

# Warsaw R-IX School District SMART Goals

June 21, 2018



**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Conduct a curriculum audit of all areas to determine alignment with the Missouri Learning Standards (MLS) with immediate emphasis on core content.</b></p>	<p>The Assistant Superintendent and educators will conduct a crosswalk with all current curriculum documents to the MLS, beginning with core content and report the outcomes to the Superintendent for presentation to the Board of Education.</p>	<p>Written documents will be prepared by grade level/course/content to be presented to the Board of Education.</p>	<p>The designated, existing personnel can use DESE and district documents, DESE Show-Me Curriculum Administrators Association (SMCAA), as well as other sources and tools to facilitate this process.</p>	<p>A crosswalk will provide a baseline of what curriculum areas need to be aligned so a curriculum review, rewrite, and subsequent curriculum adoption cycle can be established.</p>	<p><b>2018-2020 SYs</b>            The MLS were adopted in 2016 and assessed beginning the 2017-2018 school year. The crosswalk should be accomplished during the 2018-2020 school year, particularly for core content, with timelines set for all curricular areas. Timelines for other curricular areas may extend to subsequent school years.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Establish a systematic plan whereby every curricular area will be regularly evaluated and updated, using student achievement data and current research as drivers for review.</b></p>	<p>The Assistant Superintendent will establish a calendar for curriculum evaluation, review/revision and materials adoption for all content areas from Kindergarten through 12th grade for review by the Superintendent and subsequent presentation to the Board of Education.</p>	<p>A written calendar for curriculum evaluation, review/revision, and materials adoption will be produced and sequenced so that the process is completed prior to the fiscal year where funds are allocated for purchase of instructional materials per Board Policy IF.</p>	<p>The Assistant Superintendent is able to establish a calendar for evaluation, review/revision, and adoption beginning with core content then followed by all content areas.</p>	<p>Board Policy IF and best practices dictate regular review and updates of curriculum based upon the Missouri Learning Standards (MLS) and student achievement data.</p>	<p><b>December, 2018</b>  A curriculum evaluation, review and revision calendar shall be established and communicated. The calendar may begin with courses where the crosswalk to the standards are achieved, then sequenced accordingly. The calendar will be presented to the Board of Education.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Develop and implement a written curriculum for all content, grade levels and courses aligned to the Missouri Learning Standards (MLS), which includes district scope and sequence charts, teaching and planning documents, and curricular units of instruction.</b></p>	<p>The Assistant Superintendent will partner with administrators and district-wide teacher teams to develop curriculum for each content, grade level and course. The curriculum will include the following components:</p> <ul style="list-style-type: none"> <li>• Essential learning/power standards</li> <li>• Curriculum maps and pacing guides</li> <li>• Student learning objectives</li> <li>• Formative and progress monitoring assessment strategies and tools</li> <li>• Instructional tools and resources</li> </ul>	<p>Electronic, curriculum guides with references to all resources will be produced for every content/grade/course beginning with the core content areas (English/Language Arts, Mathematics, Science, Social Studies) and then all other curriculum areas.</p>	<p>The Assistant Superintendent, in partnership with educators reflecting vertical teams, will produce a rigorous and viable written curriculum aligned to the MLS for presentation to the Superintendent and subsequent approval by the Board of Education.</p>	<p>State Statute 160.514.1 RSMO states that “. . . each school district in the state shall adopt or develop a written curriculum designed to ensure that students attain the knowledge, skills and competencies...” which are assessed by the Missouri Assessment Program (MAP) and End-of-Course (EOC) Assessments. The written curriculum will guide the instructional program of the District to assure cohesion, rigor and equity of opportunity within the District.</p>	<p><b>2018-2023 SYs</b>            The curriculum by content, grade levels and courses will be presented to the Board of Education as defined on the curriculum calendar.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Establish a District-wide assessment committee to review and update the written District Assessment Plan and Calendar that vets the selection and interpretation of state and local assessments, analyzes and reports student achievement data.</b></p>	<p>The Assistant Superintendent will establish a District-wide, vertical team of administrators and teachers to form an assessment committee. The committee will help review the assessment calendar, vet local assessment tools (including common assessments), communicate student achievement results, and assist with professional development/learning as needed.</p>	<p>A written plan will be regularly reviewed, updated, communicated, and implemented District-wide.</p>	<p>The Assistant Superintendent and educators skilled in assessment principles are able to vet an assessment plan and calendar, and identify needs for training and support. Topic-specific and periodic training may be necessary.</p>	<p>The Every Student Succeeds Act (ESSA), the DESE Missouri School Improvement Program (MSIP), and Board Policy IL require an assessment plan be developed and implemented as a result of broad-based involvement of staff. Best practices indicate that assessment should be on-going, systematic, and standards-based in order to inform instruction, allocate resources, and lead to improved student achievement.</p>	<p><b>October, 2018</b>            Create a District-wide assessment committee.</p> <p><b>May, 2019</b>            A written District Assessment Plan and Calendar will be written and presented to the Board of Education for approval, with subsequent goals determined by the committee. Student achievement data will be included as pertinent and available.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent and/or designees will devise a process to study and train educators on the Multi-Tiered Systems of Support (MTSS) in order to determine how to phase in the practices of MTSS (universal screening, data teams, high-quality Tier 1 instruction, interventions, including behavior, etc.).</b></p>	<p>The Superintendent and/or designee(s) will establish a collaborative process to study and train educators on the MTSS framework with the goal of systematic and full implementation.</p>	<p>A written plan will be developed, communicated, and implemented district-wide following an established timeline that honors the urgency for students balanced with the rate of change for professionals.</p>	<p>The Superintendent and/or designees have knowledge of and access to a range of resources to study and implement a MTSS framework, with consultants available as needed for training or technical assistance.</p>	<p>MTSS is an evidence-based model of schooling that uses data-based problem solving to integrate academic and behavioral instruction and intervention. The integrated instruction and intervention is delivered to students in varying intensities (multiple tiers) based upon student need, and has been adopted by 40 states to date as a framework to meet the needs of all students. Missouri DESE support MTSS and provides resources to assist schools toward implementation.</p>	<p><b>2018-2023 SYs</b>  A process will be established and updates provided, including relevant student achievement data as available, to the Board of Education by the Superintendent.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent and/or building administration will form a school attendance leadership team (with teachers and community partners) to study causes of school absenteeism and strategies for improvement.</b></p>	<p>The Superintendent and/or designee(s) will form a school attendance leadership team that examines the root causes of school absenteeism and strategies for improvement based on current research.</p>	<p>The school attendance leadership team will produce a written report of findings and recommendations, based upon Warsaw student attendance data and current research regarding interventions for use with building teams with an update provided to the Board of Education.</p>	<p>School personnel have access to data regarding attendance, which can be drilled down to individual students to determine which students and/or subgroups of students are struggling in order to identify potential root causes. Research and resources that examine causes, interventions, and evidenced-based outcomes of various approaches are readily available. Additionally, school personnel have the ability to partner with the community members and agencies to address this issue as a unified team.</p>	<p>In a recent report by the U.S. Department of Education, chronic absenteeism is noted as a national crisis. Absenteeism is associated with a host of adverse student outcomes ranging from poor achievement to incarceration. School attendance is a DESE MSIP standard for a District's accountability measure. Proportional attendance for MSIP 5 states that 90% of the students will attend school at least 90% of the time. Warsaw's proportional attendance rates have ranged from 83.5 – 91.3 for the past four years.</p>	<p><b>December, 2018</b>            The Superintendent will update the Board of Education regarding the work of the attendance leadership team.</p> <p><b>June, 2019</b>            The findings, including current student attendance data and trends, and any recommendations of the school attendance leadership team will be documented and summarized in a written report and shared with the Board of Education.</p>

