

MONETT R-1 SCHOOL

2021 - 2026

District Vision:

The purpose of the Monett R-1 School District is to prepare students for their future. We are “student focused” and “future driven”.

STUDENT PERFORMANCE The district will promote the personalization of teaching and learning to maximize student academic growth and success beyond high school.

HIGHLY QUALIFIED STAFF The district will attract, employ, and retain motivated faculty and staff who are committed to personalizing learning for all students.

FACILITY and RESOURCES The district will provide safe, clean, and effective settings that foster learning. The district will provide current instructional resources.

PARENT and COMMUNITY INVOLVEMENT The district will partner with families, businesses, and the community to promote active engagement to support the personalization of learning for all students.

LEADERSHIP and GOVERNANCE The school board will set student-focused policy and provide supportive leadership. The administration will facilitate a collaborative climate focused on personalized student success.

Mission Statement

We are “student focused” and “future driven”.

Data Analysis

- Internal Analysis:
 - [District Evaluate Data](#)
 - Strengths
 - Global focus on data and increased growth after January
 - Above expected growth in 2nd grade (all months)
 - Above expected growth in 4th grade (November - May)
 - Above expected growth in 7th grade (November-January)
 - Weakness
 - Not unified curriculum
 - Not vetted assessments
 - Attendance is a concern
- External Analysis:
 - Population

Focus Area Number 1: STUDENT PERFORMANCE

Team Leader: Assistant Superintendent

Team Members: Director of Special Education, English Language Development Director, Principals, Instructional coach team, Counselors, Communication Coordinator, and Secretaries

Math Teacher Leaders - L. Willis, J. Pendergraft, A. Cruz, D. Deffendall, K. Jones

ELA Teacher Leaders - C. Wagner, B. Land, L. Forrest, E. Meng

Social Studies Teacher Leaders - V. Pendergrass

Science Teacher Leaders - N. Bluel

SPED Teacher Leaders - G. Guerin

Freshman Success Leader - High School Freshman Counselor

CSIP goal:

The district will develop and promote the personalization of quality teaching and learning to maximize student academic growth and success, enabling students to meet personal and career goals beyond high school.

Each building will meet the 90 x 90 attendance rule as outlined by DESE.

Measurable Objectives (Goals): Attendance 90 x 90

Performance Measure: The percent of students who regularly attend school meets or exceeds the state standard or demonstrates required improvement.

Needs assessment:

		08/13/2019 - 03/16/2020	08/25/2020 - 05/21/2021	8/24/2021 - 5/20/2022
School	21-22 Goal	% >= 90%	% >= 90%	% >= 90%
Monett High School	85	82.26	76.87	
Monett Middle School	85	83.17	76.9	
Monett Intermediate School	90	86.16	86.12	
Central Park Elementary School	90	89.86	87.36	
Monett Elementary School	90	82.95	83.16	
District		84.88	82.02	

Strategy:

- Develop a welcoming school environment
- Develop relationships
 - Community
 - Participate in and support community events (community liaison)
 - Increase verbal and visual communication to all subgroups (weave our story)
 - Families
 - Staff
 - Students
- Quality instruction and instructors
 - High engagement

Action Steps:

- Develop clear and reasonable district attendance standards – same language across buildings (Attendance Committee – Lead: Assistant High School Principal)
- Track monthly attendance trends to plan intervention (Admin Team)
- Provide attendance lessons for students (Counselors)
- Develop a freshman success course (High School Principals, Counselors, and Staff)
- Personal contact when students are absent
- Yearly meeting with SRO, Juvenile Department and Children's Division
- Provide attendance incentives as needed

Measurable Objectives (Goals): College and Career (10/10)

Performance Measure: The percent of students graduating college and career ready will meet MSIP standards, measured by AYP.

