



CASSVILLE R-IV  
HOME OF THE WILDCATS



# Continuous School Improvement Plan

## C.S.I.P. 2022-2026



417.847.2221



[www.cassville.k12.mo.us](http://www.cassville.k12.mo.us)



1501 Main Street, Cassville





# CASSVILLE R-IV

**CSIP: 2022-2026**

Strategic Plan

2022-2026 District Priorities



**Student Learning**



**Operations**



**Staffing**



**Communication,  
Climate, Culture**

#WeAreCassville  
means we believe:

- In providing all students with multiple paths of learning based on their interests, strengths and learning styles.
- Positive, personal relationships among students, teachers and parents are vital.
- In building relationships and effective partnerships with the community and beyond.
- Everyone will thrive in a safe and secure learning environment.
- In fostering a collaborative culture for student achievement and opportunities.
- In recruiting, retaining and developing quality staff at all levels.



## • Mission

The mission of the Cassville R-IV School District is to provide a safe and collaborative learning environment that empowers individual success.



## • Vision

The vision of the Cassville R-IV School District is to engage and inspire a community of learners for success in life.



## **Cassville R-IV School District Continuous School Improvement Plan (CSIP)**

The Cassville R-IV School District developed a team of internal and external stakeholders to provide meaningful collaboration in the development of a Continuous School Improvement Plan (CSIP). The CSIP is a continuous strategic plan which provides a framework through which the Cassville R-IV School District will support the schools in ensuring the academic success and well-being of each student. Strategic planning is a requirement for evaluation as indicated by the Missouri School Improvement Process (MSIP). The District's CSIP is a vital part of the evaluation process and is the driving document which links the vision, mission and goals set forth by the district, with the school improvement plans developed by each individual building. The Cassville R-IV CSIP is reviewed and evaluated during monthly board meetings using the [Cassville R-IV Program Evaluation Plan](#). If new information, specifically student performance data, indicates mid-cycle revisions are necessary, revisions will be incorporated into the current plan. This strategic plan is founded in thoughtful input from stakeholders including parents, students, community members and dedicated education professionals who share a common mission – to assure a focused and challenging curriculum that will monitor progress and provide a comprehensive system of support to prepare all students for their next level of learning. The process was structured through a CSIP Development Team based on data-based needs assessments which included the Collaborative Work Implementation Survey (CWIS), Fired-up Consultant's Climate and Culture Survey, formal and informal assessment results, and demographic data. The team was charged with analyzing data, both quantitative and qualitative, with input from all stakeholder representatives which describe what the District should accomplish according to timeline goals and action steps. The CSIP Development Team identified four priority areas on which goals and measurable action steps were based:

- Student Learning,
- Operations,
- Staffing, and
- Communication, Climate and Culture.

The CSIP will guide the development and implementation of other plans and work across the district to provide fidelity such as the Building Continuous Improvement Plans (BCIP), TEAMS/Career Ladder Tutoring Program, Professional Development Plan, Assessment Plan, Program Evaluation Plan, teacher evaluation focus areas, committee work, school administration needs, and the Board of Education in development of the operating budget and capital improvement needs. This document will be a living guide that will set a direction for changing and energizing the course of learning and student well-being in the Cassville R-IV School District.

## CSIP DEVELOPMENT TEAM

<u>Name</u>	<u>Position</u>	<u>Name</u>	<u>Position</u>
Artherton, Mindi	Communication Manager, Parent	Hutchens, Tara	Middle School Teacher, PD Chair
Cavness, Jody	Assistant High School Principal	Johnson, Dr. Merlyn	Superintendent
Cosper, Samantha	Assistant Middle School Principal, Parent	Keeton, Adriana	Community Volunteer, Editor of local newspaper
Cox, Megan	Primary Teacher, Parent	LeCompte, Jillian	Student Committee Member
Cupps, Ashley	SPED Teacher, Parent	Marple, Jeremy	Board of Education, President
Dalton, Anne	Cassville R-IV, SPED Teacher	Martinez, Jacob	Student, CHS Student Council President
Ellis, Jordan	High School Teacher, Coach	Mitchell, Dr. Traci	Assistant Superintendent
Fuchs, Errick	Director of Technology, Parent	Mitchell, Jennifer	Community Volunteer, Business Leader, Parent
Fugitt, Dr. Jamie	Community Volunteer, Higher Education, Foster Care	Parsons, Casey	Cassville R-IV, Middle School Teacher
Gates, Mindi	Primary Principal, Parent	Poulson, Jill	High School Teacher, CCTA Representative
Harvey, Brad	Community Volunteer, Cassville Fire Department	Ralls, Pam	Cassville R-IV, Early Childhood Teacher
Harvey, Michelle	Cassville R-IV, Intermediate Teacher	Reid, Dusty	Cassville R-IV, Director of Facilities & Operations
Holycross, Laura	Business Leader, Community Volunteer, Parent	Reid, Miller	Student Committee Member
Horner, Jon	Board of Education Member, MSBA Delegate	Rhea, Darren	Cassville R-IV, Middle School Principal

