

Destination 2021



R-7 Mission:

We Prepare Each Student for Success in Life



Comprehensive School Improvement Plan (CSIP)

Revised and Board approved July 2017



Lee's Summit R-7 School District
301 NE Tudor Road
Lee's Summit, Mo. 64081
www.lsr7.net

Governance

Focus Area: Governance - Govern the LEA (Local Education Agency) district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the district; supporting the foundational principles of a Professional Learning Community.

GOAL ONE

Vision and Accountability: In collaboration with administration, the Board will establish and monitor annual goals for student achievement and instruction, as well as efficient and effective operations and fiscal planning.

The following metrics would be utilized:

- District will meet or exceed annual CSIP targets in each focus area.
- The District will complete annual Action Items or establish a plan to complete them if more time is needed.
- Long-Range Budget Plan will indicate fiscal stability with an ending fund balance within targeted range.
- The Comprehensive Facility Master Plan will include solutions to identified data-based needs
- Programs annually reviewed by the Board will meet identified goals.

Student Performance Metrics

District:

- The District Annual Performance Report (APR) score will improve annually and reach 100% by 2021.

Elementary School(s):

State Benchmark(s):

- Missouri Assessment Program (MAP) Grade Level Assessments will be in top three of KC metro comparison group as measured by overall district MPI in ELA, Math, and Science.
- Each elementary school will demonstrate increased achievement as evidenced through analysis of MAP growth as identified by increases in MPI in ELA, Math and Science.
- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, and Science.

Local assessment benchmark(s):

- The % of 2nd and 4th grade students meeting their identified NWEA growth goals will increase annually at each elementary school.

Secondary School(s):

State Benchmark(s): Middle School MAP

- Missouri Assessment Program (MAP) Grade Level Assessments will be in top three of KC metro comparison group as

Governance

measured by overall district MPI in ELA, Math, and Science.

- Each middle school will demonstrate increased achievement as evidenced through analysis of MAP growth as identified by increases in MPI in ELA, Math and Science.
- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, and Science.

State and Other Benchmarks(s): High School

- Missouri Assessment Program (MAP) End of Course Exams will be in the top three of KC metro comparison group as measured overall district MPI in ELA, Math, Science, and Social Studies
- Each high school will demonstrate increased achievement as evidenced through analysis of MAP growth as identified by increases in MPI in ELA, Math, Science, and Social Studies.
- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, Science, and Social Studies
- The percentage of graduating seniors who meet the ACT College Readiness Benchmark in English, Math, Reading, Science, and All Four will increase by 2% annually.
- The district ACT Composite Score will increase by 0.2 annually.
- The district will achieve a 95% graduation rate annually.
- The number of students who take one or more IB/AP courses will increase by 2% each year.
- The number of students who receive a score of four or higher on an IB exam or a three or higher on an AP exam will increase by 2%.
- The number of IB diploma candidates will increase by 5% each year.
- The number of students achieving industry certifications will increase by 5% each year.
- Number of students participating Missouri Innovation Campus Program will increase annually.
- Number of students in career-related internships will increase annually.

ACTION PLAN A Annually review and communicate data related to student performance, academic programs, and instructional practices to ensure continuous improvement.

Task 1 Annually conduct Board work sessions with staff to review assessment data and evaluate progress toward established teaching and learning goals.

Task 2 Review progress toward district instructional program goals using the Annual Program Review Schedule.

Task 3 Annually develop and promote data talking points that assist with Board and district stakeholders' understanding of status, progress, and response.

ACTION PLAN B Annually review the district's facility and financial planning to ensure alignment with data-based needs and identified goals.

Governance

Task 1 Conduct semi-annual Board work sessions with staff to review current enrollment growth to ensure that the current Comprehensive Facility Master Plan is designed to meet the needs of the district.

Task 2 Conduct periodic Board work sessions with staff to ensure that the district budget resources are prioritized to meet the collective goals of the district identified in the Comprehensive School Improvement Plan.

Task 3 Establish and maintain an appropriate range for annual operating fund balances that ensures long-term fiscal stability.

