



Continuous School Improvement Plan

2022-2025

Updated November 2025
Board Approval December 11, 2025

Introduction

A component of the implementation of the Sixth Cycle of the Missouri School Improvement Program (MSIP) review process, all districts are required by the Missouri Department of Elementary and Secondary Education (DESE) to develop a Continuous School Improvement Plan (CSIP). The District's CSIP focuses on the overall improvement of its educational programs and services. The Montgomery County R-II School District began this process in September of 2021, the team reconvenes each fall to review our plan. The purpose of the CSIP is to prioritize the District's goals to be developed and implemented over the next three years. The CSIP focuses on improvement of the district from all perspectives, with the major emphasis being on enhancing student achievement.

Budget Message

The 2025-2026 budget was developed by the superintendent with input from stakeholders concerning immediate and long-term needs, information from the state department of education concerning funding formula projections, information from local economic indicators concerning local tax revenue, and information regarding internal indicators such as budgetary trends, recurring costs, and historical enrollment. This budget took a conservative approach with the following considerations:

- Though state projections suggested a \$6900 to \$7100 per pupil funding of the formula, the budget placed revenue projections at \$6750 per pupil.
- Local Assessed Valuations have grown consistently higher than annual conservative projections to account for debt service and operation costs.
- Capital projects have been accounted for well within bond capacity.
- Staff to student ratio has remained consistent and allows steady projections.
- Student enrollment has been mostly consistent over the past five years with average August enrollment of just over 1100.

In conclusion, this budget was designed to allow for conservative expenditure growth below expected revenues as to allow for consistent long term planning within all of our CSIP goals.

Process

The administrative team decided to work with a consultant to develop the District's next CSIP to ensure all stakeholders had a voice, take a critical look at the strengths and challenges of our district, and to efficiently and effectively work through the strategic-planning process. A CSIP

team that included administrators, teachers, classified staff, parents, and community members met four times to identify the core beliefs of our school district, review the District’s mission and vision, and identify our priorities. After the team defined our priorities and goals, the administrative team determined action steps necessary to meet the District’s goals.

The CSIP team will meet annually to review goals and the progress made. Sub-committees will be appointed as needed to analyze specific areas and identify action steps and/or goals.

Monitoring and Adjusting the CSIP

The CSIP team will meet annually to assess progress on CSIP goals. People or teams responsible for each action step will monitor continuously. The Assistant Superintendent will provide a quarterly update to the Board of Education about the CSIP goals and progress made. A “Plan on a Page” will be provided to staff and stakeholders. The entire document will be revised every five years.

Missouri School Improvement Program (MSIP) 6

The Sixth Cycle of the Missouri School Improvement Program is focused on continuous improvement for all schools, the preparation of each student for life beyond high school and promoting practices that lead to healthy school systems (<https://dese.mo.gov/quality-schools/mo-school-improvement-program/msip-6>). MSIP 6 intends to look closely at what districts are doing to implement effective practices and sustain improvements, while increasing the focus on individual student growth. MSIP 6 was approved by the Missouri State Board of Education on February 11, 2020. Pursuant to section 161.092, RSMo, this rule applies to districts in the 2022-2023 school year.

CSIP Planning Team

- Dr. Brian White, Superintendent
- Dr. Jocelyn Schluss, Assistant Superintendent and Parent
- Mr. Brian Ernst, MCHS Principal
- Mrs. Jill Jacob, MCE Principal
- Ms. Jennifer Krattli, JBE Principal
- Mr. Karl Finke, MCR-II Board Member, Parent, Civic Club Member
- Mrs. Maria Stille, MCR-II Board President
- Mrs. Amber Durham, MCMS Teacher
- Mrs. Kista River, MCMS Principal and Parent
- Mr. Ben Creech, MCHS Teacher