## **CSIP DEVELOPMENT TEAM**

<b><u>Name</u></b>	<b><u>Position</u></b>	<b><u>Name</u></b>	<b><u>Position</u></b>
Schell, Lisa	Cassville R-IV, Assistant Elementary Principal	Weaver, Taylor	Community Volunteer, Healthcare Manager
Selby Freeman, Rachael	Community Volunteer, business leader, parent	Wenger, Gena	Cassville R-IV, Middle School Counselor
Senters, Juli	Community Volunteer, parent	White, Kathy	Community Volunteer, Business Leader, Grandparent
Stephenson, Amy	Cassville R-IV, Director of Special Services	Williams, Morgan	Chamber of Commerce Director, Parent
Stough, Kami	Student, CMS Student Council President	Williams, Stacey	Cassville R-IV, Board Secretary/Bookkeeper
Swadley, Jeff	Cassville R-IV, Intermediate Principal	Willis, Tyler	Cassville R-IV, High School Principal
Thomas, Drake	Cassville R-IV, Primary Instructional Aide	Yarnall, Chad	Community Volunteer, Business Owner, Parent



## **Improvement Plan Timeline**

<b>April 2022</b>	Board of Education review and discussion of current CSIP and renewal needs
<b>May 2022</b>	CSIP Committee was developed
<b>May 2022</b>	Student, staff, parent/patron/community climate and culture surveys complete
<b>June 2022</b>	Fired Up Consulting was selected as the CSIP development facilitator. Meeting dates were also determined
<b>August 2022</b>	CSIP presentation to staff
<b>September 2022</b>	CSIP Workshop: Strengths, Weaknesses, Opportunities & Threats analysis was conducted, review current CSIP/data review, review district report card, develop beliefs
<b>September 2022</b>	Develop mission and vision statements, review MSIP 6 standards, identify 4-6 top priorities
<b>September 2022</b>	Created SMART goals (Specific, Measurable, Achievable, Relevant and Time-Bound) for each priority, identify action steps, create 3-year timeline, identify responsibilities and fiscal resources
<b>October 2022</b>	Developed action steps for each SMART goal, determined measurements and metrics for each SMART goal
<b>October 2022</b>	District administrators meeting to review preliminary CSIP plan
<b>October 2022</b>	Presented and renewed CSIP plan to the Board of Education
<b>November 2022</b>	Create a communication strategy so that all stakeholders are aware of the renewed CSIP
<b>Spring 2023</b>	Annual CSIP Stakeholder Review