ACTION PLAN C Annually review Mission, Vision, Commitments and the yearly goals being emphasized in the Comprehensive School Improvement Plan with stakeholders.

Task 1 In collaboration with staff, include an overview of the CSIP Goals, Action Plans, and Tasks that are the major focus for the current year with established committees and teams such as CSIP Committee, Citizens Advisory Committee, Business Roundtable, and PTA Council.

Task 2 Annually ensure the status of CSIP Goals and priorities for the current year are shared with a broad range of stakeholders via multiple methods of communication.

Task 3 Annually seek input from stakeholder groups related to the goals and priorities of the district's CSIP.

GOAL TWO

Policy and Community Leadership: Through collaboration among the board and administration; establish and maintain policies and procedures that create a foundation for maximizing student achievement and managing district resources effectively as measured in the following ways:

- Committee Recommendations
- Positive stakeholder feedback will be 80% or higher on all measurements of public opinion.
- Voting Records of State Legislators on Key Bills will be recorded with a goal of support increasing over the five-year period of the 2016-21 CSIP.
- The rate of involvement among stakeholders as measured by the Advocacy Participation Survey will increase.
- Opportunities for stakeholder Input/Feedback will increase as measured by methods and frequency.
- Policies will be evaluated for their potential to positively affect student achievement and management of resources using a new metric to be created
- Long-term fiscal stability will be measured by monitoring that year-end balances are within targeted range

ACTION PLAN A Regularly review board policies and ensure compliance with existing statutes, rules, and regulations.

Task 1 A member of the Board of Education will collaborate with the Superintendent's Leadership Team in evaluating and

Governance

recommending revisions of board policies to the Superintendent for recommendation to Board of Education for consideration.

Task 2 Develop a process to assess policy effectiveness with regard to best practice, student success and management of district resources.

ACTION PLAN B Ensure effective communication with the school community, staff, and students to stay abreast of attitudes, opinions, desires, and ideas related to policies and procedures.

Task 1 Encourage staff, student, and public input to inform the review and revision of board policies through participation at meetings, invitations to serve on teams, focus groups, and through electronic means such as surveys and the district's website.

Task 2 Create opportunities to rebuild and repair public perception and trust.

ACTION PLAN C Collaborate with appropriate stakeholders to advocate for policy at the local, state, and national levels that is in the best interest public schools.

Task 1 Regularly inform stakeholders about state and federal public policy discussions that have an impact on the R-7 School District and encourage them to engage in advocating for public schools.

Task 2 R-7 School District representatives will maintain an active role in shaping public policy through membership in or collaboration with organizations that advocate for public schools.

Task 3 Continue to publish an annual scorecard to share legislator's voting records on behalf of public education as a catalyst for statewide policy discussions.

GOAL THREE

Board and Superintendent as a Team: The Board and Superintendent will respectively govern and administer the school district in a collaborative manner that leads to a positive impact on student achievement and efficient and effective operations as measured by the following:

- Board-Superintendent Agreement is aligned with the Board and Superintendent Evaluation tools.
- Board Self-Evaluation Results will improve annually
- Successfully complete Goals resulting from Board Self-Evaluation
- Successful completion of annual Action Items or plan to compete over an extended timeframe.
- Student Achievement Data
- Long-range CFMP meets data-based needs
- Budgets within targeted year-end balance goal
- Track number of future Board and/or Committee Members that participated in Stakeholders' Academy and increase annually.
- District will meet or exceed CSIP targets in each focus area

Governance

- Increased Board Certification Levels
- Fiscal stability evidenced by year-end balances within targeted range.

ACTION PLAN A The Board and Superintendent will collaborate to outline roles and define how they will support one another in the implementation of expected responsibilities and behaviors.

Task 1 The Board of Education and Superintendent will annually review the Board-Superintendent Agreement, discuss any needed revisions and commit to working together in support of the agreement.

Task 2 The Board of Education will conduct periodic board workshops and attend training sessions to provide all board members with professional development tools needed to effectively perform as board members and collaborate with the Superintendent.