Needs assessment:

[2019 APR Summary](#)

[2017-2020 District Report Card](#)

[2017 - 2020 State Report Card](#)

Strategy:

- Implement career exploration opportunities
- Promote SRTC programs
- Identify and implement a plan to increase college and career readiness

Action Steps:

- Career exploration opportunities for students

Field Trip to SRTC	Field Trip to Local Business	Tour University	Tour Trade School	Participate in Career Fair	Job Shadow	SPED Transition Fair
PK, 1, 3, 5, 8	K	2 - Crowder 4 - Sophomore -	6 - Crowder or OTC	3, 4, 5, HS	Go-CAPS	PK-12

- Annually revise ICAP
 - Individual career and academic plan
 - Implement materials from MO connections
- Develop a freshman success course (High School Principals, Counselors, Staff)
- Increase the number of Dual Credit instructors
 - District possibly contribute to funding
 - Scholarships for students
- Go - CAPS
- JAG (Jobs for American Graduates)
- Quarterly subgroup meetings to identify progress
 - High school counselors
 - Admin team

Measurable Objectives (Goals): Graduation Rate

Performance Measure: The Monett R-I graduation rate will be at or above 95%.

Needs assessment:

[2019 APR Summary](#)

[2017-2020 District Report Card](#)

[2017 - 2020 State Report Card](#)

Strategy:

- Provide early intervention for students who are at risk.
- Develop relationships
 - Community businesses
 - Families
 - Students

Action Steps:

- Develop more sections of credit recovery
- Continue and expand MO options programs
- Continue and expand JAG
- Survey students
 - Graduation feedback
 - Current challenges (subgroups)
- Encourage local employers to support student schedules
- Freshman success presentation to eighth grade students
- High School credit presentation to eighth grade students (High School Counselors)

Measurable Objectives (Goals): Math Academics

Performance Measure: Grade levels will meet end of the year benchmark goals in Math.

Needs assessment:

Evaluate Math

Grade	Benchmark Goal	End of Year 2021	End of Year 2022	End of Year 2023
Kindergarten	67	NA		
First	67	NA		
Second	67%	82%		
Third	67%	56%		
Fourth	54%	56%		
Fifth	52%	42%		
Sixth	54%	45%		
Seventh	41%	34%		
Eighth	46%	40%		

Index Scores

3-5 Year Goal: 400 year goal

2020 MAP and EOC

Index								
Math			English language Arts			Science		
	Monett	State		Monett	State		Monett	State
3rd Math	238.10		3rd ELA	261.40	300.8	5th Grade Science	285.2	292.8
4th Math	257.40	286.60	4th ELA	329.80	343.1	8th Grade Science	315.3	301.6
5th Math	280.00	277.90	5th ELA	327.10	326.9	Biology	287.3	304.1
6th Math	294.00	294.60	6th ELA	363.70	329	Physical Sci (opt)		311.5
7th Math	296.30	291.60	7th ELA	337.10	330.5			
8th Math - GLA Only	303.70	262.30	8th ELA	349.20	330.2			
Algebra 1 EOC	326.90	286.60	English II EOC	359.60	334			
Geometry EOC - Opt		328.40	English I EOC - Optional		365.4			
Algebra 2 EOC - Opt		319.00						

Strategy:

- Implement math programs with fidelity
- Focus attention on priority standards
- Data analysis and conversations
- Provide support to teachers
 - Professional development

- Instructional coach team

Action Steps:

- Provide professional development (Instructional coach team)
 - Getting started (implement and approach)
 - Building an understanding (workshop/models)
 - Deepening implementation (effective practices)
 - Sustaining implementation
- Design an intentional schedule to expose students to grade level content unless otherwise specified in an IEP or 504 plan (MS and HS principals and counselors)
- Refine Learning Outcomes (Instructional Coach Team and Teachers)
 - Adopt priority standards
 - Measure priority standards through local assessments
- Create pacing guides (Instructional Coach Team and Teachers)
- Provide professional development to help support for low language learners through discourse and visual models (Director of English Development)
- Implement benchmark assessments and frequent data conversations
 - [Benchmark assessment schedule](#)
 - [Data conversation timeline](#)
 - Board of Education (Assistant Superintendent)
 - Benchmark assessments
 - Administrative Team (Assistant Superintendent)
 - Benchmark assessments
 - Unit assessments
 - Building Staff (Principals and Instructional Coach Team)
 - Analyze and use data to identify students who need additional interventions
 - Benchmark assessments
 - Unit assessments
- Utilize Instructional coach team (Principals)
 - Model, observe and provide feedback
 - Explicit instruction: assessment and data analysis
 - Share high yield teaching strategies
 - Provide professional development
 - Pre-plan units with teachers - backwards design
 - Foster reflective practices
 - Develop realistic K-8 pacing guides
 - Increase home connection through virtual opportunities
- Develop [Targeted early out collaboration](#) (Administrative Team)
 - Well planned and intentional
 - After school professional development

Measurable Objectives (Goals): English Language Arts Academics

Performance Measure: Grade levels will meet end of the year benchmark goals in English Language Arts.

