NODAWAY-HOLT R-VII SCHOOL DISTRICT



Continuous School Improvement Plan

2027-2029

Nodaway-Holt R-VII School District

Continuous School Improvement Plan (CSIP)

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INTRODUCTION

The Nodaway-Holt R-VII School District's Board of Education approved the district's three-year strategic plan at the November 19th regular Board of Education Meeting beginning June of 2026 and expiring May 2029.

The plan was developed by an 19-person CSIP Advisory Committee consisting of parents, students, district staff members, Board of Education representatives, the Administration Team, and local citizens. The newly developed CSIP focuses on four strategic focus areas - ***Teaching, Learning & Student Success***; ***Recruiting, Hiring, Developing, Compensating & Retaining Staff***; ***Leadership & Operations:*** *Communication, Budget, Facilities, Safety, Technology;* ***Culture & Climate:*** *Parent Involvement, Partnerships, Positive Climate*.

The implementation of this plan will cover 2027 through 2029 with a major emphasis on student performance. Throughout the processes, the CSIP Advisory Committee also revisited the district's mission, vision, and belief statements for the district along with the strategic focus areas, objectives, and action steps to complete each goal. To ensure accountability, the action steps are placed with a responsible person(s) and reviewed annually by the Administrative Team.

DISTRICT MISSION STATEMENT

Quality Education Today, For A Successful Tomorrow.

DISTRICT VISION STATEMENT

The vision of the Nodaway-Holt R-VII School is to become the model district for Northwest Missouri.

NODAWAY-HOLT R-VII BELIEF STATEMENTS

We Believe:

- In teamwork.
- In working together for the good of each student.
- In respecting and valuing each other's thoughts and ideas.
- That through best practices we will lead students to achieve.
- In differentiating education to ensure learning in the classroom.
- In flexible, ever-changing instruction that meets the needs of students.
- In modeling behavior, expectations and character traits for all students and community.
- In demonstrating respect and rational behavior in the face of adversity.

- That early intervention can prevent permanent detention.
- That positive intervention will stimulate moral growth and direction for our students.
- In helping students take their own path in the right direction.
- In fostering an environment to encourage lifelong learning.
- In helping our students reach their full potential.
- In discussion, problem solving and creativity as skills need to navigate our complex world.

DESCRIPTION OF THE PROCESS

The District Superintendent began collaborating and working with the Administration Team in May 2025 where a strategic plan, schedule of meeting, and CSIP Committee was developed. The CSIP planning committee began working collaboratively in September 2025 where the group engaged in a two-hour work session. Over the course of the meeting the Committee reviewed the mission and vision as well as determined a list of prioritized needs for the District.

Once the prioritized needs were established, the Committee was divided into three subcommittees where they were assigned two prioritized needs categories. These subcommittees were then tasked with creating two SMART goals for each of their assigned categories with 4-6 action steps for each. If a SMART goal from the previous CSIP were met and common practice of the district, the goal was either amended to increase its level of difficulty or removed and replaced with a new goal.

Following this meeting, smaller meetings were held by the Administration Team to collect data, review and refine goals, and define action steps to implement within the CSIP Plan. Once the plan was formulated, a draft of the plan was emailed to all Advisory Committee members for feedback. Upon receiving feedback, a final version of the CSIP was created for Board approval. The following data sources were utilized throughout the process to define goals and action steps:

- MSIP 6 Guidance Document
- MAP/EOC Assessment Data
- Local Assessment Data
    - iReady Reading Assessment
    - Northwest Evaluation Association (NWEA)
- Missouri Department of Elementary & Secondary Education (DESE) Report Card
    - Enrollment Data
    - Attendance Data
    - Graduation Data
    - Salary Comparison Data
    - Teacher Data

- ASBR
    - District Financial Data
- Culture/Climate Survey Data (DESE Developed)

The Board of Education will regularly monitor the implementation and outcomes of the CSIP. In addition to the annual program evaluations, the administration team will provide a report at the regularly scheduled Board of Education meeting each month.