Task 3 Develop a Stakeholders' Academy aimed at providing participating individuals with insight into the operations of the school district and how the Board of Education and district staff work together to govern and lead toward agreed-upon priorities.

ACTION PLAN B The Board and Superintendent will strive to foster a consensus driven decision making culture that supports the ideas of a Professional Learning Community.

Task 1 Collaborate to ensure that appropriate avenues for discussion are a regular part of the decision-making process.

Task 2 Foster and promote the “chartering” of Process Action Teams and Quality Focus Teams to facilitate leadership and decision-making in a continuous improvement culture.

Task 3 Board members will serve as active members of assigned teams and committees providing governance perspective to assist with decision making.

ACTION PLAN C The Board will annually conduct a self-evaluation and an evaluation of the superintendent in an effort to measure effectiveness, to identify opportunities for improvement, and to set aligned goals that lead to the success of the district.

Task 1 Each year the Board will evaluate its performance, reviewing status of goals and establishing or reaffirming governance goals based on the annual self-evaluation results.

Task 2 Prior to the start of each school year the Board and Superintendent will collaborate with the Superintendent's Leadership Team to establish Action Items addressing identified priorities of the district.

Task 3 Annually the Board will evaluate Superintendent performance and work with the Superintendent to set goals aimed at efficient and effective operations and high levels of student achievement.

Student Performance

Focus Area: Student Performance

Develop and enhance quality educational programs and experiences to improve performance and enable students to meet their personal academic and/or career readiness goals.

GOAL ONE

Each student will be provided a personalized learning experience that creates student ownership of learning thereby demonstrating growth in student achievement as evidenced by local, state, and national norm comparisons.

ACTION PLAN A The District will create a personalized learning environment for each student.

Task 1 Identify a team of appropriate stakeholders to research and define viable personalized learning models which could be implemented in R-7 within a defined timeframe.

Task 2 Construct a working definition of personalized learning for R7 students.

Task 3 Identify and recommend resources required to implement personalized learning.

Task 4 Design and recommend a staff development model which is inclusive of but may not be limited to: choice, variety, job-embedded experiences, individual learning plans, varying delivery models (online, in person, year-round), etc.

Task 5 Annually measure programs that lead to more personalized learning opportunities for students through district CTE programs.

GOAL TWO

The District will increase student connectedness and engagement to the school experience as measured by student participation.

ACTION PLAN A The District will provide a variety of opportunities for students to connect and engage in school.

Task 1 Analyze current student engagement opportunities for students at each school level and determine areas of deficit.

Task 2 Annually measure students' connectivity to school through participation in extra-curricular activities and clubs to determine opportunities to direct students to choices and opportunities for increased connectedness.

ACTION PLAN B The District will continue to study and explore programming options to increase continuity of learning throughout the calendar year.

Task 1 Explore and compare options for expansion of elementary summer school, an extended school calendar and online learning opportunities for students.

Student Performance

Task 2 Analyze and determine financial feasibility of an extended school year calendar option for a limited number of school sites.

Task 3 Develop an early initiation experience for incoming kindergarten students consistent with recommendations from the Early Childhood PrAT.

GOAL THREE

Students will demonstrate academic achievement as measured by identified targets at the district, elementary and secondary levels.

District:

- The District Annual Performance Report (APR) score will improve annually and reach 100% by 2021.

Elementary School(s):

State Benchmark(s):

- Missouri Assessment Program (MAP) Grade Level Assessments will be in top three of KC metro comparison group as measured by overall district MPI in ELA, Math, and Science.
- Each elementary school will demonstrate increased achievement as evidenced through analysis of MAP growth as identified by increases in MPI in ELA, Math and Science.
- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, and Science.

Local assessment benchmark(s):

- The % of 2nd and 4th grade students meeting their identified NWEA growth goals will increase annually at each elementary school.

Secondary School(s):

State Benchmark(s): Middle School MAP

- Missouri Assessment Program (MAP) Grade Level Assessments will be in top three of KC metro comparison group as measured by overall district MPI in ELA, Math, and Science.
- Each middle school will demonstrate increased achievement as evidenced through analysis of MAP growth as identified by increases in MPI in ELA, Math and Science.
- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, and Science.

