3	Smart Goal TL3: The district will intentionally provide relevant, high-quality opportunities to develop success-ready students.				
MSIP Standards	Action Step **TL3.2**: Early Childhood program opportunities and processes will be evaluated.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
TL1.A TL1.C TL2.D	a. Analyze Kindergarten Entry Assessment data for student growth.	Asst Supt C&I Dir Early Child Elem Principals		2026	Q1 Q2 Q3 Q4

Priority Area: Teaching and Learning					
Goal TL3	Smart Goal TL3: The district will intentionally provide relevant, high-quality opportunities to develop success-ready students.				
MSIP Standards	Action Step **TL3.2**: Early Childhood program opportunities and processes will be evaluated.	Person(s) Responsible	Funding Source(s)	Timeline	Prog ress
TL2.A TL2.C	b. Evaluate Early Childhood program wait lists to determine additional needs.	Dir Early Child		2026	Q1 Q2 Q3 Q4
TL2.C	c. Explore full-day attendance options for families that cannot provide half-day support.	Dir Early Child	State Early Learning	2026	Q1 Q2 Q3 Q4
TL2.C	d. Explore state funding resources for current students and program expansion.	Dir Early Child Supt	State Early Learning	2026	Q1 Q2 Q3 Q4
Resources Needed: 1. Kindergarten Entry Assessment Data					
Measure of Success: KEA data, needs assessments, early childhood wait lists					
Links/Supporting Documents:					

Climate and Culture Goals

1. The district will determine and implement a comprehensive, evidence based system for Social-Emotional-Support.
    a. The district will implement a system for SES that is consistent and sustainable.
2. The district will engage parents and other community members on an ongoing basis.
    a. The district will actively develop and implement additional opportunities for community engagement.
3. The district will sustain a positive culture designed to retain a high quality faculty and staff.
    a. All district personnel will be included, heard, and valued.

Priority Area: Climate and Culture					
Goal CC1	Smart Goal CC1: The district will determine and implement a comprehensive, evidence based system for Social-Emotional-Support.				
MSIP Standards	Action Step **CC1.1**: The district will implement a system for SES that is consistent and sustainable.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
DB3.A DB3.B DB3.C	a. Annually administer student, parent, and staff climate surveys to determine high-priority areas.	Safety Comm Principal Bldg Lead Team		2026	Q1 Q2 Q3 Q4
DB3.C DB3.D	b. Address the top three priority areas identified through the climate survey process in building improvement plans.	Principal Asst Supt HR		2024	Q1 Q2 Q3 Q4
TL4.C TL7.A DB3.C CC2.A CC2.C	c. Research and review evidence-based social-emotional comprehensive models, including a process to monitor behavior data on a regular basis.	Asst Supt C&I Counselors		2026	Q1 Q2 Q3 Q4
TL10.F	e. Evaluate staffing needs related to student support systems such as therapists, BCBA, or social workers.	Asst Supt C&I Asst Supt HR CFO		2026	Q1 Q2 Q3 Q4
Resources Needed: 1. Climate and Culture Survey Results by building and type Report & PowerPoint 2. Discipline Referral Data by event and resolution type					
Measure of Success: Survey data, needs assessments, staffing plans					

Priority Area: Climate and Culture					
Goal CC1	Smart Goal CC1: The district will determine and implement a comprehensive, evidence based system for Social-Emotional-Support.				
MSIP Standards	Action Step **CC1.1**: The district will implement a system for SES that is consistent and sustainable.	Person(s) Responsible	Funding Source(s)	Timeline	Progress

Links/Supporting Documents:
   1. Building CSIP
      a. RHS
      b. RJH
      c. RMS
      d. Mark Twain
      e. Truman
      f. Wyman
      g. RTI/C					

Priority Area: Climate and Culture					
Goal CC2	Smart Goal CC2: The district will continuously engage parents and other community members.				
MSIP Standards	Action Step **CC2.1**: The district will actively develop and implement additional opportunities for community engagement.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
CC3.A CC3.B	a. Create a comprehensive guide for all district sponsorships to consistently communicate sponsorship opportunities to district patrons.	Dir Comm Supt AD FA Faculty	Sponsorships Advertising	2025	Q1 Q2 Q3 Q4
L8.A L8.B	b. Conduct and analyze surveys to evaluate the effectiveness of district communication efforts.	Dir Comm		2026	Q1 Q2 Q3 Q4
L1.A L3.C	c. Review/revise the District's comprehensive mission and vision statements.	Supt		August 2024	Q1 Q2 Q3 Q4
TL1.A-J	d. Develop a "Portrait of" series for students leaving Pre-K, Kindergarten, 3rd, 6th, 8th, and 12th grade to define the qualities necessary for success at each level.	Asst Supt C&I Principals Faculty		August 2024	Q1 Q2 Q3 Q4