Mrs. Angel Davis, JBE Staff Member
Mrs. Mya Loehrer, JBE Teacher
Mrs. Jill Dunlap, Parent, Elected Official
Mrs. Leslie West, Parent, Local Bank Manager, Civic Club Member
Miss Rachel Harris, MCHS Student
Mr. Connor Bethel, MCHS Student
Miss Anna Klekamp, MCHS Student
Mrs. Melissa Lockhart, Central Office Receptionist
Mrs. Kali Salazar, MCR-II Board Member, Parent
Ms. Jessica Cobb, MCHS Assistant Principal
Mrs. Julie Tucker, ACHIEVE Director and MCMS Assistant Principal
Mrs. Amanda Davis, JBE Teachers, Parent
Mrs. WaWanna Nehr Korn, Director of Special Education

Utilization of the Plan

Our administrative team understands the CSIP is to be used as a strategic plan, a guide to our future. The plan identifies long range goals for district-wide improvement as well as specific action steps to be taken to achieve those goals.

All other plans and initiatives in the district should be aligned to the priorities and goals of our CSIP plan. Quarterly updates will be provided to the Board of Education.

MONTGOMERY COUNTY R-II



MISSION

The mission of the
MONTGOMERY COUNTY R-II SCHOOL DISTRICT
is to develop
LIFELONG LEARNERS
who become
PRODUCTIVE CITIZENS.

VISION

BUILD RELATIONSHIPS
with our
COMMUNITY
and develop
LIFELONG LEARNERS.

PILLARS

EFFECTIVE TEACHING, LEARNING & LEADERSHIP
Safe, Orderly, Caring Environment
Leadership, Financial Responsibility & Facilities
Recruiting, Hiring & Retaining Quality Staff

We believe in making decisions based on what is best for kids utilizing all information available. • We believe in establishing a physically and emotionally safe environment for staff and students. • We believe in empowering students with problem solving skills and resiliency to become lifelong learners and productive citizens. • We believe in developing purposeful relationships with students, staff, parents, and the local community. • We believe all students can thrive with a challenging curriculum and effective instruction.



WILDCATS

Montgomery County R-II Core Beliefs

We believe in making decisions based on what is best for kids utilizing all information available.

We believe in establishing a physically and emotionally safe environment for staff and students.

We believe in empowering students with problem solving skills and resiliency to become lifelong learners and productive citizens.

We believe in developing purposeful relationships with students, staff, parents, and the local community.

We believe all students can thrive with a challenging curriculum and effective instruction.

Mission

The mission of the Montgomery County R-II School District is to develop lifelong learners who become productive citizens.

Vision

The vision of the Montgomery County R-II School District is to build relationships with our community and develop lifelong learners.

District Pillars

Effective Teaching, Learning and Leadership

Safe, Orderly, Caring Environment

Leadership, Financial Responsibility and Facilities

Recruiting, Hiring and Retaining Quality Staff



Pillar 1: Effective Teaching, Learning and Leadership

1.1	Each year, MCR-II will increase the percentage of students meeting or exceeding grade-level expectations in reading (as measured by the state and district’s benchmark assessments).
1.2	Each year, MCR-II will increase the percentage of students meeting or exceeding grade-level or course-level expectations (as measured by state and district benchmark assessments).
1.3	MCR-II will decrease the number of students requiring Tier 2 interventions.

Pillar 2: Safe, Orderly, Caring Environment

2.1	MCR-II will create positive learning environments for students and staff by supporting and promoting mental and physical well being through modeling and disseminating educational information and resources quarterly.
2.2	By 2027, MCR-II will implement a district-wide SEL program.

Pillar 3: Leadership, Financial Responsibility and Facilities

3.1	Administrators will average a minimum of 2.5 on the NEE Leadership Indicators annual Teacher Surveys..
3.2	By 2026-2027 the district will have a long-range facilities plan in place.

Pillar 4: Recruiting, Hiring and Retaining Quality Staff

4.1	By 2025-2026, MCR-II will have a Grow Your Own program in place.
4.2	By 2026 the MCR-II School District will retain at least 90% of staff on an annual basis.
4.3	Each year, 90% of our staff will be appropriately certified for the position they are in.
4.4	Annually we will strive to have an 85% fill rate for substitute positions.

