



Brookfield R-III

Comprehensive School Improvement Plan 2017-2022



Teach, Learn, Grow...Every Day.

Brookfield R-III School District

Strategic and Comprehensive School Improvement Plan (CSIP)

Revision

2017-2022

Historical Context

The Brookfield R-III School District initiated the process of developing a new long-term strategic plan to provide direction for the district over the next five years in the fall of 2016. The Board of Education authorized a review of the district's existing plan to ensure the mission, vision and goals of the district were current and aligned with the needs of the students and community.

In the spring of 2017 the Administrative Team and Board of Education assembled a committee of district stakeholders (teachers, support staff, administration, students, parents, and community leaders) to create a plan for the future. A team of more than forty individuals came together and used internal (Baldrige Criteria) and external (Parent, Staff and Community Surveys) data as well as a review of student achievement (APR) to discuss and identify key student and stakeholder needs.

Process Overview

The creation of the newly aligned Brookfield R-III Comprehensive School Improvement Plan 2017-2022 includes processes aligned with the Malcolm Baldrige National Program for Organizational Quality, the Missouri School Improvement Program Fifth Cycle, and the Missouri Department of Elementary and Secondary Education Top 10 by 20 Initiative.

One of the first steps was to survey the school and community to help the Leadership Team understand the needs of the community and their expectations for the district as well as the priorities they had for the school and to identify the greatest perceived challenges facing the district. Step two was to identify a group of stakeholders that would be representative of the Brookfield R-III community with a variety of perspectives related to the school and the community to form a Leadership Team. Once this group was identified, invitations were extended for them to participate in the process of creating the CSIP plan.

The CSIP Leadership team met twice in the spring of 2017 to review all of the existing data, including the student performance and community survey data. The group used this data to establish the district priorities and collaboratively write the district mission and vision statement. The mission statement was developed during the second meeting and adopted by consensus. The vision statement was created through a synthesis of the ideas generated by the Leadership Team during the first and second meetings. A vision statement was crafted and sent electronically to all committee members to make comments and edits. Consensus was made on a final vision statement during the spring of 2017.

District wide goals addressing academics, health, facilities and safety, business and community were developed to guide implementation of the plan. Standing committees consisting of school personnel, board members, community members and students will develop measurable objectives and action steps to achieve district goals. The committees will evaluate, update and report annually to the board of education on progress toward meeting the measurable objectives.

CSIP Leadership Team Members: Marc Amer (Board Member), Katie Andreasen (Admin. Team), Robyn Armstrong (Community/Business), Brenda Asher (Support Staff), Monica Baker (Parent/Chamber of Commerce), Jennifer Barton (Elem. Teacher), Martha Beach (Mayor of Brookfield), Stephanie Berger (HS At-Risk Teacher), Beth Black (HS Teacher), Jaclyn Burns (MS Teacher), Denise Carlson (Spec. Svc. Director), Becky Cleveland (Econ. Dev. Director), Kyle Collins (Superintendent), Marcia Cunningham (Ret. Teacher), Dana Dill (HS Teacher), Allison Ehrich (Ret. Teacher), Sherri Elliot (Ret. Teacher), Kate Ewing (HS Student), Toni Fay (BOE Vice President), Carloine Frizzell (Parent/Community), Mallory Gonzalez (HS Student), Jordan Hasty (HS Student), Rachel Hays (Elem. Teacher), Burnie Hicks (BOE Member), Galen Hicks (BOE Member), Donna Hulett (Chamber of Comm. Director), Kate Lambert (Community/Business), Zandy Larson (Paraprofessional), Holly Matzen (K-12 Librarian), Mike McBroom (Admin. Team), Jim McIntyre (BOE Treasurer), Tonia Montgomery (Tech. School Counselor), Lindsay Neal (Elem. Teacher), Steve Roberts (Stanbury Uniforms), Carey Smith (Tech. School Director/HS Principal), Bernita St. Clair (Ret. Teacher), Brittney Tarpenting (MS Teacher), Dana Tarpenting (Brookfield City Manager), Tim Thomason (MS Teacher), Nile Thudium (HS Teacher), Jeff Vogel (BOE President), Dustin Watson (Linn County NewLeader), Jered Wallace (BOE Member), Mandy, Wiedeman (Community/Ministerial Alliance), Melinda Wilbeck (K-8 Principal), Sydney Wilbeck (HS Student).