Priority Area: Climate and Culture					
Goal CC2	Smart Goal CC2: The district will continuously engage parents and other community members.				
MSIP Standards	Action Step **CC2.1**: The district will actively develop and implement additional opportunities for community engagement.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L8.A L8.B	e. Evaluate and update the District Communications Plan	Dir Comm Comm. Comm.		2026	Q1 Q2 Q3 Q4
DB3.C	f. Review and revise formal and informal student recognition programs.	Principals Dir Comm	CORE Sponsorships	2025	Q1 Q2 Q3 Q4
Resources Needed: 　1.　Communication Survey(s)					
Measure of Success: Plan documents, survey results					
Links/Supporting Documents: 　1.　District Communication Plan 　2.　District Sponsorship and Advertising Guide 　3.　Portrait of 　　　a.　a graduate 　　　b.　a Junior High completer 　　　c.　a Middle School completer 　　　d.　an Elementary School completer 　　　e.　a kindergarten completer 　　　f.　a kindergarten-ready student					

Priority Area: Climate and Culture					
Goal CC3	Smart Goal CC3: The district will sustain a positive culture designed to retain a high-quality faculty and staff.				
MSIP Standards	Action Step **CC3.1**: All district personnel will be included, heard, and valued.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L8.A CC2.A DB2.A	a. Develop opportunities for listening sessions within each building and employee population.	Supt		2026	Q1 Q2 Q3 Q4
TL5.A TL5.B	b. Review and revise teacher evaluation processes.	Asst Supt HR Principals		2026	Q1 Q2 Q3 Q4

Priority Area: Climate and Culture					
Goal CC3	Smart Goal CC3: The district will sustain a positive culture designed to retain a high-quality faculty and staff.				
MSIP Standards	Action Step **CC3.1**: All district personnel will be included, heard, and valued.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L9.B TL5.A TL5.D	c. Develop "portrait of an employee" marketing materials for use in recruitment.	Asst Supt HR Directors Principals		2025	Q1 Q2 Q3 Q4
DB3.A DB3.B DB3.C	d. Analyze staff climate and culture surveys at the district and building level to determine areas of highest need.	Asst Supt HR Safety Comm Principals		2026	Q1 Q2 Q3 Q4
L9.A L9.B	e. Develop, distribute, and analyze employee exit/stay surveys to determine areas of highest need.	Asst Supt HR HR Staff		2026	Q1 Q2 Q3 Q4
L3.E DB2.A	f. Establish a regular meeting cadence for standing committees and include faculty, support staff, parents/guardians, students, board members, business leaders, charitable/cultural organizations, and/or other community members (as appropriate) District/Building CSIP Committees District Calendar Central Office Advisory Communications Facilities District Policy Committee District Professional Development Safety and Security Superintendent Advisory	 Supt, Principals Supt Supt, CFO Dir Comm Supt Asst Supt HR, Dir Main Supt Asst Supt C&I Asst Supt HR Supt		2026	Q1 Q2 Q3 Q4
L7.F TL5.C	g. Develop & implement a Teacher Leadership Academy designed to prepare future school leaders.	Asst Supt HR		2025	Q1 Q2 Q3 Q4

Priority Area: Climate and Culture					
Goal CC3	Smart Goal CC3: The district will sustain a positive culture designed to retain a high-quality faculty and staff.				
MSIP Standards	Action Step **CC3.1**: All district personnel will be included, heard, and valued.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L9.B	h. Develop formal and informal staff recognition programs.	Supt Asst Supt HR Dir Comm Bldg. Principals	Sponsor-ships	2025	Q1 Q2 Q3 Q4

Resources Needed:
1. Missouri Educator Standards
2. Climate and Culture Survey Results (22-23 RPS Climate & Culture Survey Report & PowerPoint)

Measure of Success: Needs assessments, survey data, meeting agenda/minutes

Links/Supporting Documents:
1. CSIP Program Evaluation Schedule
2. Long Range Facility Plan

Leadership Goals

1. The district will provide the support required to sustain continuous improvement processes.
    a. All district plan documents will support the District CSIP plan.
    b. District leadership will demonstrate an expectation of growth and development.
2. The district will implement all initiatives with fidelity and consistency.
    a. Develop a system to review and align district initiatives.