The CSIP Advisory Committee will be assembled, on an annual basis, during the Spring semester, to review the CSIP progress monitoring. The team members will be replaced by a person of similar role, as needed (i.e. - if a student graduates, the student opening will be filled by another student).

The CSIP guides the development and implementation of other plans. Program Evaluation Plan, Professional Development Plan, Assessment Plan, Crisis Intervention Plan, Technology Plan, District Literacy Plan, Facility Plan, Elementary Building Plan, JH/HS Building Plan, and Mentoring Checklist. These plans will be reviewed throughout the 2026-2027, 2027-2028, and 2028-2029 school years to ensure alignment with the current approved CSIP. A new Technology Plan is currently being developed.

The Nodaway-Holt Board of Education and District Superintendent will allocate sufficient funds to ensure resources are available to meet the needs of all students. Budget planning will reflect the resources needed in all classrooms and allocate funds according to the goals outlined in the CSIP.

CONCERNS IDENTIFIED FROM THE ANNUAL PERFORMANCE DATA & LOCAL ASSESSMENTS

State assessment data indicates the district performs lower than the State (percentage of proficient or advanced) in several grade levels in ELA, Science, and Government. The District understands that student achievement needs to improve across the board. When combining the proficient or advanced scores, local assessments results reveal that students are showing progress in ELA at the lower elementary levels but not at the 8th Grade and English II levels. The same can be said for Science as the district performed above the State when combining proficient or advanced at the 5th grade level, but failed to meet the state level in 8th Grade and Biology when combining the proficient or advanced scores. The district also failed to meet the state average when combining proficient or advanced on the Government EOC.

CONCERNS IDENTIFIED FROM INTERNAL AND EXTERNAL FACTORS (Survey)

Stakeholder group meetings revealed the following concerns:

- Communication with patrons could be improved.
- Low parent awareness and engagement.
- Lack of data utilization to drive instruction.

- Lack of student voice and leadership input.
- Lack of student participation.

PRIORITIZED NEEDS FOR THE LEA

- ***Teaching, Learning & Student Success***
- ***Recruiting, Hiring, Developing, Compensating & Retaining Staff***
- ***Leadership & Operations:*** *Communication, Budget, Facilities, Safety, Technology*
- ***Culture & Climate:*** *Parent Involvement, Partnerships, Positive Climate*

COMMITTEE

CSIP Advisory Committee

Name	Position	Group
Mike Hollingsworth	Superintendent	Advisory, Management, Support, Resources
Nate Jeter	7-12 Principal	Advisory
Amy Webb	PK-6 Principal	Advisory
Joni Everhart	Board of Education	
Matthew Brown	Board of Education	
Abigail Kelley	Special Education Coordinator	
Reba McGinnis	Parents As Teachers	
Hallie Ginther	PK-12 Counselor	
Emily Bailey	Vocational/Agriculture Teacher	
Tobie Bohannon	Preschool Teacher	
Lori Leeper	Title Reading	
Zach Lemar	Community Member	

Brian Markt	Community Member	
Kylie Rosenbohm	Parent	
Richie Vogel	Parent	
Whitney Brown	Parent	
Leah Gard	Parent	
Jaxon Emerson	Student	
Piper Prettyman	Student	