**Governing Priority:**  
**Governing Objective:**

**Student Success**  
**Establish a plan to update curriculum, assessment, instructional practices and resources to engage students and increase achievement.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>A District Professional Development Committee (PDC) will be established to prioritize and support the professional development of educators to propel student achievement.</b></p>	<p>The Superintendent and/or designee(s), in consultation with administrators and teachers, will identify a process that allows teachers to select members for the PDC, who will then develop a calendar and goals for the committee. Goals should consider a systematic method to address training needs, which may require training beyond the school day and training for new personnel to ensure sustained implementation of practices with fidelity.</p>	<p>A PDC will be established, communicated, and activated to prioritize the professional development needs and focus for faculty, which will align to Warsaw’s achievement data.</p>	<p>The Superintendent and/or designee(s) in partnership with administrators are able to collaborate with a teacher selected, teacher-led committee to make decisions regarding priorities and plans for educator professional development, using outside resources as needed.</p>	<p>The Excellence in Education Act and subsequent, significant pieces of legislation, the DESE Missouri School Improvement Plan (MSIP) and Board Policies GCL, GCL-AP(1), and GCL-AP(2) require school districts to support the professional learning of educators, in part through the establishment of a PDC. Additionally, Board Policy GBCB requires faculty to keep current on developments affecting their area of expertise.</p>	<p><b>September, 2018</b>  A PDC should be established, training scheduled, and a calendar for meetings determined. During initial meetings, the PDC will identify its goals using student data as a driver for decision-making.</p> <p><b>January, 2019</b>  The Board of Education should be updated on the process and work of the committee progresses. The Board of Education should approve the professional development plan each year, even if a multi-year plan is developed.</p>