State and Other Benchmarks(s): High School

- Missouri Assessment Program (MAP) End of Course Exams will be in the top three of KC metro comparison group as measured overall district MPI in ELA, Math, Science, and Social Studies
- Each high school will demonstrate increased achievement as evidenced through analysis of MAP growth as

Student Performance

identified by increases in MPI in ELA, Math, Science, and Social Studies.

- Achievement disparities between the majority student group and each subsequent subgroup at each school will be narrowed or eliminated as measured by MPI in ELA, Math, Science, and Social Studies
- The percentage of graduating seniors who meet the ACT College Readiness Benchmark in English, Math, Reading, Science, and All Four will increase by 2% annually.
- The district ACT Composite Score will increase by 0.2 annually.
- The district will achieve a 95% graduation rate annually.
- The number of students who take one or more IB/AP courses will increase by 2% each year.
- The number of students who receive a score of four or higher on an IB exam or a three or higher on an AP exam will increase by 2%.
- The number of IB diploma candidates will increase by 5% each year.
- The number of students who take STA courses will increase by 5% each year.
- The number of MIC candidates will increase by 5% each year.

ACTION PLAN A The district will provide and deliver a guaranteed and viable curriculum by providing effective instruction and support.

Task 1 Identify Balanced Assessment classroom implementation goals related to look-fors as related to Balanced Assessment and the Learning Cycle. Continue to monitor the work toward full implementation of Balanced Assessment and the Learning Cycle

Task 2 Continue to provide the necessary staff development and work toward full implementation of Balanced Assessment and the Learning Cycle.

Task 3 Build capacity in teachers to develop formative assessments that are differentiated as part of the learning cycle.

Task 4 Ensure that collaboration continues to focus on supporting the Learning Cycle and examining student work when appropriate.

Task 5 Develop and recommend a long-range plan to respond to emerging early education programming needs.

ACTION PLAN B The District will meet the unique needs of diverse learners through a well identified system of support and extension for each R7 Student

Task 1 Analyze achievement data to determine if disparities exist between subgroups and if so, design a plan to decrease and close existing gaps.

Task 2 Develop a systemic plan to provide support for students' social, emotional and behavioral needs.

Task 3 Meet the requirements of the Title IA federal grant by providing supplemental services to low performing students in Title IA schools and in early education programs.

Student Performance

Task 4 Meet the requirements of the Title III federal grant by providing supplemental services to limited English proficiency and immigrant students. (English Language Learners)

Task 5 Meet the requirements of the Title ID federal grant by providing academic supplemental services and behavioral interventions to meet the needs of at-risk students.

ACTION PLAN C Respond appropriately to findings from the Academic Systems Review (ASR).

Task 1 Analyze the results of the fall 2016 Academic Systems Review (ASR) and implement a measured, appropriate, and fiscally responsible response to the Academic Systems Review (ASR).

Task 2 Execute a multi-layered communication plan regarding ASR findings and associated next steps.

Highly Qualified Staff

Focus Area: Highly Qualified Staff - Recruit, attract, develop and retain highly qualified staff to carry out the LEA/District mission, goals and objectives.

GOAL ONE

Attract and retain quality staff while increasing gender and ethnic diversity ten percent each year as measured with annual reporting data.

ACTION PLAN A Provide staff with a competitive salary when compared to regional school districts as identified in compensation surveys.

Task 1 Develop a financial plan providing resources for identified salary improvement targets.

Task 2 Implement the recommended long range financial plan.

ACTION PLAN B Provide a competitive benefit package compared to regional school districts as identified in benefit surveys.

Task 1 Develop and implement a regional survey to obtain comparison data.

Task 2 Develop a marketing plan to increase awareness of the compensation value of R-7's benefit package.

Task 3 Expand opportunities for additional benefits through community-based partnerships.

Task 4 Identify metrics to monitor and assess changing staff benefit needs.