## PRIORITY 1: STUDENT LEARNING

GOAL 1.1 State Assessments	<p><b>On an annual basis, students will score at or above the state average on MAP, EOC and ACT state assessments.</b></p> <p style="color: red;">APR: 48% of Score (24%-Achievement, 24%-Growth)</p>	Goal Met <input type="checkbox"/>
Goal Monitoring	Action Steps	Timeline
	<p>1.1.1. Benchmark testing K-12 will be conducted 3 times per year to measure growth and identify learning gaps in math and ELA.</p> <p>Person or Team Responsible: Principals, Instructional Coaches, Teachers</p>	Spring '23
	<p>1.1.2. Benchmark testing 6-12 will be conducted 3 times per year to measure growth and identify learning gaps in science and social studies.</p> <p>Person or Team Responsible: Principals, Instructional Coaches, Teachers</p>	Spring '23
	<p>1.1.3. Content and grade level teams will have scheduled intentional collaboration time to make data-based decisions to drive instruction.</p> <p>Person or Team Responsible: Principals, Instructional Coaches, Teachers</p>	Fall '23
	<p>1.1.4. A tiered multi-system of support will be provided for all students PK-12.</p> <p>Person or Team Responsible: Principals, Instructional Coaches, Teachers</p>	Fall '24
	<p>1.1.5. Students scoring in the Below Basic category on state assessments will be reduced by 2% annually.</p> <p>Person or Team Responsible: Principals, Instructional Coaches, Teachers</p>	Spring '23
	<p>1.1.6. An ACT family education night will be held to assist families with registration, fees, and explain scholarship opportunities.</p> <p>Person or Team Responsible: HS Principals, Counselors</p>	Spring '23
	<p>1.1.7. ACT tutoring will be offered to high school students.</p> <p>Person or Team Responsible: HS Principals, Counselors</p>	Winter '22
	<p>1.1.8. ACT Workkeys assessment will be offered.</p> <p>Person or Team Responsible: HS Principals, Counselors</p>	Spring '23

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, building principals, special services director, and instructional coaches will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20, and 40)		
<b>GOAL</b> <b>1.2</b> <b>Curriculum</b>	<b>PK-12 curriculum will be aligned to the Missouri Learning Standards as measured annually by the <a href="#">Cassville Curriculum Review Cycle</a>.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	1.2.1. House pacing guides, priority standards, and assessments for all content areas and grade levels PK-12 in a Canvas course.  Person or Team Responsible: Principals, Instructional Coaches, Teachers	Fall '24
	1.2.2. Teachers will engage in evidence-based instructional practices using the Virtual Learning Platform (VLP) and Self-Assessment Practice Profile (SAPP) annually to self-assess.  Person or Team Responsible: Assist. Superintendent, PD Committee, Principals, Instructional Coaches, Teachers	Fall '23
	1.2.3. The <a href="#">Cassville Curriculum Review Cycle</a> will be implemented PK-12 with monthly reports to the Board of Education for accountability.  Person or Team Responsible: Assist. Superintendent, Principals, Department Leads	Fall '23
	1.2.4. Scheduled and intentional time will be provided for PK-12 curriculum vertical alignment and collaboration.  Person or Team Responsible: Principals, PD Committee	Winter '23
	1.2.5. Math curriculum will be aligned in grades 6-12 to the Missouri Learning Priority Standards using evidence-based instructional practices.  Person or Team Responsible: Principals, Instructional Coaches, Teachers	Summer '23
	1.2.6. A cross-curricular focus for writing and math will be implemented in all content areas (ex. TAGS).  Person or Team Responsible: Principals, Instructional Coaches, Teachers	Fall '23
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		



**Data:** The superintendent, building principals, special services director, and instructional coaches will provide data.  
**Funding Source:** Board approved budget (Funds 10, 20, and 40)

<b>GOAL 1.3 Success Readiness</b>	<b>Success Readiness scores will increase by 2% annually as measured by the district MSIP 6 Continuous Improvement score.</b>	<b>Goal Met</b> <input type="checkbox"/>
	<b>APR: Success Readiness-10%; 180 day followup-2%</b> (Success Readiness: KEA Assessment-1/3; Student Attendance-1/3, must be above 90%; iCap-1/3)	
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	1.3.1. Celebrations, recognition and incentives will be given for K-12 students who have 90% or above on quarterly attendance.  Person or Team Responsible: Principals, Instructional Coaches, Teachers	Fall '23
	1.3.2. Parents/Guardians will receive a phone call or message when their student is absent each day.  Person or Team Responsible: Principals, Secretaries	Fall '22
	1.3.3. The Kindergarten Entry Assessment will be administered during the first 30 days of school for 100% of Kindergarten students.  Person or Team Responsible: Primary Principals, Kindergarten Teachers	Fall '23
	1.3.4. All students in grades 8-12 will complete an Individual Career and Academic Plan (ICAP).  Person or Team Responsible: MS and HS Principals, MS and HS Counselors	Spring '23
	1.3.5. 5% of high school seniors will participate in an internship or apprenticeship program annually.  Person or Team Responsible: HS Principals, JAG Coordinator, Success Academy Coordinator, HS Counselors	Spring '26
	1.3.6. Students will be offered opportunities to complete industry certification or credentials applicable in their chosen career or program.  Person or Team Responsible: HS Principals, HS Counselors, Teachers	Fall '23
	1.3.7. Career Fair and educational pathway opportunities will be offered to students and families 2 times per year.  Person or Team Responsible: HS Principals, HS Counselors	Spring '23