Priority Area: Leadership					
Goal LS1	Smart Goal LS1: The district will provide the support required to sustain continuous improvement processes.				
MSIP Standards	**Action Step LS1.1**: All district plan documents will support the District CSIP plan.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L3.E DB2.A L 10 A-G	a. Develop, review, and revise all district support plan documents as needed to align with the District CSIP plan.			2026	Q1 Q2 Q3 Q4
	a.1 Building Level Plans RHS RJH RMS Wyman Mark Twain Truman RTI/RTC	Principals			
	a.2 Activities Program Plan - In Development	Activity Director			
	a.3 Communications Plan	Dir Comm			
	a.4 Early Childhood Program Plan - In Development	Dir Early Child			
	a.5 ESEA Plan	Asst Supt C&I			
	a.6 Long Range Facilities Plan	Asst Supt HR Dir Main			
	a.7 District Fiscal Operations Plan - In Development	Supt CFO			
	a.8 Mentoring Handbook	Asst Supt C&I			
	a.9 Professional Development Plan	Asst Supt C&I			
	a.10 Student Assessment Plan	Asst Supt C&I			

Priority Area: Leadership					
Goal LS1	Smart Goal LS1: The district will provide the support required to sustain continuous improvement processes.				
MSIP Standards	Action Step **LS1.1**: All district plan documents will support the District CSIP plan.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
	a.11 Technology Plan				
	a.12 District Emergency Operations Plan - In Revision (MSIP L10 A-G)				
L3.A L3.B L3.D	b. Review progress quarterly and report to the Board of Education	Supt CSIP Comm		2026	Q1 Q2 Q3 Q4
L3.A L7.A DB2.A DB2.D	c. Develop/Implement a "data dashboard" to centralize school improvement data	Supt Asst Supt C&I Asst Supt HR		2026	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Plan documents, data dashboard					
Links/Supporting Documents: 1. Building CSIP a. RHS b. RJH c. RMS d. Mark Twain e. Truman f. Wyman g. RTI/C					

Priority Area: Leadership					
Goal LS1	Smart Goal LS1: The district will provide the support required to sustain continuous improvement processes.				
MSIP Standards	Action Step **LS1.2**: District leadership will demonstrate an expectation of growth and development.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L1.D	a. Conduct a BoE self-evaluation annually.	Supt Board President		2026	Q1 Q2 Q3 Q4
L1.B L1.C L1.D	b. Actively participate in BoE professional development opportunities as outlined by the MSBA Board Governance Award.	Supt Board President		2026	Q1 Q2 Q3 Q4
	b1. Complete MSBA Essential Certified Board Member certification by all BoE members by April 1.				
	b2.Complete MSBA Board Member Refresher Training by all BoE members by April 1.				
	b3. Achieve Advanced board member certification by two or more BoE members.				
	b4. Attain Master board member certification by one or more BoE members.				
	b5. Attend the MSBA/MASA conference, including at least 3 breakout sessions, by four or more members and a district administrator.				
	b6. Attend the MSBA Fall Regional Meeting or Spring Virtual Regional Meeting with three or more members and a district administrator.				
	b7. Attend an MSBA Legislative Lunch and Learn with one or more members or a district administrator.				
	b8. Participate in a Delegate Assembly during the year with one or more members.				
L7.B L7.C	c. Review and revise administrative evaluation tools to reflect current Missouri Leadership Development Standards.	Supt		2026	Q1 Q2 Q3 Q4

Priority Area: Leadership					
Goal LS1	Smart Goal LS1: The district will provide the support required to sustain continuous improvement processes.				
MSIP Standards	Action Step **LS1.2**: District leadership will demonstrate an expectation of growth and development.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L1.C L1.D TL5.C	d. Develop a leadership development plan for the district leadership team, with both common and individual goals.	Supt Asst Supt C&I Asst Supt HR		2026	Q1 Q2 Q3 Q4
L6.B L6.C L6.D	e. Participate in the MSBA superintendent evaluation pilot program.	Supt BOE		2024	Q1 Q2 Q3 Q4
Resources Needed: 1. Missouri Leadership Development Standards (Principal) 2. Missouri Leadership Development Standards (Supt)					
Measure of Success: BOE self evaluation, plan documents, Supt evaluation documents					
Links/Supporting Documents:					