SMART GOALS

1. By the end of May 2029, 92% of the students will be in attendance 90% of the time.
2. By 2029, the Map Performance Index (MPI) of tested classes will meet or exceed the average MPI of the state for those classes.
3. By the end of the 2028-2029 school year, the Nodaway-Holt School District will increase the percentage of K-12 students reading on grade level by 3%, as measured by state-approved reading assessments, through the implementation of evidence-based practices aligned with Science of Reading.
4. The average ACT composite scores for college bound juniors and seniors will meet or exceed the state average on an annual basis.
5. By the end of the 2028-2029 school year, the Nodaway-Holt School District will maintain an MPI at, or above, the state MPI for each tested class or subject.
6. By the end of the 2028-2029 school year, the Nodaway-Holt School District will continue to offer Career and Technical Education (CTE) Pathways through the Northwest Technical School (NTS) in Maryville, MO while exploring options to extend programs and create a partnership with Tarkio Tech in Tarkio, MO to offer additional programs.
7. Parent, Community, Stakeholder survey participation will increase by 10% annually.
8. By 2029 student participation in secondary school related activities will remain 60% or higher.
9. By June of 2029, the district will create student focus career paths/success plans.
10. Student well-being surveys will be conducted twice a year.
11. On an annual basis, the district will maintain at least a 30% in a non-restrictive fund balance.
12. On an annual basis, participation of parent surveys will be above 30%.
13. By the end of the 2028-2029 school year 95% of 3rd through 8th grade students will demonstrate technology proficiency as measured by a grade specific designed rubric.
14. Parent, Community, Stakeholder survey results will increase by 2-3% in strongly agree and agree categories on an annual basis.
15. On an annual basis the district will retain 90% of certified staff excluding retirement.
16. On an annual basis, the support staff salary schedule and benefits package will be competitive with surrounding entities.

Priority 1: Teaching, Learning & Student Success				
SMART Goal/Objective 1: By the end of May 2029, 92% of the students will be in attendance 90% of the time.				
Purpose: A student's attendance in the classroom is the most important part of a student's experience. Absences from the classroom can really never be compensated for or made up. There is a direct relationship between poor attendance, class failure, and the dropout rate. Students who have good attendance usually achieve better grades, enjoy school, and are more desirable employees after leaving school.				
Monitoring: Attendance reports will be provided to the Board of the Education monthly within the PK-6 and 7-12 Principal's Reports.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
Attendance policies for each building will be developed by school administration and will be communicated to students and parents through the student handbook, website, and Facebook.	Administration Team	Local State Federal	Annually	
Attendance policy will be enforced at the respective building levels.	Administration Team	Local State Federal	May 2029	
Attendance will be reported at monthly board meetings.	Administration Team	Local State Federal	Monthly	
Attendance rewards and incentives will be provided for students who reach the attendance goal at the end of each semester.	Administration Team	Local Grants Donations	Semesterly	
Building administration will communicate attendance issues with the Juvenile Office according to each building specific student handbook.	Administration Team	Local State Federal	May 2029	
Parents will be notified via letters according to building specific student handbooks.	Administration Team	State Local Grants	May 2029	

Priority 1: Teaching, Learning & Student Success				
SMART Goal/Objective 2: By May 2029, the Map Performance Index (MPI) of tested classes will meet or exceed the average MPI of the state for those classes.				
Purpose: To utilize local and state achievement data to track student performance and growth at multiple points throughout the year. Data will be collected, communicated, and utilized by district personnel to make instructional decisions and adjustments, as needed.				
Monitoring: This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly meeting immediately following the release of local and state level student achievement data (typically January and May of each fiscal year).				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
On-going consultation from RPDC as determined by district leadership teams.	Administration Team/PDC	Local State Federal	May 2029	Professional Development Plan
The district will utilize PD days for teachers to develop and incorporate curriculum within their lessons.	Administration Team/Teachers	Local State Federal	May 2029	Professional Development Plan
Teachers will increase opportunities for hands-on and project based learning to better meet the needs of diverse learners.	Teachers	Local State Federal	May 2029	Professional Development Plan
The district will provide MAP and EOC preparation materials to teachers that instruct in testing areas.	Administration Team/Teachers	Local State Federal	May 2029	
The district will utilize programs such as IXL and iReady data to determine and address areas of potential growth for each student.	Data Teams/Teachers	Local State Federal Grants	May 2029	
The district will provide students the opportunity to increase their assessment skills by participating in College & Career Readiness Day.	Teachers	Local State Federal	May 2029	