Montgomery County R-II Continuous School Improvement Plan

Pillar 1: Effective Teaching, Learning, and Leadership

1.1 - Each year, MCR-II will increase the percentage of students meeting or exceeding grade-level expectations in reading (as measured by the state and district benchmark assessments).

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed or Artifacts</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Implementation of evidence-based literacy instruction supported by targeted professional development for teachers.		Assistant Superintendent, Principals, Teachers	General Funds	May 2027	NG
<ul style="list-style-type: none"> Effective teachers (certified, using viable curriculum, implementing evidence-based resources with fidelity, on-going PD) 	Teacher Observation, Resource Review Notes, Teachers Guides, PD Agendas	Assistant Superintendent, Principals	General Funds/Text book, PD Funds	May 2027	NG
<ul style="list-style-type: none"> Viable curriculum implemented with fidelity (on-going revision and study) 	District Curriculum, PD Agendas	Assistant Superintendent, Principals, Teachers	General Funds, PD Funds	May 2026	NG
<ul style="list-style-type: none"> PD focused on teaching literacy skills 	PD Agendas	Assistant Superintendent	PD Funds	May 2027	NG
<ul style="list-style-type: none"> Building-level data teams to include a focus on literacy data 	Data Team Agendas	Principals	General Funds	May 2027	NG
Improve student readiness for school. <ul style="list-style-type: none"> Form a committee to research best options to increase early childhood opportunities (expand preschool, partner with Head Start). Increase participation in parent education opportunities. 	KEA data, Preschool Enrollment and Options, Agendas	Superintendent, Assistant Superintendent, Principals	General Funds, Early Childhood Grants	May 2028	NG
Use assessment data to identify students reading below grade level and provide reading intervention. <ul style="list-style-type: none"> Consider attendance data for the early elementary grades when identifying students for intervention (high absenteeism 	Team Collaboration Agendas, MTSS Agendas	Principals and Teachers	NA	May 2024	C

could lead to reading deficiency).					
1.2 - Each year, MCR-II will increase the percentage of students meeting or exceeding grade-level or course-level expectations (as measured by state and district benchmark assessments).					
(Progressing P, Completed C, Stop Doing SD, or New Goal NG)					
<i>Action Step</i>	<i>Data Analyzed or Artifacts</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Improve the quality and consistency of Tier 1 instruction across all classrooms through professional development and data-driven collaboration.	Data Team Agendas, PD Agendas, NEE Observation Scores	Administrative Team, Teachers	General Funds, PD Funds	May 2027	NG
<ul style="list-style-type: none"> • PD focus on Tier 1 instruction 	PD Agendas	PDC	PD Funds	August 2026	NG
<ul style="list-style-type: none"> • Collaborative data teams implemented in all buildings 	Data Team Agendas	Principals	General Funds	August 2026	NG
<ul style="list-style-type: none"> • Observations followed by coaching conversations focused on Tier 1 	NEE Observations	Principals	General Funds	May 2027	NG
Continue to develop and define curriculum (understanding standards).	District Curriculum documents, PD Schedule	Assistant Superintendent	PD Funds	May 2026	P
<ul style="list-style-type: none"> • Grade level teams or departments continually review curriculum. 	PD Agendas	Teachers	PD Funds	Annually	C
<ul style="list-style-type: none"> • Participate in DESE content area groups for PD about the Missouri Learning Standards. 	Attendance Records	Teachers	PD Funds	Annually	C
<ul style="list-style-type: none"> • Grade level teams or departments review MAP data to identify strengths and weaknesses, correlation to curriculum and instruction, and priority standards. 	MAP, EOC data Local assessment data	Teachers	PD Funds	Annually	P
Continue to collaborate within grade levels and departments to identify student strengths and weaknesses.	Agendas and Notes	Building Administrators, Instructional Coaches and Teachers	NA	Annually	C
Embed opportunities for students to	Classroom	Teachers	NA	When Appropriate	C

practice state assessment-like items.	Observation				
Provide incentives to encourage student effort and achievement.	Classroom and building observation	Building Administrators and Teachers	General Funds, Donations	When Appropriate	C