The process steps include:

- Identify strategic focus areas (priorities) based on performance data and stakeholder feedback through multiple data analysis sources including; student performance (APR measures), patron/parent/staff surveys, Pareto analysis and CSIP planning team meetings
- Review and revise the district's vision, mission, and strategic focus areas (priorities)
- Identify DESE (Department of Elementary and Secondary Education) school improvement goals (MSIP 5) and Top 10 by 20 goals
- Establish improvement goals, person(s) responsible for focus areas, objectives, targets and improvement strategies
- Create an improvement action plan template intended to be used throughout the district to ensure proper alignment to overall district goals

Priorities Identified Through the Planning Process:

What are the most important skills and abilities students need to know or be able to do to be prepared for a successful future?

- A mastery of the communication skills of writing, speaking and listening
- A mastery of reading
- The ability to use computer technology to extend learning and master subjects
- The ability to organize, prioritize, set goals, and manage time
- A master of mathematics
- The ability to collaborate and work productively with other and resolve conflicts when they arise

What will be the evidence used to evaluate the quality of education in our school district?

- Performance measures such as graduation rates and ACT scores
- Test scores on state and national exams such as MAP, EOC, etc.
- Comparison of district performance data to that of other school districts
- Personal perception and satisfaction with district schools
- The number of quality special programs available to meet student needs

What are the greatest challenges or issues the school district has to address over the next 5 years in order to provide quality education for all students?

- Hiring and retaining quality educators in an increasingly competitive market
- Keeping up-to-date with technology hardware, software, applications, and support
- Providing consistent student programs and services with a declining enrollment
- Maintaining physical facilities as buildings age
- Responding to state and national economic conditions that affect the levels of financial support the district receives
- Responding to increased outside stressors on families that impact parental support and the quality of student work and behavior

What should the financial priorities be for our school district during the next 5 years?

- Keep salaries and benefits competitive in order to attract and retain quality staff
- Maintain up-to-date technology
- Maintain clean, well-repaired, secure buildings
- Make sure that students have quality education books/materials in the classroom and library
- Provide training and development opportunities to keep staff skilled and competent

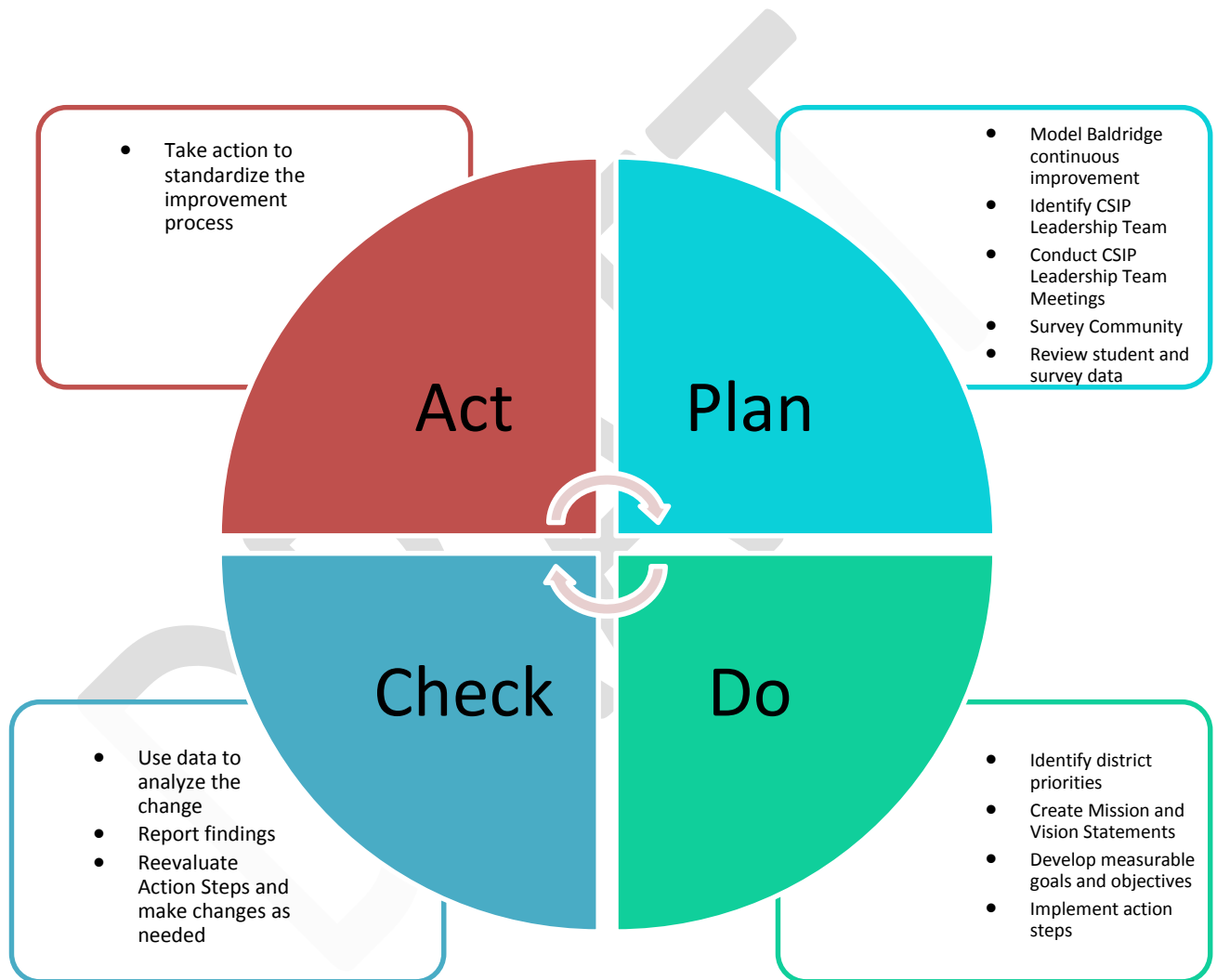
Each Strategic Focus Area Plan includes the following elements:

- **CSIP Strategic Focus Area Goal-** a general statement of improvement
- **Goal Champion-** the individual who is ultimately responsible for leading the comprehensive improvement related to the goal(s), objective(s), strategies, and actions/activities.
- **DESE Goal-** the Department of Elementary and Secondary Education goal most closely aligned with the Brookfield R-III School District CSIP Goal
- **Measurable Objective(s)-** measurable indicator(s) of progress towards a goal(s) SMART (Specific, Measurable, Attainable, Realistic, Timely)

- **Description of Strategy and/or Action-** a succinct strategy and/or action/activity that is expected to improve the organization's performance related to the goal(s) and objectives(s)
- **District Person(s) Accountable-** the district level person responsible for implementation and deployment of the strategy and/or action
- **Outcome-** the anticipated result of the strategy and/or action
- **Resources-** necessary human resources, time, materials, supplies, plans, and money to achieve the intended outcome of the strategy and/or action.
- **Begin and End Dates-** the date the action/activity will begin and expected completion date.

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Brookfield R-III District Continuous School Improvement Framework



Brookfield R-III School District

Mission

Teach, Learn, Grow...Every Day



Brookfield R-III School District Vision

Our vision for the Brookfield R-III School District is one in which children are educated through a collaborative approach among faculty, staff, students, parents, and the community. Our schools will provide a student-centered teaching and learning environment working in partnership with families and our community. The school district will prepare students for success by offering a curriculum that challenges all levels of learners to achieve their highest potential. The curricular and co-curricular activities will be centered on a commitment to innovation and achievement where students are motivated to learn with the assistance of quality instruction led by well-trained teachers and supported by leading edge technology. Students will grow and learn at a rate that meets or exceeds state and national performance standards. The district will offer authentic learning opportunities that are relevant and provide real world experiences. Students will learn in a safe, positive, and welcoming environment where they are valued and supported, taking pride in their learning and having the courage to take risks in order to succeed.

Educators are student-centered, innovative, energetic, nurturing, and collaborative. They possess high morale, exhibit school pride, are supported with high quality professional development, and have competitive salaries/benefits. Educators are reflective practitioners, implement new technology and methods, and are recognized for their contributions.

Schools are a safe, fun, collaborative learning environment. They are clean, well maintained, and technology rich. Schools are drug, alcohol and tobacco free, and welcoming to our parent and community partners.