**Governing Priority:**  
**Governing Objective:**

**Human Resources**  
**Recruit, develop, reward, and retain highly qualified faculty and staff.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Reintroduce Network for Educator Effectiveness (NEE) with administrators and faculty to reinvigorate support and establish confidence in NEE as a means to promote professional growth through meaningful feedback.</b></p>	<p>The Superintendent will ensure all administrators are trained per the requirements of NEE and implement the system with fidelity via training and calibration walkthroughs with NEE support personnel, as needed. The teachers will be provided professional development on the system either with Warsaw administration, NEE resources, or a combination of both.</p>	<p>Training dates are available and participants may enroll. On-site work with a NEE representative can be scheduled by administration, as needed.</p>	<p>Warsaw is a partner district with NEE and is able to work with its NEE representative to offer training and support to ensure the evaluation tool is used as designed to enhance student achievement through educator feedback and growth.</p>	<p>Missouri law, the DESE Missouri School Improvement Program (MSIP) and Board Policy GCN require school districts to evaluate educators according to specific criteria. The Warsaw R-IX School District partners with NEE for its educator evaluation system, which offers support services for no additional costs to facilitate implementation with fidelity.</p>	<p><b>August, 2018</b>            Training needs for administrators and faculty should be determined, planned, and implemented.</p> <p><b>2019-2023 SYs</b>            Yearly on-going support is required for continued participation with NEE. Updates to the Board should be provided.</p>

**Governing Priority:**  
**Governing Objective:**

**Human Resources**  
**Recruit, develop, reward, and retain highly qualified faculty and staff.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>Implement competitive salary schedules for all employees of the District that facilitate Warsaw’s ability to recruit and retain highly qualified personnel, particularly relative to comparison schools.</b></p>	<p>The Superintendent and/or designee(s) will evaluate salary schedules of personnel to comparable districts.</p>	<p>A report of salary schedules with a summary of rankings will be prepared and presented to the Board of Education with a recommendation (long-term with short-term action steps) for salary schedules.</p>	<p>All information is public and attainable, which the Superintendent and/or designees can access and organize.</p>	<p>Having a long-term plan for compensation contributes to the recruitment and retention of highly qualified personnel.</p>	<p><b>February, 2019</b>            The comparative study should be completed with salary recommendations made for the 2019-2020 school year within the normal budget process.</p> <p><b>2019-2023 SYs</b>            A defined long-term strategy will be developed after an in-depth financial review and priorities are determined. Salaries will be addressed annually as part of the standard budget process.</p>

**Governing Priority:**  
**Governing Objective:**

**Personal and Professional Responsibility**  
**Deeply understand perceptions, then influence them.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent will conduct a 360 survey with students, employees and patrons using agreed upon topics in order to establish baseline data for communication in the future. The survey is strictly for establishing a baseline and action plans will be defined in subsequent SMART goals. Survey results are not part of any performance evaluation.</b></p>	<p>The Superintendent, with outside consultants as deemed desirable or necessary, will identify topics/areas for a survey and develop or purchase a tool to gather the data in a reliable, inclusive, accurate manner.</p>	<p>The survey will be developed or purchased, and administered to students, employees, and patrons.</p>	<p>The Superintendent, with consultants as indicated, are able to identify the areas for a 360 survey for sending to stakeholders.</p>	<p>The perceptions of a district depend upon high quality faculty, staff and leadership. Systematically providing data to the Superintendent by groups will inform leadership and subsequent action plans, including communication strategies, professional development, and leadership decisions.</p>	<p><b>October, 2018</b>            The Superintendent will research and identify a survey methodology in order to make a recommendation to the Board of Education.</p>

**Governing Priority:**  
**Governing Objective:**

**Technology**  
**Proactively budget for major capital expenditures in technology.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Technology Director will conduct an evaluation of all major technology equipment currently in place, and major equipment needed, in order to budget for future expenditures.</b></p>	<p>Capital expenditures can become a significant drain on the budget, especially when they are not budgeted in advance. A specific plan to address this need will be created.</p>	<p>A written report will be prepared that outlines all major technology capital equipment, the life expectancy of the equipment, and an estimate to replace the equipment.</p>	<p>The Technology Director of the district, with the potential utilization of outside consultants, can prepare this plan.</p>	<p>This plan will significantly aid the district in anticipating major technology expenditures. This report will become a part of the budgeting process.</p>	<p><b>December, 2018</b>  A written report will be presented to the Superintendent and presented to the Board of Education.</p>