1.3 - MCR-II will decrease the number of students requiring Tier 2 interventions.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
The district will have a universal referral process in place for MTSS that will allow communication between grade levels, buildings, and all staff with a vested interest in a student's success.	District-wide procedures, Meeting Agendas and Notes	Assistant Superintendent, Building Administrators, Interventionists and Teachers	NA	August 2026	NG
<ul style="list-style-type: none"> Data teams implemented in each building. 	Meeting Agendas	Building Administrators	NA	August 2026	NG
<ul style="list-style-type: none"> Shared data between buildings with details about successful strategies for students. 	Meeting Agendas and Notes	Building Administrators, Counselors and Teachers	NA	May 2023	C
<ul style="list-style-type: none"> Collaboration about student triggers, interventions, and success strategies. 	Meeting Agendas and Notes	Building Administrators, Counselors and Teachers	NA	May 2023	C
The district will provide professional development for certified and support staff that is specific to academic and behavioral needs of students.	PD Schedule	Assistant Superintendent and PDC	PD Funds	May 2024	C
The district will continue to support programs and resources so they are implemented with fidelity.	PD Schedule, Instructional Resource Purchases	Assistant Superintendent and PDC	General Funds, PD Funds	May 2024	C
Continued professional development for all staff members about supporting staff and students' social emotional needs.	PD Schedules	Assistant Superintendent and PDC	PD Funds	May 2023	C

Pillar 2: Safe, Orderly, Caring Environment

2.1 - MCR-II will create positive learning environments for students and staff by supporting and

promoting mental and physical well being through modeling and disseminating educational information and resources quarterly.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
All staff will participate annually in PD specific to social emotional learning, trauma-informed care, mental and physical well-being.	PD Agendas	Assistant Superintendent and PDC	PD Funds	May 2024	C
<ul style="list-style-type: none"> Implementation of trauma-informed strategies in all classrooms. 	Observations	Principals, Teachers	General Funds	August 2026	NG
Form a committee of stakeholders to research, create and share information about SEL, trauma-informed, and wellness.	Agendas, Shared Information	Committee	General Funds, PD Funds	August 2026	NG
Each building will have a dedicated space and staff to support dysregulated students, implement and communicate student specific Tier 2 interventions.	Room Visits per Student	Superintendent, Assistant Superintendent, Principals	General Funds, PD Funds	August 2028	NG
Form a committee to create a wellness plan that includes staff and student mental wellness.	Wellness Plan	Committee	General Funds	August 2027	NG

2.2 -By 2027, MCR-II will implement a district-wide SEL program.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Develop a platform to share SEL resources for all stakeholders.	Database/ Platform	Administrators	General Funds	August 2026	NG
Establish a committee whose goal is to research SEL best practices, schools with successful SEL implementation, and gather input from stakeholders regarding SEL.	Notes and Plans	Administrators	General Funds	December 2026	P
Develop a common district-wide SEL language, practices, and procedures.	Notes and Plans	Administrators	General Funds	May 2027	P

Organize training sessions to introduce the common SEL language, practices, and procedures to be used district-wide.	Notes and Plans	Administrators	General Funds	August 2027	P
Implement district-wide SEL language, practices, and procedures.	Handbook	Administrators	NA	2027-2028	P

Pillar 3: Leadership, Financial Responsibility

3.1 - Administrators will average a minimum of 2.5 on the NEE Leadership Indicators and annual Teacher Surveys.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Administrators will analyze their building's climate and culture survey data to build a positive climate and culture.	Climate and Culture Survey	Principals	General Funds	August 2026	NG
<ul style="list-style-type: none"> Stress anonymity and usage when administering the survey to increase participation. 	Climate and Culture Survey	Principals	General Funds	August 2026	NG
Provide professional development opportunities for administrators to meet leadership indicators.	PD Schedules and Budget, Conferences attended	Assistant Superintendent	PD Funds	Annually	C
Facilitate peer observation opportunities for all administrators.	Meeting Notes, Schedules	Assistant Superintendent	NA	May 2023	C