Students are a valued part of the community. They are engaged problem solvers, and achievers. Students have coping skills, communication skills, and are involved in extra-curricular activities. They are success ready and prepared for a digital society.

Parents want their kids to go to school at Brookfield R-III and are welcomed, informed and respected. They are supportive partners in their children's education.

Community and school form a strong partnership, sharing resources and fostering relationships with local businesses. The community takes great pride in the school and values the school's financial responsibility.

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Strategic Focus Areas-District Goals

Academics/Student Improvement-

Goal 1: Develop and enhance quality educational/instructional programs to improve overall and individual student academic performance.

Related MSIP 5 Goal(s)- *Collaborative Cultures*: Building and sustaining collaborative cultures that result in high levels of learning for all and increased student achievement.

Goal Champion(s)- Building Principals and Standing Committees: Professional Development, Technology/Library/Media, Curriculum/Instruction/Assessment, Differentiated Instruction

Measurable Objective 1: *The percentage of students achieving at or above the national average on the ACT will meet or exceed the state percentage each year.*

Measurable Objective 2: *The district will sustain a minimum graduation rate of 95 percent*

Measurable Objective 3: *The district will meet or exceed the state standard or demonstrate improvement in performance on state assessments in the areas of English Language Arts and Mathematics*

Highly Qualified Staff

Goal 1: Attract, retain, and develop a high-quality staff.

Related MSIP 5 Goal(s)- *Effective Instruction*: Effective teachers are caring, reflective practitioners and life-long learners who continuously acquire new knowledge and skills and are constantly seeking to improve their teaching practice to provide high academic achievement for all students.

Goal Champion(s)- Superintendent, Building Principals, Standing Committee(s)- Professional Development, Technology Committee

Measurable Objective 1: By the June board meeting of each year, the Board of Education and Superintendent will develop a salary schedule/benefits package that exceeds or is comparable to those of school districts in the surrounding area in order to attract and retain highly qualified staff focused on student needs and learning.

Measurable Objective 2: The district will annually provide opportunities for all teachers to participate in high quality professional development focused on student learning and individual growth.

Measurable Objective 3: The district administration will implement and monitor an evaluation system consistent with state guidelines for all administrators, teachers, and certified support staff.

Health, Facilities, and Safety

Goal 1: Ensure all facilities are safe and adequate to fulfill the purpose of our educational mission and vision

Goal Champion(s): Superintendent, Building Principals and Standing Committee: Facilities, Health & Safety Committee

Measurable Objective 1: Maintain clean, well-repaired, secure buildings.

Measurable Objective 2: The district will have a written long range facility plan.

Technology/Library/Media

Goal 1: Keep up-to-date with technology hardware, software, application and support.

Goal Champion(s): Superintendent, Building Principals and Standing Committee: Technology Committee

Measurable Objective 1: The district will have a written technology plan.

Goal 2: Students will have the ability to use technology to extend learning and master subjects.

Goal Champion(s): Superintendent, Building Principals and Standing Committee: Technology Committee, Professional Development Committee

Measurable Objective 1: *Students will have relevant technology available in every classroom.*

Measurable Objective 2: *Staff will have ongoing training related to integration of technology.*

Business/Leadership

Goal 1- Proactively and responsibly manage district growth, finances and support services to improve student achievement.

Related MSIP 5 Goal(s)- Leadership: An effective leader and manager who continuously acquires new knowledge and skills and is constantly seeking to improve their leadership practice to provide for high academic achievement for all students.

Goal Champion- Board of Education, Superintendent, Building Principals

Measurable Objective 1: *The district will have adequate financial resources to support its educational programs.*

Measurable Objective 2: *The district will have adequate financial reserves to accommodate unanticipated reductions in funding and unexpected emergency expenditures.*

Community Members and Parents

Goal 1- Improve internal and external stakeholder communication, involvement and partnership.

Related MSIP 5 Goal(s)- *Collaborative Cultures*: Building and sustaining collaborative cultures that result in high levels of learning for all and increased student achievement.

Goal Champion(s)- Superintendent, Building Principals, Communication Plan Committee

Measurable Objective 1: *The district will have a written Communication Plan.*

Measurable Objective 2: *Increase the level of support and available resources for students and families dealing with outside stressors.*