**Governing Priority:**

**Finance**

**Governing Objective:**

**Proactively budget for major capital expenditures.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent and/or designee(s) will direct an evaluation of all major capital equipment currently in place, and major equipment needed, in order to budget for future expenditures.</b></p>	<p>Capital expenditures can become a significant drain on the budget, especially when they are not budgeted in advance. A specific plan to address this need will be created.</p>	<p>A written report will be prepared that outlines all major capital equipment, the life expectancy of the equipment, and an estimate to replace the equipment.</p>	<p>The administration and maintenance staff of the district, with outside consultants, can prepare this plan.</p>	<p>This plan will significantly aid the district in anticipating major expenditures. This report will become a part of the budgeting process.</p>	<p><b>November, 2018</b> A written report will be presented to the Board of Education.</p>

**Governing Priority:**  
**Governing Objective:**

**Finance**  
**Plan for the facility and financial needs of the school district.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<b>The Superintendent, in conjunction with outside consultants, will analyze and develop a long range plan for Debt Obligation.</b>	A written report will be prepared for presentation to the Board of Education.	This report will contain projected tax levies, assessed valuation, and bond and lease payment information.	This report can only be produced in conjunction with outside consultants.	This report will assist the district in establishing tax rates and assist the district in planning for the future.	<b>July, 2018</b> This report will be presented to the Board of Education and annually in July going forth.

**Governing Priority:**

**Finance**

**Governing Objective:**

**Maintain an accurate record and control of District property.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent, and/or designee(s), will develop and maintain an inventory of district property.</b></p>	<p>A written plan for determining current property and for maintaining an inventory of district property will be developed in an electronic format.</p>	<p>A written plan and finalized inventory will be prepared for the Board of Education.</p>	<p>This plan can be completed by utilizing existing information and consulting with school district personnel. Consultants may be utilized.</p>	<p>A plan will help the District assess their current inventory, continually update their inventory on an annual basis, and provide accurate information to the insurance company of the school district.</p>	<p><b>November, 2018</b> A DRAFT report of the written plan will be presented to the Board of Education.</p> <p><b>May, 2019</b> A final inventory will be provided to the Board of Education.</p>

**Governing Priority:**

**Facilities**

**Governing Objective:**

**Provide safe and secure facilities.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent and/or designee(s) will evaluate all facilities and equipment for safety.</b></p>	<p>Safety inspections and safety concerns will be evaluated to determine a plan to address identified issues.</p>	<p>A written report will be prepared with an action plan to address identified issues.</p>	<p>This information should be available in the school district. Outside resources may be needed to identify issues and address concerns.</p>	<p>This information is directly related to the facilities plan and the safety of students and employees.</p>	<p><b>November, 2018</b> A written report will be prepared and presented to the Board.</p>

**Governing Priority:**

**Facilities**

**Governing Objective:**

**Provide proactive care and budgeting for facilities.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<b>Maintenance personnel will evaluate all equipment and facilities for routine maintenance needs.</b>	A plan to address ongoing preventive maintenance will be prepared to help preserve the life expectancy of facilities and equipment.	A written report will be presented to the Superintendent prior to December 1, 2018.	This information should be readily available in the district. This process will take the time of maintenance personnel.	This plan will help the District preserve the life expectancy of equipment and prepare for significant capital expenditures.	<b>December, 2018</b> A written report will be presented to the Superintendent and an update provided to the Board of Education.

**Governing Priority:**

**Facilities**

**Governing Objective:**

**Prepare for the facility needs of the school district.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p><b>The Superintendent and/or designee(s) will prepare a long range facilities plan based on enrollment, department and capital needs, as well as the financial constraints of the District.</b></p>	<p>A written projection of student enrollment, department and capital needs, and the financial constraints of the District will be prepared. This report will consider the number of campuses within the District and impact upon the future.</p>	<p>A written report will be presented to the Board of Education.</p>	<p>Projections can be completed by accessing outside information and consulting with existing personnel.</p>	<p>This information will help the school district with fiscal and facilities planning for the future.</p>	<p><b>January, 2019</b> The report will be presented to the Board of Education.</p>

**Governing Priority:**  
**Governing Objective:**

**Safety and Security**  
**Provide comprehensive analysis and recommendations for best practices.**

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<b>The Superintendent will direct an analysis of the Safety and Security systems of the District and research best practices.</b>	The Superintendent and/or designee(s), with the assistance of outside consultants, will analyze current practices and develop comprehensive recommendations.	A written report will be prepared for the Board of Education. As allowed by law, some of this information may be confidential information.	Current personnel, with outside consultants, can conduct the analysis and make the recommendations.	The plan that is produced is vital in helping protect the Safety and Security of all individuals on the campuses of the Warsaw School District.	<b>December, 2018</b> This report will be presented to the Board of Education.

# Warsaw R-IX School District SMART Goals

June 21, 2018