		Grants		
Students will be rewarded for meeting or exceeding building expectations on MAP/EOC testing.	Administration Team	Local Donations	May 2029	

Priority 1: Teaching, Learning & Student Success				
SMART Goal/Objective 3: By the end of the 2028-2029 school year, the Nodaway-Holt School District will increase the percentage of K-12 students reading on grade level by 3%, as measured by state-approved reading assessments, through the implementation of evidence-based practices aligned with Science of Reading.				
Purpose: To ensure adequate support and resources are equitably disseminated to all students and staff to support student achievement across the district.				
Monitoring: The Administration and Data teams will compile and analyze data following each assessment to ensure that the appropriate interventions are being utilized.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
At the secondary level, IXL assessments will be given in the Fall, Winter, & Spring to determine the reading level of each student.	IXL Testing Coordinator	Local State Federal Grants	Annually	Assessment Plan
At the primary level, iReady assessments will be given in the Fall, Winter, & Spring to determine the reading level of each student.	Data Teams/Teachers	Local State Federal Grants	May 2029	Assessment Plan
Implement a Reading Success Plan (RSP) for each student performing below grade level.	Data Teams/Teachers	Local State Federal Grants	May 2029	MSIP 6
Implement a core reading curriculum grounded in the five essential components of reading: Phonemic	Administration Team/Teachers	Local State	May 2029	

awareness, phonics, fluency, vocabulary, & comprehension.		Federal		
Provide all K-5 teachers and reading specialists with ongoing professional development in the Science of Reading, including LETRS.	Administration Team/RPDC	Local State Federal	May 2029	Professional Development Plan

Priority 1: Teaching, Learning & Student Success				
SMART Goal/Objective 4: The average ACT composite scores for college bound juniors and seniors will meet or exceed the state average on an annual basis.				
Purpose: To utilize local and state achievement data to track student performance and growth at multiple points throughout the year. Data will be collected, communicated, and utilized by district personnel to make instructional decisions and adjustments, as needed.				
Monitoring: This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly meeting immediately following the release of local and state level student achievement data (typically January and May of each fiscal year).				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
Data teams, grades 8-12, will analyze ACT and PreACT data to adapt instructions and curriculum for all students.	Data Teams/Teachers	Local State Federal Grants	Annually	
8th grade and sophomore students will be required to take the PreACT.	Administration Team	Local State Federal Grants	Annually	
ACT Prep class will be offered to all students grades 9-12.	Counselor	Local	Annually	Graduation Handbook

Priority 1: Teaching, Learning & Student Success

SMART Goal/Objective 5: By the end of the 2028-2029 school year, the Nodaway-Holt School District will compile and regularly monitor individual student historical data from all state standardized math assessments to identify and address areas of deficiency in the math curriculum with the particular focus on numeracy skills.				
Purpose: To ensure adequate support and resources are equitably disseminated to all students and staff to support student achievement across the district.				
Monitoring: The Administration and Data teams will compile and analyze data following each assessment to ensure that the appropriate interventions are being utilized.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
The district will utilize programs such as IXL assessments, given in the Fall, Winter, & Spring, to determine the numeracy grade level of each student.	IXL Testing Coordinator/Data Teams/Teachers	Local State Federal Grants	Annually	Assessment Plan
Based on students' RIT (Rasch unIT) scores, they will be placed into RTI (Response to Intervention) and/or enrichment groups that meet weekly during designated scheduled times.	Data Teams/Teachers	Local State Federal Grants	Every 7 Weeks	Assessment Plan
During RTI and/or enrichment groups, students will be provided an individualized math curriculum, through the use of programs such as IXL, that align with Missouri Learning Standards to ensure that conceptual understanding, procedural fluency, and real world applications are being developed.	IXL Testing Coordinator/Data Teams/Teachers	Local State Federal Grants	Every RTI Session where Math is the Focus	
Benchmark and formative assessment data will be reviewed in the Fall, Winter, & Spring to track growth including monitoring student trends.	IXL Testing Coordinator/Data Teams/Teachers	Local State Federal Grants	Every Fall, Winter, & Spring	
The district will review all grade level math curriculum to ensure alignment with the Missouri Learning Standards.	Administration Team/RPDC/ Teachers	Local State Federal	Quarterly	Professional Development Plan