ACTION PLAN C Promote the Teacher Cadet Program and other learning opportunities available to students interested in pursuing educational careers.

Task 1 Promote teaching as a viable early college program.

Task 2 Develop strategies and community partnerships for scholarship opportunities and/or other financial incentives to promote pursuit of educational careers for R-7 students.

Task 3 Establish and promote middle school programs targeting students who may have interest in educational careers.

ACTION PLAN D Recruit diverse and highly qualified staff members.

Task 1 Partner with regional universities for the purpose of building relationships, recruiting, and ensuring School of Education

Highly Qualified Staff

students understand what is included in a total compensation package.

Task 2 Study the impact of timing, posting positions, and evaluate the current hiring process (eg., adding a district recruitment fair) to attract quality candidates.

Task 3 Hire a consultant with expertise in diversity recruitment/diversity interview training.

Task 4 Adjust job descriptions and posting notices to include language which encourages applicant diversity.

Task 5 Place strategic marketing on website to attract diverse applicants.

Task 6 Revise job application questions to include applicant interests, experiences and background with diverse student populations.

GOAL TWO

Provide high quality professional learning that prepares each staff member to successfully support an inclusive learning environment as measured annually by published staff and student surveys.

ACTION PLAN A Develop a systemic diversity training plan for staff.

Task 1 Utilize building/department representatives to develop a train-the-trainer model.

Task 2 Implement ongoing training program.

Task 3 Monitor the program using the annual staff diversity survey.

ACTION PLAN B Monitor staff, student and parent perceptions of diversity training and culture of inclusion.

Task 1 Design an annual survey that effectively measures the perceptions of students, staff and parents.

Task 2 Share results with R-7 internal and external stakeholders.

ACTION PLAN C Seek alternate opportunities to adequately address professional learning in collaboration with other departments.

Task 1 Research delivery models of professional learning and develop district recommendations.

Task 2 Develop a financial plan providing resources for alternate opportunities for professional learning.

Task 3 Implement alternative opportunities for professional learning.

Highly Qualified Staff

Task 4 Meet the requirements of the Title IIA federal grant to provide staff with high quality staff development.

Facilities, Support and Instructional Resources

Focus Area: Facilities, Support and Instructional Resources - Provide and maintain appropriate instructional resources, support services and functional and safe facilities.

GOAL ONE

Develop and evaluate the annual budget for alignment of district resources with the Comprehensive School Improvement Plan, Comprehensive Facilities Master Plan and other budget planning processes to ensure compliance with the Board of Education's targeted financial fund balance reserves.

ACTION PLAN A Provide an innovative, safe and healthy learning environment for each student.

Task 1 Explore and recommend the use of innovative learning environments including flexible furniture, efficient use of spaces, and instructional equipment that encourage collaboration.

Task 2 Conduct a feasibility study of healthy options for students which investigates whole foods versus processed foods and community partnerships for locally grown produce.

Task 3 Maintain the district energy performance plan that supports efficient, environmentally friendly campuses.

Task 4 Evaluate and make appropriate modifications to district procedures and guidelines to provide safe and secure facilities for students and staff.

ACTION PLAN B Provide a transparent long range financial plan to maintain a sound fiscal position while supporting the goals of the district.

Task 1 Develop a Comprehensive Facility Master Plan that provides quality learning facilities that meet the needs of a projected growing student population while efficiently utilizing the current buildings throughout the district.

Task 2 Promote and encourage district leadership to evaluate sustainable alternative resources that support the overall district goals and objectives.

Task 3 Research and evaluate the benefits of centralized purchasing strategies to increase buying power, reduce costs, and improve the overall quality of goods and services.

ACTION PLAN C Maintain and improve technology resources and infrastructure to support instructional programs and administrative systems for staff and students.

Task 1 Fully implement and utilize the district's learning management system (LMS) to design lessons, promote access to high quality and relevant digital content, assess learning in order to support personalization and ownership of student learning by

Facilities, Support and Instructional Resources

everyone involved in a student's education, both inside and outside of the classroom.