	1.3.8. Cassville R-IV School will collaborate with community partners for resources to eliminate barriers impacting student success.  Person or Team Responsible: Principals, Counselors	Spring '23
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, building principals, special services director, and instructional coaches will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20, and 40)		
<b>GOAL</b> <b>1.4</b> Graduation Rate	<b>Graduation rate for students will meet or exceed 92% annually.</b>  APR: 10% of score	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	1.4.1. Students will be provided with alternative paths to graduation such as the Success Academy, virtual instruction options and FLEX programs annually.  Person or Team Responsible: HS Principals, HS Counselors, Success Academy Director	Winter '22
	1.4.2. The Jobs for America's Graduates (JAG) program will provide opportunities and support for students who are identified as at risk annually.  Person or Team Responsible: JAG Coordinator(s)	Fall '22
	1.4.3. The District will administer the High School Equivalency Test to MO-Options students as an opportunity to receive a high school diploma beginning in the Spring of 2023.  Person or Team Responsible: Success Academy Coordinator, Assessment Coordinator, HS Counselors	Spring '23
	1.4.4. A Success Lab will be provided 5 class periods during the day to support struggling high school students beginning in the Fall of 2022.  Person or Team Responsible: Counselors, Success Academy Director	Fall '22
	1.4.5. Night School will be provided to support students with high absentee rates beginning in the Winter of 2022.  Person or Team Responsible: HS Principals, HS Counselors	Winter '22
	1.4.6. Counselors will promote school success and high school graduation in	Fall '23

	grades K-12 annually.	
	Person or Team Responsible: K-12 Counselors	

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)

**Data:** The superintendent, building principals, special services director, and instructional coaches will provide data.  
**Funding Source:** Board approved budget (Funds 10, 20, and 40)

**PRIORITY 2: OPERATIONS**

<b>GOAL</b> <b>2.1</b> <b>Facilities</b>	<b>By May of 2026, expand facilities to meet growing district needs.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	<p>2.1.1. The district will promote a Spring 2023 bond issue by involving community, students, and staff.</p> <p>Person or Team Responsible: Superintendent, Director of Facilities &amp; Operations, Communication Manager, Capital Projects Committee, Board of Education (BOE), and Cassville R-IV Staff members</p>	Spring '23
	<p>2.1.2. The district will upgrade primary and intermediate playgrounds by the Spring of 2023.</p> <p>Person or Team Responsible: Superintendent, Director of Facilities &amp; Operations, Capital Projects Committee, and Board of Education (BOE)</p>	Spring '23
	<p>2.1.3. The district will install turf at the baseball and softball facilities by the Spring of 2023.</p> <p>Person or Team Responsible: Superintendent, Director of Facilities &amp; Operations, Capital Projects Committee, and Board of Education (BOE)</p>	Spring '23
	<p>2.1.4. Construction of a new performing arts facility on the high school campus will be completed by August 2025.</p> <p>Person or Team Responsible: Superintendent, Director of Facilities &amp; Operations, Capital Projects Committee, and Board of Education (BOE)</p>	Fall '25
	<p>2.1.5. The district will develop a plan to renovate restrooms in each building to meet all students' needs.</p>	Spring '26

	Person or Team Responsible: Superintendent, Director of Facilities & Operations	
	2.1.6. The district will develop a priority list to guide construction projects and address ADA accessibility improvements throughout the district by the Spring of 2023.  Person or Team Responsible: Superintendent, Director of Facilities & Operations	Summer '23
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, bookkeeper, and building principals will provide data. <b>Funding Source:</b> Board approved budget (Funds 10 & 40)		
<b>GOAL</b> <b>2.2</b> Technology	<b>District technology will be maintained/improved based on an annual technology audit.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	2.2.1. The district will annually inspect and provide proper technology maintenance to present district owned property.  Person or Team Responsible: Director of Technology	Spring '23
	2.2.2. The district will annually develop a manageable and affordable cycle to replace equipment for staff and students.  Person or Team Responsible: Superintendent, Director of Technology, and Finance Committee	Spring '23
	2.2.3. The district will enhance wifi capabilities throughout the district and evaluate annually.  Person or Team Responsible: Superintendent, Director of Technology, and Capital Projects Committee	Summer '23
	2.2.4. Beginning in the 2023-24 school year, the district will develop a technology internship program in the high school to address future personnel needs within the district.  Person or Team Responsible: High School Principal, Assistant High School Principal, High School Counselors, and Director of Technology	Spring '24