		Grants		
At the secondary level numeracy will be integrated across subject areas through hands-on learning and real-world applications (i.e. - vocational technical school & workforce math).	Teachers	Local State Federal Grants	Daily	Graduation Handbook

Priority 1: Teaching, Learning & Student Success				
SMART Goal/Objective 6: By the end of the 2028-2029 school year, the Nodaway-Holt School District will continue to offer Career and Technical Education (CTE) Pathways through the Northwest Technical School (NTS) in Maryville, MO while exploring options to extend programs and create a partnership with Tarkio Tech in Tarkio, MO to offer additional programs.				
Purpose: To increase student participation, achievement, and postsecondary success through high-quality CTE programs that align with workforce needs and provide students with relevant, hands-on learning experiences.				
Monitoring: This SMART goal will be reviewed and adjusted, as needed, by the high school principal, counselor, and superintendent annually immediately following the creation of, and adjustments to, student ICAPs .				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
The school counselor, and/or rootEd advisor, will conduct an annual review of CTE program offerings to ensure alignment with regional labor market demands, and the alignment of student goals and ICAPs.	Counselor/rootEd Advisor	Local	Semesterly	Graduation Handbook
The District will coordinate with NTS to provide facility tours/site visits and program exploration to promote CTE opportunities for 8th grade and sophomore students.	Counselor	Local	Annually	Graduation Handbook
The high school principal, counselor, and superintendent will attend meetings to gain insight for the Success-Ready Students Network.	High School Principal/ Counselor/ Superintendent	Local	As Available	Graduation Handbook

Discussions will be initiated, and site visits scheduled, with Tarkio Tech administrators to identify potential program areas that align with local workforce needs and student interests.	Counselor/rootEd Advisor	Local	May 2028	Graduation Handbook
Integrate CTE awareness activities into student ICAPs	Counselor	Local	Annually	Graduation Handbook
Funding opportunities (e.g., Perkins V, DESE grants, local scholarships, etc.) will be evaluated to support the addition of new CTE Opportunities.	Administration Team/ Counselor/ rootEd Advisor	Grants	Annually	Graduation Handbook
High school student schedules will be aligned, based upon interests and ICAPs, to create completers in CTE program concentrated areas.	Counselor	Local	Annually	Graduation Handbook
Monthly universal key performance indicators, sent by the rootEd Regional Director, will be evaluated to track progress towards post secondary placement.	Administration Team/ Counselor/ rootEd Advisor	Grants	Monthly	

Priority 2: Culture & Climate				
SMART Goal/Objective 1: Parent, Community, Stakeholder survey participation will increase by 10% annually.				
Purpose: To ensure that stakeholders have a means to voice their opinion and the district achieves and maintains adequate support from district stakeholders.				
Monitoring: This SMART goal will be reviewed annually by the Administration Team and the Board of Education during the regular monthly meeting immediately following the closure of each survey.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
The District will conduct an annual culture & climate survey for parents, community members, and	Administration Team	Local State	Annually	MSIP 6

stakeholders to express their perceptions of the school district.		Federal Grants		
Administration will conduct a teacher/staff survey annually to determine culture and climate amongst the staff.	Administration Team	Local State Federal Grants	Annually	MSIP 6
Administration will conduct a student survey annually in grades 3-12.	Administration Team	Local State Federal Grants	Annually	MSIP 6
The district will provide a Community Involvement portion, with contact information, on the school website.	Public Relations Employee	Local	Annually	
Administration will analyze survey results to determine changes needed/wanted by parents, community members, stakeholders, teachers/staff, and students.	Administration Team	Local State Federal	Annually	