Priority Area: Leadership					
Goal LS1	Smart Goal LS2: The district will implement all initiatives with fidelity and consistency.				
MSIP Standards	Action Step **LS2.1**: Develop a system to review and align district initiatives.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
DB2.A DB4.A DB4.B DB4.C	a. Review district initiatives for implementation with fidelity (common language, methods, and outcomes) on a quarterly basis.	Supt Asst Supt C&I Asst Supt HR CSIP Comm		2026	Q1 Q2 Q3 Q4
DB4.A-I	b. Establish quarterly meetings with Elementary and Middle School staff to determine and facilitate consistency.	Asst Supt C&I Principals		2026	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Meeting agenda/minutes, quarterly progress reports					
Links/Supporting Documents:					

Support Systems Goals

1. The safety and security of all students, staff, and patrons will be consistently reviewed and addressed.
   a. Safety and Security protocols will be regularly reviewed and revised.
2. The district will provide necessary resources focused on student outcomes.
   a. The district will consistently review and revise financial information to ensure adequate resources are available.
   b. The district will continually present updates on programs and processes to the Board of Education utilizing a Program Evaluation Schedule.

Priority Area: Support Systems					
Goal SS1	Smart Goal SS1: The safety and security of all students, staff, and patrons will be consistently reviewed and addressed.				
MSIP Standards	Action Step **SS1.1**: Safety and Security protocols will be regularly reviewed and revised.	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L10.A-G	a. Establish a quarterly meeting schedule	Asst Supt HR Safety Comm		2026	23-24 Agenda/Min Q2 Q3 Q4
L10.E	b. Implement cyber-security protocols consistent with requirements from the Missouri United School Insurance Consortium.	Supt Dir Tech		2024	Q1 Q2 Q3 Q4
L10.C	c. Update exterior door and window access to address identified safety concerns.	Asst Supt HR	2023 Bond	2026	Q1 Q2 Q3 Q4
L10. A-G	d. Review & revise the District Emergency Operations Plan	Asst Supt HR		2026	Q1 Q2 Q3 Q4
Resources Needed: 1. MUSIC Cyber-Security Protocols					
Measure of Success: Plan documents, survey data					
Links/Supporting Documents: District Emergency Operations Plan					

Priority Area: Support Systems						
Goal SS1	Smart Goal SS2: The district will provide necessary resources focused on student outcomes.					
MSIP Standards	Action Step **SS2.1**: The district will consistently review and revise financial information to ensure adequate resources are available.	Person(s) Responsible	Funding Source(s)	Timeline	Progress	
L4.A-E	a. Develop a short and long-term financial plan to outline goals and processes.	Supt. CFO		2026	Q1 Q2 Q3 Q4	
L9.A L9.B	b. Gather data annually to compare salary and benefit information with other districts and "like" industries.	Asst Supt. HR		2026	Q1 Q2 Q3 Q4	
L4.A L4.C	c. Develop an efficiency initiative to help determine cost-saving measures and ensure efficient operations.	Supt. Supt. Advisory		2026	Q1 Q2 Q3 Q4	
Resources Needed:						
Measure of Success: Survey data, employee retention, plan documents						
Links/Supporting Documents:						

Priority Area: Support Systems						
Goal SS1	Smart Goal SS2: The district will provide necessary resources focused on student outcomes.					
MSIP Standards	Action Step **SS2.2**: The district will continually present updates on programs and processes to the Board of Education utilizing a Program Evaluation Schedule	Person(s) Responsible	Funding Source(s)	Timeline	Progress	
L7.D	a. Determine and outline a Program Evaluation Schedule using SWOT analysis structures.	Supt CSIP Comm		2026	Q1 Q2 Q3 Q4	
L3.D	b. Utilize Program Evaluation Data to review CSIP goals and action steps.	Supt CSIP Comm		2026	Q1 Q2 Q3 Q4	