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, bookkeeper, and building principals will provide data. <b>Funding Source:</b> Board approved budget (Funds 10 & 40)		
GOAL 2.3 Safety	On an annual basis, develop plans to increase the emphasis in the district's emergency preparedness in regard to prevention, action and recovery.	Goal Met <input type="checkbox"/>
Goal Monitoring	Action Steps	Timeline
	2.3.1. The District Emergency Operations Plan (EOP) will be revised by the Spring of 2023 to reflect the district's current level of readiness for dealing with crises and evaluated annually.  Person or Team Responsible: Superintendent, District Safety Coordinator, and Director of Facilities & Operations	Spring '23
	2.3.2. The district will annually evaluate campus cameras to provide adequate surveillance to all district facilities.  Person or Team Responsible: District Safety Coordinator, Director of Facilities & Operations, and Director of Technology	Spring '23
	2.3.3. The district will secure all building main entrances by the Spring of 2025.  Person or Team Responsible: Superintendent, District Safety Coordinator, Director of Facilities & Operations, and Capital Projects Committee	Spring '25
	2.3.4. The district will annually provide education for students and staff in regard to safety implementations.  Person or Team Responsible: District Safety Coordinator and Principals	Spring '23
	2.3.5. The district will annually update campus maps for emergency personnel.  Person or Team Responsible: District Safety Coordinator and Director of Facilities & Operations	Spring '23
	2.3.6. The district will evaluate the need for an additional resource officer vs. more trained armed staff in the Spring of 2023.  Person or Team Responsible: Superintendent, District Safety Coordinator, Principals, and BOE	Spring '23

	<p>2.3.7. The district will maintain a 98% proficiency level annually in all operational areas (transportation / school nutrition / etc.) in regard to required safety inspections.</p> <p>Person or Team Responsible: District Safety Coordinator, Director of Facilities &amp; Operations, Transportation Director, and School Nutrition Director</p>	Fall '23
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<p><b>Data:</b> The superintendent, bookkeeper, and building principals will provide data.  <b>Funding Source:</b> Board approved budget (Funds 10, 20 &amp; 40)</p>		
<b>GOAL 2.4 Budget</b>	<b>On an annual basis, the district will maintain a budgetary fund balance of 25% or higher.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	<p>2.4.1. The Superintendent will provide a monthly financial report to the BOE.</p> <p>Person or Team Responsible: Superintendent</p>	Fall '22
	<p>2.4.2. The Superintendent will provide a monthly budget review with BOE which includes comparison of prior year percentages on each line item.</p> <p>Person or Team Responsible: Superintendent</p>	Fall '22
	<p>2.4.3. The Superintendent will provide a bi-annually review of financial expenditures and projections for future expenses.</p> <p>Person or Team Responsible: Superintendent and Finance Committee</p>	April '23 & Nov. '23
	<p>2.4.4. The Assistant Superintendent will evaluate fund allocations to ensure expenditures are specifically directed at improved student learning.</p> <p>Person or Team Responsible: Assistant Superintendent and bookkeeper</p>	Spring '23
	<p>2.4.5. The district will conduct an annual personnel audit to determine district needs. This will include a review of enrollment per building, including enrollment projections for future years. If necessary, a plan will be developed to redistribute staff into high need buildings by January of each year.</p> <p>Person or Team Responsible: Superintendent, Assistant Superintendent, and Head Principals</p>	Fall '23