Priority 2: Culture & Climate				
SMART Goal/Objective 2: By 2029 student participation in secondary school related activities will remain 60% or higher.				
Purpose: To ensure students have the opportunity to participate in activities at the secondary level and to ensure a variety of activities are available to the variety of interest in the student population.				
Monitoring: This SMART Goal will be reviewed annually by the Administrative Team.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
Secondary will provide organizational recruitment materials to inform students of community and school related activities by the end of the first week	Organizational Leaders	Local State Grants	Annually	

of school.				
Elementary will host an organizational fair to display and inform students of community and school related activities at Open House.	Counselor	Local Grants Donations	Annually	
The district will invite community organizations to participate in each event at the different building levels.	Public Relations Employee	Local	Annually	
The district will conduct student involvement surveys in school related activities semesterly.	Administration Team	Local	Semesterly	
The district will prepare follow-up surveys if there is a decrease in student participation in school activities.	Administration Team	Local	As Needed	

Priority 2: Culture & Climate				
SMART Goal/Objective 3: By June of 2029, the district will utilize individual student career and academic plans (ICAPs) for all students grades 7-12 to personalize the annual College & Career Readiness Day, aligning activities and opportunities with each student's identified career interests and post secondary goals.				
Purpose: To ensure the district is providing opportunities for students to explore their interests after graduation to help guide them in the correct path for the career they want to pursue.				
Monitoring: This SMART Goal will be monitored by the school counselor.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
The district will explore options to provide opportunities to families and students regarding post secondary saving opportunities.	Counselor	Local Grants	Annually	
The district will utilize the vocational-technical schools to provide learning opportunities for	Counselor	Local State	Annually	

students to gain valuable skills necessary to be successful in the workforce.		Grants		
The district will employ a post secondary (RootEd) advisor to assist students and families in post secondary planning.	Administration Team	Grants Local	Annually	
The district will host an annual personalized College & Career Readiness Day.	Counselor	Local Grants	Annually	
Group and individual meetings with seniors will be conducted throughout the school year.	Counselor/Root Ed Advisor	Local Grants	Bi-annually	
The district will institute career explorations at the Junior High level through exploratory classes.	Counselor	Local State Federal Grants	Annually	MSIP 6
The school counselor will meet with grades 7-12 annually to update student ICAPs as individual post secondary goals change.	Counselor	Local Grants	Annually	

Priority 2: Culture & Climate				
SMART Goal/Objective 4: Student well-being surveys will be conducted twice a year.				
Purpose: To ensure the safety and well-being of all students, and to limit the amount of time students miss in the classroom due to negative behaviors.				
Monitoring: This SMART Goal will be monitored by the Administration Team and School Counselor.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
The district will provide training and support for all staff in social-emotional learning.	Administration Team/Counselor	Local State Federal	Beginning of school year - Annually	MSIP 6

		Grants		
The district will provide materials through the Character Strong program for teachers to utilize in their classrooms.	Counselor	Local Grants	Fall of 2023	Guidance Plan
The district will provide weekly allocated time to deliver instructional social-emotional learning.	Administration Team	Local Grants	Annually	Guidance Plan
Students will participate and engage in weekly lessons to promote positive peer relationships.	Counselor/ Teachers	Local Grants	Annually	Guidance Plan
Teachers will provide weekly lessons to promote positive student to teacher relationships.	Counselor/ Teachers	Local Grants	Annually	Guidance Plan
Students will be surveyed quarterly to assess their well-being.	Counselor	Local	Quarterly	

Priority 3: Leadership & Operations				
SMART Goal/Objective 1: On an annual basis, the district will maintain at least a 30% in a non-restrictive fund balance.				
Purpose: To ensure the district maintains a positive balance for the financial security of the district.				
Monitoring: This SMART Goal will be monitored by the Superintendent and School Board of Education.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
A budget is created and the Superintendent and Board of Education work together to see that the budget is not extended.	Superintendent/ BOE	Local State Federal Grants	Annually	Annual Budget
Grant writing is utilized by staff to help fund any projects, equipment, curriculum, etc.	Teachers	Grants	Annually	
The Superintendent will update the Board of	Superintendent	Local	Monthly	Annual Budget