Task 2 Investigate and make recommendation for the creation of a system to bring together demographic, discipline, assessment, attendance, finance, asset and purchasing data into a centralized and easy to use data dashboard to help drive district decision making.

Task 3 Develop a long range cycle for assessing, maintaining, replacing, and improving technology systems to ensure reliability and support the District's continued classroom and operational growth.

Task 4 Evaluate, monitor, and make improvements to the security of technology resources, staff and student information, and other data in accordance with industry best practices, organizational needs, and regulatory guidelines.

Parent and Community Involvement

Focus Area: Parent and Community Involvement - Promote, facilitate and enhance parent, student and community involvement in LEA/District educational programs.

GOAL ONE

Increase the number of community members volunteering in individual school and district locations by enhancing relationships and more fully engaging citizens.

ACTION PLAN A Create a district-wide consistent, user-friendly system for volunteers (parents and non-parents) in terms of recruitment, sign-ups, training and engagement.

Task 1 Encourage the use of technology to enhance and track volunteer recruitment and assignments.

Task 2 Utilize technology to encourage creative and innovative volunteering activities.

Task 3 Meet the parent involvement requirement of the Title IA federal grant.

ACTION PLAN B Develop district-wide system/program to provide student and staff volunteer opportunities within the community through outreach programs.

Task 1 Build relationships with volunteers from other organizations.

Task 2 Develop a plan to engage community organizations in volunteer recruitment and activities.

ACTION PLAN C Create a comprehensive communications campaign to market volunteer opportunities.

Task 1 Provide information and an improved support system for staff members about how to communicate the volunteer needs in identified schools to assist with recruitment.

Task 2 Include an emphasis on older adult non-parents, retirees and other historically under-involved groups for identified schools.

GOAL TWO

Increase contributions of time, talent and treasure to Lee's Summit R-7 programs and organizations that supplement and support the mission of the school district.

ACTION PLAN A Communicate the needs of Lee's Summit R-7 programs and organizations.

Parent and Community Involvement

Task 1 Explain the differences between district-wide efforts vs. school efforts in terms of fundraising and volunteer participation.

Task 2 Celebrate how donated money is spent and how it benefits students.

Task 3 Consistently express gratitude/give credit to donors -- both individuals and organizations.

ACTION PLAN B Further assist the Lee's Summit Educational Foundation and other school organizations in marketing efforts.

Task 1 Promote needs and results via a variety of communications avenues.

Task 2 Collaborate with local PTA units to identify consistent marketing strategies and timeframes for Lee's Summit Educational Foundation fundraising.

ACTION PLAN C - Annually increase the number of businesses and individuals participating in Partners In Education.

Task 1 Explore possibilities to narrow the focus of engagement for Partners In Education volunteers at various age levels.

Task 2 Identify ways to increase communication with and engagement of Partners In Education.

GOAL THREE

Develop creative global communication vehicles to promote, facilitate and enhance family, community and business engagements as measured by participation and community surveys.

ACTION PLAN A Conduct a communications review/audit to determine best practices, effective/ineffective practices and future trends worth investigating/implementing.

Task 1 Create method to evaluate audit recommendations on an ongoing basis. Implement audit results.

Task 2 Implement audit findings and follow up actions.

Task 3 Communicate audit findings and follow up actions with internal and external stakeholders.

Task 4 Identify target audiences and develop specific messages for these audiences using various communication avenues.

ACTION PLAN B Investigate and encourage standardization/consistency of school communications.

Task 1 Review best practices for communications for all schools and departments.

Parent and Community Involvement

Task 2 Develop guidelines for staff and volunteers for use of social media for school and district purposes.

Task 3 Refine the existing plan for crisis communications.

ACTION PLAN C Update, enhance and improve communications by determining target audiences and targeted messages through regular surveys as well as via participation and engagement statistics.

Task 1 Continue to update district and school websites on a regular basis.

Task 2 Investigate a district mobile app including opportunities for individuals to subscribe to specific topics/schools/departments.

Task 3 Continue to investigate further use of video for district and school communications.

Task 4 Develop regular community surveys to measure results during early fall and late spring.