Needs assessment:

Evaluate Reading

Grade	Benchmark Goal	End of Year 2021	End of Year 2022	End of Year 2023
Kindergarten	54	NA		
First	54	NA		
Second	54	58		
Third	54	47		
Fourth	60	57		
Fifth	63	47		
Sixth	64	65		
Seventh	70	58		
Eighth	73	63		

Index Scores

3-5 Year Goal: 400 year goal

2020 MAP and EOC Index

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Strategy:

- Develop literacy small groups/stations
- Focus attention on priority standards
- Data analysis and conversations
- Provide support to teachers
 - Professional development
 - Instructional coach team

Action Steps:

- Audit current curriculum (Instructional Coach Team and Teachers)
- Provide professional development (Instructional Coach Team)

- Design an intentional schedule to expose students to grade level content unless otherwise specified in an IEP or 504 plan (Elementary, MS and HS principals and counselors)
 - Students who leave the room for additional instruction will have access to core curriculum
- Implement priority standards
 - Measure priority standards through local assessments
- Create pacing guides for reading
- Provide support for low language learners through discourse and visual models
 - ELL teachers will push into classroom for ELL lessons with the whole group
 - ELL teacher primary teacher and mentor
 - GEN ED teacher is support and mentee
- Implement frequent data conversations
 - Analyze and use data to identify students who need additional interventions
 - Benchmark assessments
 - Reading Unit Assessments
 - Develop consistent model of assessments
- Research best practices
- Develop a framework for response to intervention
- Begin development of common assessments and unit plans

Focus Area Number 2: Highly Qualified Staff

Team Leader: Assistant Superintendent

Team Members: Principals, Director of Special Education, Central Office Staff, Professional Development Committee, Communication Coordinator

CSIP goal: The district will attract, employ, and retain motivated faculty and staff who are committed to personalizing learning for all students.

Measurable Objective #1: Decrease turnover rate to 10%.

Needs assessment: Teacher/Staff Survey

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
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Total Number of Teachers	192	194	198	212	216	
Number of Teachers Resigning	18	23	23	21	26	
Number of Teachers Retiring	5	3	4	7	4	
Total number non-returning	31	24	27	30	22	
Turnover Rate	14.35%	11.32%	13.64%	15.46%	11.46%	

Strategies:

- Hire staff, promote positive culture and celebrate accomplishments
- Hire staff who are hungry, humble, smart, and the right fit for Monett

Action Steps:

- Hire staff capable of creating a positive classroom environment
- Hire staff capable of creating and maintaining positive relationships
- Celebrate and acknowledge student and teacher growth and achievement
- Celebrate accomplishments with the Board of Education
- Maintain a positive, working relationship with the CTA committee
- Promote positive school culture
- Build positive relationships
 - Administration
 - teachers/staff
- Acknowledging our appreciation for how hard our staff works and how difficult their jobs are

Measurable Objective #2: Provide Support

Needs assessment: Teacher surveys/evaluations at the conclusion of Professional Development

Strategies:

- Support new and existing staff

Action Steps:

- Implement an Employee Assistance Program (Mental Health Support)
- Facilitate and maintain successful New Teacher training and New teacher induction programs

- Annually update PD plan
- Provide the necessary equipment, supplies, materials and support new teachers need to be successful
- Provide leadership opportunities as they become available
- Seek partnerships with local universities to foster programs that will support teaching
- Implement a teacher evaluation system that promotes successful teaching and learning
- Promote EL certification

Measurable Objective #3: Uphold a Positive District Reputation

Needs assessment: Annually review conference salaries and benefits packages to remain competitive in nature

Strategies:

- Build a reputation of support for teachers and retain quality teachers

Action Steps:

- Recruit, attract and retain a certain number of highly qualified teachers
- Offer competitive salaries and benefits
- Seek partnerships with local universities to foster programs that will support teaching
- Stay present and relevant on social media - promote the good that our district is doing.