Education monthly on school finances and projections for bills, projects, etc.		State Federal Grants		
The Superintendent will quarterly place financial statements on the website for public access.	Superintendent	Local State Federal Grants	Quarterly	Annual Budget

Priority 3: Leadership & Operations				
SMART Goal/Objective 2: On an annual basis, participation of parent surveys will be above 30%.				
Purpose: To ensure parents' input is being heard and taken into consideration for the betterment of the district.				
Monitoring: This SMART Goal will be monitored by the Administrative Team.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
Each year, during enrollment, parent emails and addresses will be updated and added.	Secretaries	Local	Annually	
Surveys will be offered during special events like sporting events, Parent Teacher Conferences, etc.	Administration Team	Local	Annually	MSIP 6
A welcome night/event for all parents, students, and teachers will be held at the respective buildings so they can see the facilities, build relationships and encourage parent involvement.	Administration Team	Local Donations	Annually	
Incentives will be given for completed surveys like free entry to a sporting event, free concession stand item, potential district-wide "Fun Day" if a certain percentage of responses is met, etc.	Administration Team	Local	Annually	
Parents will be encouraged at Parent Teacher	All District Staff	Local	Annually	

Conferences to fill out survey(s) prior to speaking with teachers.				
Stations will be set up in both the elementary and JH/HS locations where technology will be provided for parents to fill out survey(s).	All District Staff	Local	Annually	
Survey flyers will be printed that provide a QR code for patrons that will direct them to the survey so they can fill it out on their phone for ease of access.	All District Staff	Local	Annually	
A district employee will walk around during Parent Teacher Conferences with a tablet to assist patrons in completing district survey(s).	Administration Team	Local	Annually	

Priority 3: Leadership & Operations				
SMART Goal/Objective 3: By the end of the 2028-2029 school year 95% of 3rd through 8th grade students will demonstrate technology proficiency as measured by a grade specific designed rubric.				
Purpose: To ensure that all students are equipped with the ever-changing technology that is required of individuals entering college or the workforce.				
Monitoring: This SMART Goal will be monitored by the Administrative Team with the assistance of the teachers.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
By the end of the 2026-2027 school year 80%, by the end of the 2027-2028 school year 90%, and by the end of the 2028-2029 school year 95% of 3rd through 6th grade students will demonstrate technology proficiency as measured by a grade specific, teacher designed rubric that is imbedded into daily assignments.	Teachers	Local	May 2029	Technology Plan
Twenty-minute training sessions for grades 2	Librarian/	Local	May 2029	Technology Plan

through 6 will be required to meet twice a week to refine their typing skills. Both sessions each week for the 1st semester, students will be utilizing programs such as Typing Club and/or other types of typing software to improve and refine their typing skills. The first session of each week of the 2nd semester, students will still utilize programs such as Typing Club and/or other types of typing software to improve and refine skills, while the second session will be typing based assignment, assigned to the student by their specific classroom teacher.	Teachers			
By the end of the 2026-2027 school year 80%, by the end of the 2027-2028 school year 90%, and by the end of the 2028-2029 school year 95% of 3rd through 6th grade students will demonstrate typing proficiency as measured by a grade specific, teacher designed rubric that is imbedded into training sessions provided by the librarian and classroom teachers.	Librarian/ Teachers	Local	May 2029	Technology Plan
70% of elementary and 100% of middle and high school students will utilize online platforms to complete assignments and other related instructional activities (i.e. threaded discussions, notes, videos, curriculum, assessments, announcements, assignment drop boxes, online presentations, assignments, the yearbook, etc.)	Teachers	Local	May 2029	Technology Plan
By the end of the 2026-2027 school year 80%, by the end of the 2027-2028 school year 90%, and by the end of the 2028-2029 school year 95% of students enrolled in the Computer Applications course will demonstrate technology proficiency as measured by a unit specific, teacher designed rubric that is imbedded into daily assignments and lessons.	Business Teacher	Local	May 2029	Technology Plan