Priority Area: Support Systems					
Goal SS1	Smart Goal SS2: The district will provide necessary resources focused on student outcomes.				
MSIP Standards	Action Step **SS2.2**: The district will continually present updates on programs and processes to the Board of Education utilizing a Program Evaluation Schedule	Person(s) Responsible	Funding Source(s)	Timeline	Progress
L3.E	c. Review the Long Range Facility Plan every 5 years for progress and updates to district facility needs.	Supt Asst Supt HR Dir Main		2026	Q1 Q2 Q3 Q4
L3.E	d. Develop an Activities Program Plan to ensure facility, uniforms, and program equipment needs are met.	Asst Supt HR Activities Dir		2025	Q1 Q2 Q3 Q4
Resources Needed:					
Measure of Success: Plan documents, program evaluations					
Links/Supporting Documents: Long Range Facilities Plan					

APPENDIX A
CSIP Program Analysis
Evaluation Schedule

Program	Priority Area	Person(s) Responsible
JULY		
Quarterly CSIP Review	All	Supt
Career Ladder	Teaching & Learning	Asst Supt HR
Graduation/Retention	Teaching & Learning	Asst Supt CI, HS Prin
AUGUST		
Supt. Goals	Leadership	Supt
ASBR	Support Systems	CFO
Employment & Staffing	Leadership	Asst Supt HR
SEPTEMBER		
Enrollment/Class Size (1)	Teaching & Learning	Supt
Summer School (1)	Teaching & Learning	Asst Supt CI
OCTOBER		
CSIP Quarterly Review (1)	All	Supt
Supt. Goal Review (2)	Leadership	Supt
Assessment (2)	Teaching and Learning	Asst Supt CI
Professional Development (1)	Teaching and Learning	Asst Supt CI
Multi-Tiered Systems of Support (MTSS) (1)	Teaching and Learning Climate and Culture	Asst Supt CI
NOVEMBER		
Elementary/MS Building CSIP	All	Prin
Audit	Support Systems	CFO
Food Service	Support Systems	Dir Food Serv
Technology	Support Systems	Dir Tech
Transportation	Support Systems	Dir Tran

DECEMBER		
JH/HS/RTI-C Building CSIP	All	Prin
Annual Performance Report	Teaching and Learning	Supt, Asst Supts
Special Education / 504	Teaching and Learning	Asst Supt CI
JANUARY		
CSIP Quarterly Review (1)	All	Supt
Health Services (2)	Support Systems	Dir Nursing
Leadership Development (1) Supt	All	Supt
Leadership Development (2) Asst Supts, CFO	Leadership	Supt
FEBRUARY		
Career and Technical Education (1)	Teaching and Learning	Prin
English Language Learners (2)	Teaching and Learning	Asst Supt CI
Gifted (2)	Teaching and Learning	Asst Supt CI
Library Media Services (1)	Teaching and Learning	Librarians
School Counseling (2)	Culture and Climate	Counselors
Leadership Development (1) Lead Principals, Certificated Directors	Leadership	Supt
Leadership Development (2) Asst Principals, Activities Dir	Leadership	Supt
MARCH		
Success Ready Students (1)	Teaching and Learning Climate and Culture	Asst Supt CI
Graduate Follow Up (2)	Teaching and Learning	HS and RTI/C
Statewide Assessment (2)	Teaching and Learning	Asst Supt CI
APRIL		
CSIP Quarterly Review	All	Supt
Discipline/Student Code of Conduct	Climate and Culture	Prins, Asst Supts
Facilities/Maintenance	Support Systems	Asst Supt HR
Safety and Security	Climate and Culture Support Systems	Asst Supt HR
MAY		

Curriculum (2)	Teaching and Learning	Asst Supt CI
Climate and Culture Surveys (2)	Climate and Culture	Asst Supts
Early Learning (1)	Teaching and Learning	Dir Early Child
JUNE		
Budget and Finance (1&2)	Support Systems	CFO
Communication (1)	Support Systems	Dir Comm
Athletics & Activities	Climate & Culture	Dir ATH/ACT

[(#) denotes Board of Education meeting when multiple meetings per month]

*All dates subject to change based on BOE agenda needs, data availability, personnel availability, etc.

Appendix B
CSIP Program Analysis Form

This form is utilized by programs and committees to present timely information to the Board of Education regarding Continuous School Improvement Initiatives.

Program Area/Committee:_____   Date of Presentation:_____

Chairperson:_____

Current Goals and Objectives: (from CSIP)

Evaluation Criteria: (specific data source(s))

Evaluation Results: (with context)

Strengths:

Weaknesses:

Opportunities:

Threats:

Specific Recommendation(s) for Practice:

Specific Recommendation(s) for CSIP plan(s):