Focus Area Number 3: FACILITY and RESOURCES

Team Leader: Director of Operations

Team Members: Assistant Superintendent, Principals, Director of Special Education, Director of English Language Development

Measurable Goal: The district will ensure **safe, clean, and effective facilities and resources** that foster learning by completing 90% of the listed action items.

Needs Assessment:

Grounds: Continue w/ schedule for sealing parking lots.

Continue w/ schedule for tree trimming.

Repair any damaged concrete on walkways and construct new sidewalks.

Ensure signs have English and Spanish.

Facilities: Continue with schedule to replace and update appliances in district kitchens.

Replace HVAC units that are consistently having issues.

Coat all metal roofs in the district with a 10 year warranty.

Update coating to metal roofs that has already been applied to receive a new 10 year warranty.

Expand Operations building to provide storage in one central location.
Remodel Monett Middle School to convert the building into a central office.
Remodel Central Park to convert the building into an early childhood facility.

Resources: Purchase a ¾ ton truck for the maintenance fleet.

Purchase a forklift for the expanded Operations building.

Re-key MAC and SRTC to decrease the number of people with master keys.

CSIP goal: The district will provide safe, clean, and effective settings that foster learning.

Strategy:

Develop safe and secure buildings to ensure students have a comfortable learning environment.

Conduct monthly preventative maintenance checks to evaluate if repairs are required to grounds or equipment.

Gather input from staff when designing new facilities.

Action Plan:

Audit current facilities.

Develop a schedule for replacement of equipment.

Research product ratings before purchasing.

Focus Area Number 4: PARENT and COMMUNITY INVOLVEMENT

Team Leader: Director of Special Education

Team Members: Principals, Director of English Language Development, Communication Coordinator, Instructional Coach Team, Teachers, Stakeholder committee

CSIP goal: The district will partner with families, businesses, and the community to promote active engagement to support the learning for all students.

Needs assessment: Attendance data from parent involvement nights, parent teacher conference, ESSER 3 stakeholder committee, and completed parent surveys.

Strategy:

- Disseminate timely, accurate, important school information to all district parents/guardians.

Action Plan:

- Host Parent Involvement Nights
 - Open House

- Conferences
- Title I and Title III
- Cultural diversity days - schedule groups/families in commons or cafeteria
- Provide district updates through E-news, website, social media and notification system
 - Increase parent accessibility within the district
 - Provide personal contact to assist parents to complete required tasks
 - Ipads with QR codes at parent teacher conferences
 - Parent Survey page on website- sped, ELL, migrant, district, etc
- Promote our image - Promote and Protect our public image
 - Investigate social media practices for improved and manageable monitoring
 - Administration and faculty - personal connections through spot light media features
 - Professionalism - explicitly teach the characteristics of Profile of a Teacher
 - Professional conduct: salutations in front of students, dress,
 - Proactive support of staff: Implement an Employee Assistance Program (Mental Health Support)
 - Professional Development: Social media rules and good advice for professionalism - Ana has new training \$800 and can provide ongoing to the district

Focus Area Number 5: LEADERSHIP and GOVERNANCE

Team Leader: Superintendent

Team Members: Board of Education, Assistant Superintendent, Director of Operations, Director of Special Education, and Director of English Language Development

CSIP goal: The school board will set student-focused policy and provide supportive leadership. The administration will facilitate a collaborative climate focused on personalized student success.

Strategy: Develop teams

Action Plan:

- Increase Communication
 - Monthly meetings with human resource, bookkeeping, core data to increase consistency in reporting
 - Quarterly meetings with secretaries to increase communication
 - Monthly meetings with administration team and instructional coaches to increase consistency and understanding across district
 - Development of stakeholder group to meet at least every 6 months

- Develop social media plan

Performance Measure:

- Performance will be measured through surveys and feedback forums