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, bookkeeper, and building principals will provide data.		
<b>Funding Source:</b> Board approved budget (Funds 10 & 20)		
<b>GOAL</b> <b>2.5</b> <b>Budget</b>	<b>By 2026, the district’s operating levy will be in the top 75% in comparison to a subgroup of like demographic districts within the state.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	2.5.1. The Superintendent will research and develop comparison subgroups by January of 2024 and develop a subgroup of at least 30 like demographic districts within the state.  Person or Team Responsible: Superintendent	Jan ‘24
	2.5.2. The Superintendent will create a focus group of key stakeholders to review levy comparisons. Subgroup levy comparisons will be communicated with 20 key stakeholders throughout the community, including presenting at the Chamber of Commerce and Rotary by April of 2024.  Person or Team Responsible: Superintendent	April ‘24
	2.5.3. The district will communicate comparisons to district patrons. Subgroup levy comparisons will be communicated on the district webpage, district social media accounts and in the local newspaper by September of 2024.  Person or Team Responsible: Superintendent and Communication Manager	Sept ‘24
	2.5.5. The district will communicate the reasons to remain competitive with similar demographic districts throughout the state and how the additional local funds will help meet the academic and extracurricular needs of all students. This communication will be disseminated on the district webpage, district social media accounts and in the local newspaper by January of 2025.  Person or Team Responsible: Superintendent and Communication Manager	Jan ‘25
	2.5.6. If deemed necessary, the district will organize a ballot issue to increase operating levy to meet district needs. The will place a levy increase initiative on the April 2025 ballot. If it fails, try again in 2026. If it fails, try a third time in 2027.	April ‘25 April ‘26 April ‘27

	Person or Team Responsible: Superintendent and BOE	
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent, bookkeeper, and building principals will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20 & 30)		
<b>PRIORITY 3: STAFFING</b>		
<b>GOAL 3.1</b>	<b>Annually, the district will employ 100% certified and highly qualified teachers.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	3.1.1. By 2026, the district will rank in the top 20% of salaries in the Southwest District.  Person or Team Responsible: Superintendent, Assistant Superintendent, Salary and Welfare Committee	Spring '23
	3.1.2. Research and organize Southwest District salary schedule comparisons- Annually, the Superintendent will send a salary schedule survey to like demographic districts in the Southwest region.  Person or Team Responsible: Superintendent, Assistant Superintendent	Jan. '23
	3.1.3. Communicate comparisons in annual reports to the Board of Education - Share relevant findings and location of district salaries with the BOE and staff.  Person or Team Responsible: Superintendent, Assistant Superintendent, Salary and Welfare Committee	Feb. '23
	3.1.4. Communicate budgetary impact to the Board of Education - Superintendent will assess short term and long term budget impacts with proposed salary increases.  Person or Team Responsible: Superintendent, Assistant Superintendent, Salary and Welfare Committee	June '23
	3.1.5. Propose annual recommendations to remain in the top 20% - After BOE has reviewed budget recommendations, share recommendations with staff to adjust salaries to be more competitive with neighboring districts and to improve teacher retention.  Person or Team Responsible: Superintendent, Assistant Superintendent, Salary and	June '23



	Welfare Committee	
	3.1.6. Continually analyze calendar options to retain highly qualified teachers.  Person or Team Responsible: Superintendent, Assistant Superintendent, Calendar Committee	Nov '22
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> Administrators and bookkeeper. <b>Funding Source:</b> Board approved budget (Fund 20)		
<b>GOAL 3.2</b>	<b>100% of certified and non-certified staff will participate in development opportunities aligned to district and individual teacher growth goals annually.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	3.2.1. The district will partner with Greater Ozarks Cooperating School Districts (GOCSO), Agency for Teaching, Learning, and Learning (ATLL) and Southwest Center (SWC) for effective training and professional development annually.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals, Special Services Director	Fall '22
	3.2.2. Staff will receive behavior support training: Trauma Informed Schools, Positive Behavioral Intervention and Supports (PBIS), Crisis Prevention Intervention (CPI), and Relational Capacity Training on an annual basis.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals, Special Services Director	Fall '23
	3.2.3. New teacher training will be provided for all new staff which includes orientation and assigned mentorship/buddy teachers as outlined in the Professional Development Handbook annually.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals, Special Services Director	Fall '23
	3.2.4. Mental Health Awareness and Self-Care resources will be available to students and staff on an annual basis.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals,	Fall '23

	Special Services Director, Nurse staff	
	3.2.5. 100% of staff will participate in the district Health Risk Assessment on an annual basis.  Person or Team Responsible: Human Resources, Nurse staff	Fall '22
	3.2.6. The District Continuous Improvement (DCI) framework will be used to guide training and researched-based instructional strategies annually.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals, Special Services Director	Fall '23

Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)

**Data:** Administration and bookkeeper will provide data.

**Funding Source:** Board approved budget (Funds 10 and 20)

### PRIORITY 4: COMMUNICATION, CLIMATE AND CULTURE

<b>GOAL 4.1</b>	<b>The staff, parent, community and stakeholders participation in surveys will increase by 3-5% annually.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	4.1.1. The district will research and utilize a secure survey platform which will only allow one response per email address and will ensure surveys are only completed by Cassville School District stakeholders.  Person or Team Responsible: Assistant Superintendent, Administrators, PD Committee	Spring '23
	4.1.2. The district will send program evaluation surveys to stakeholders based on the <a href="#">Curriculum Review Cycle</a> schedule annually.  Person or Team Responsible: Department Heads, Teachers	Spring '23
	4.1.3. Teacher participation of the Collaborative Work Implementation Survey (CWIS) will be above 95% annually.  Person or Team Responsible: PD Committee, Principals, Assistant Superintendent	Fall '23
	4.1.4. The district will work with the Cassville Area Chamber of Commerce to distribute community surveys every three years.	Fall '25

	Person or Team Responsible: Communication Manager	
	4.1.5. The Cassville R-IV School will conduct a school climate/culture survey and will provide data and reports to all stakeholders every two years.  Person or Team Responsible: CCTA, Administration	Spring '24
	4.1.6. The district will promote parent/guardian surveys during winter Title Nights by providing incentives for families after completing the survey annually.  Person or Team Responsible: Title I Teachers, Elem Principals	Winter '22
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> The superintendent and communication director will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20, and 40)		
<b>GOAL 4.2</b>	<b>The district will reduce office-managed discipline referrals by 2-3% annually.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	4.2.1. The district will provide de-escalation training(s) to staff on an annual basis.  Person or Team Responsible: Professional Development team	Fall '23
	4.2.2. The Primary and Intermediate buildings will provide specific lessons on behavior expectations on a monthly basis through counselor lessons.  Person or Team Responsible: Elementary Counselors	Fall '23
	4.2.3. The district will develop behavior interventions through the use of common vocabulary between buildings annually.  Person or Team Responsible: Assistant Principals, Counselors	Winter '23
	4.2.4. The district will provide staff, teachers, parents/guardians and students access to student handbooks, which specifies unacceptable student behavior and consequences for that behavior.  Person or Team Responsible: Communication Manager, Office Secretaries	August '23

	4.2.5. Teachers and administrators will be visible during all passing periods, bus loading and unloading times, mealtimes and before and after school daily.  Person or Team Responsible: Administrators, Teachers	Fall '23
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> Building principals will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20, and 40)		
<b>GOAL 4.3</b>	<b>The district will increase social/emotional support for all students and staff by providing at least 3 resources annually.</b>	<b>Goal Met</b> <input type="checkbox"/>
<b>Goal Monitoring</b>	<b>Action Steps</b>	<b>Timeline</b>
	4.3.1. The district will partner with the Clark Center to provide support services for students district wide annually.  Person or Team Responsible: building principals and counselors	Fall '22
	4.3.2. Middle school and high school buildings will provide specific lessons for students regarding social/emotional support quarterly.  Person or Team Responsible: Middle School and High School Counselors	Fall '23
	4.3.3. The district will actively identify outside experts that can provide mental health training and support for staff annually.  Person or Team Responsible: Assistant Superintendent, PD Committee, Principals, Special Services Director, Counselors	Fall '23
	4.3.4. The district will provide quarterly celebrations for all staff annually.  Person or Team Responsible: Administration	Fall '23
	4.3.5. Promote and encourage staff to take advantage of mental health resources that are available through the district provided insurance plan annually.  Person or Team Responsible: Administration, Human Resources	Winter '23
	4.3.6. Continue to identify and utilize Bright Futures and Backpack Program resources to ensure all student needs are met annually.	Winter '23

	Person or Team Responsible: Counselors, Nurses, Bright Futures Committee, Teachers	
Goal Monitoring: Progressing (P), Completed (C), Growth Area (GA), New Goal (NG), New Action Step (NAS)		
<b>Data:</b> Administrators and counselors will provide data. <b>Funding Source:</b> Board approved budget (Funds 10, 20, and 40)		