Priority 3: Leadership & Operations				
SMART Goal/Objective 4: Parent, Community, Stakeholder survey results will increase by 2-3% in strongly agree and agree categories on an annual basis.				
Purpose: To ensure the needs of the parents, community, and stakeholders are being met by the school district.				
Monitoring: This SMART Goal will be monitored by the Administrative Team and the School Board of Education.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
Parent surveys will be conducted annually at Elementary Back to School Night and JH/HS Registration.	Administration Team	Local	Annually	
In the Back-to-School packet, information sent to all parent/community stakeholders with information on how to access and take the survey, will be sent out.	Administration Team Secretaries	Local	Annually	
Administration will utilize Trojan Alerts and messaging software to share links to surveys.	Administration Team	Local	As Needed	Technology Plan
The District will provide an anonymous Comments, Complaints, and Compliments form on the school website for stakeholders to express their concerns and opinions.	Administration Team Public Relations Employee	Local	Daily	

Priority 4: Recruiting, Hiring, Developing, Compensating, & Retaining Staff				
SMART Goal/Objective 1: On an annual basis the district will retain 90% of certified staff excluding retirement.				
Purpose: To ensure the district is attracting and retaining high quality teachers to positively impact student learning and achievement levels.				
Monitoring: This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly Board meeting in October and March each fiscal year.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
A survey will be conducted each year to determine issues, improvements, and needs of certified staff (Climate & Culture Survey)	Administration Team	Local	Annually	MSIP 6
Area school district comparisons will be conducted each year with salary, daily rates, and benefits.	Superintendent	Local State Federal Grants	Annually	Annual Budget
Teachers will be encouraged to serve on various committees to allow teacher input and involvement.	Teachers	Local	Annually	Teacher Advisory Committee
Administrators will recruit new teachers by attending area University and College career fairs.	Administration Team	Local	As Needed	
100% of new to the district teachers will receive a minimum of two-years of mentoring and coaching support.	Administration Team/Teachers	Local State	As Needed	Professional Development Plan Mentoring Handbook
An exit interview with staff who are leaving the district will be completed to identify areas of possible improvement.	Administration Team	Local	As Needed	Professional Development Plan
Professional development time will be scheduled to allow teachers and administrators to collaboratively prepare documentation required for state	Administration Team	Local State Federal	Annually	Professional Development Plan

requirements, such as individual professional development plans and student learning outcomes.		Grants		

Priority 4: Recruiting, Hiring, Developing, Compensating, & Retaining Staff				
SMART Goal/Objective 2: On an annual basis, the support staff salary schedule and benefits package will be competitive with surrounding entities.				
Purpose: To ensure the district is attracting and retaining quality support staff to positively impact student needs and achievement.				
Monitoring: This SMART goal will be reviewed and adjusted, as needed, by the Board of Education during the regular monthly Board meeting in November and April each fiscal year.				
Action Steps/Strategies	**Person(s) Responsible**	**Funding Source(s)**	**Projected Completion Date**	**Plan Alignment**
A comparison survey will be conducted during the month of March between area school districts and area businesses to determine wage rates, salary schedules, and benefits.	Superintendent	Local State Federal Grants	Annually	Annual Budget
The support staff survey will be conducted each March to determine issues, improvements, and needs of support staff.	Administration Team	Local	Annually	MSIP 6
An exit interview will be conducted to support staff leaving the district on good terms to better understand the reason for leaving.	Administration Team	Local	As Needed	Professional Development Plan
The support staff will be encouraged to serve on various committees to allow input and involvement.	Administration Team	Local	Annually	Teacher Advisory Committee