3.2 - By 2026-2027 the district will have a long-range facility plan in place.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
The district will establish a long-range planning committee.	Agendas and Meeting Notes	Superintendent	NA	May 2026	NG
The committee will identify facility needs based on student enrollment and programming needs.	Facility Plan	Superintendent and Maintenance Director	General Funds	December 2026	NG
District facilities will be evaluated every	MUSIC	Superintendent	General	May	C

other year by MUSIC.	report/evaluation results	and Maintenance Director	Funds	2023	
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Pillar 4: Recruiting, Hiring and Retaining Quality Staff

4.1 - By 2025-2026, MCR-II will have a Grow Your Own program in place.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Establish an incentive for prospective teachers to student teach in our district.	Incentive Procedure	Superintendent	General Funds	June 2025	NG
<ul style="list-style-type: none"> Offer a \$4000 stipend to anyone who completes their student teaching in our district. 	Stipend	Superintendent	Grow Your Own grant, general funds	June 2025	NG
<ul style="list-style-type: none"> Place a new teacher on step 2 of the salary schedule if they successfully complete student teaching in MCR-II and accept a contract to teach with us the following year. 	Teacher's Contract	Superintendent	General Funds	June 2025	NG
Create an onboarding program to supplement the mentor/mentee program and BTAP.	Program Outline	Assistant Superintendent	PD Funds	May 2026	NG
<ul style="list-style-type: none"> Utilize retired teachers to provide intense support at the beginning of the year. 	Program Outline	Assistant Superintendent, Principals	General Funds	August 2026	NG

4.2 - By 2026 the Montgomery County R-II School District will retain at least 90% of staff on an annual basis.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Maintain systems of support for staff.	Agendas, Surveys	Assistant Superintendent	PD Funds	August 2026	NG
<ul style="list-style-type: none"> Add a system of support for new classified staff 	Agendas, Surveys	Administrators	PD Funds	August 2026	NG

Focus on building positive culture within our buildings.	Culture and Climate Surveys	Administrators	NA	Annually	P
<ul style="list-style-type: none"> Relationships and connections (Holiday staff party, end-of-year celebration, family teams) 	Culture and Climate Surveys	Administrators	Donations or Foundation	Annually	C
Improve hiring practices to select candidates who are good fits for the district.	Retention Data	Superintendent	NA	May 2023	P
Remain in the top 20% of our conference and/or area schools in certified and non-certified salary schedules and provided benefits on an annual basis.	Salary and benefits comparisons	Superintendent	General Funds	Annually	C
<ul style="list-style-type: none"> Conduct annual salary and benefits analysis of conference and surrounding school districts. 	Salary and benefits comparisons	Superintendent	NA	Annually	C

4.3 - Each year, 90% of our staff will be appropriately certified for the position they are in.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Provide additional support for staff members working toward certification.	Certificates, Timesheets	Administrative Team	General Funds	May 2027	NG
<ul style="list-style-type: none"> Release time from duties or classroom to complete necessary paperwork or training or pay for work on a Monday. 	Procedures and Guidelines Established	Administrative Team	General Funds	May 2027	NG

4.4 - Annually we will strive to have an 85% fill rate for substitute positions.

(Progressing P, Completed C, Stop Doing SD, or New Goal NG)

<i>Action Step</i>	<i>Data Analyzed</i>	<i>Person Responsible</i>	<i>Funding Source</i>	<i>By When</i>	<i>Progress</i>
Explore options to partner with other districts and/or use a substitute service.	Agreements, MOUs	Superintendent	NA	May 2023	P
Pay substitutes to shadow prior to independent work in the district.	Timesheets	Superintendent	General Funds	May 2026	NG

Onboarding/training for substitute teachers (technology, expectations, who can help/support when they are in the buildings).	Agendas and Meeting Notes	Assistant Superintendent	NA	September 2022	P
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