

# Osage County R-III School District

## Comprehensive School Improvement Plan (CSIP)



**2007 - 2012**

(Updated Summer 2011)

**Board Approved June 15, 2011**

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## Introduction

The Comprehensive School Improvement Plan (CSIP) for the Osage County R-III School District was originally revised and updated in the fall of 2007. The planning team consisted of one board member, administrators, teachers, staff members, and community members. The team reviewed, revised and developed the district mission statement, vision, belief statements, strengths, concerns, goals, objectives, and action plans (steps). The success of our school district in the future is dependent upon the collaborative effort of staff members, teachers, administrators, the school board, and other community members. This plan will serve as a guide for school improvement in a variety of areas over the next five years. It is a work in progress and will be evaluated and revised annually. The latest revision took place in the spring of 2010. The CSIP revision will be an ongoing process.

## Planning Team

Throughout the 2006-2007 school year each of the various school committees met to evaluate their area. Each committee came up with goals and strategies to improve their specific area. In the fall of 2007 a CSIP committee was formed to revise and rewrite the CSIP plan. The committee members were made up of school staff and community members. The Osage County R-III School District would like to thank all the community and staff members that played a role in creating the original comprehensive school improvement plan and also revisions to the plan. The CSIP committee meets on annual basis in the spring of each school year to evaluate and revise the CSIP. The current members are listed below:

## Team Members

<b>Name</b>	<b>Position</b>
Mr. Joe Scott	District Superintendent
Mr. Kevin Thoenen	Board of Education Member
Mrs. Sherry Bingaman	Elementary Principal
Mr. Jeff Buthod	HS Assistant Principal & AD
Mr. Lawrence Wansing	Community Member
Mrs. Judy Eichholz	High School Secretary
Mrs. Becky Steffen	High School Teacher
Mrs. Sandra Lehmen	Elementary Teacher
Mrs. Tina Paschal	Elementary Teacher
Mrs. Stephanie Hoffman	H.S. Special Services Teacher
Mrs. Christy Fennewald	Technology Coordinator
Mrs. Kris Stegeman	High School Teacher
Mr. Brad Royston	High School Teacher

# **District Mission Statement**

The mission of the Osage County R-III School District, in partnership with parents and the community is to provide all students the opportunity to reach their learning potential in a safe environment and to prepare them to achieve their lifelong goals as responsible citizens.

## **Belief Statements**

**We believe:**

- 1) Effective schools challenge students to maximize and reach their potential.**
- 2) Students learn best in a safe and positive environment.**
- 3) A strong partnership among the community, parents, students, and school staff is essential for student success.**
- 4) High expectations are important for student learning and achievement.**
- 5) Parents and teachers are responsible for providing instruction, guidance, and motivation.**
- 6) Respectful communication is an essential element of a successful high performing school district.**
- 7) A quality staff leads to student success.**
- 8) Students learn at different rates and through different modalities.**

## **District Strengths**

- **Highly qualified staff**
- **Graduating seniors attending post secondary institutions**
- **Graduation rate**
- **Strong academic programs**
- **Health services (Nurses)**
- **Student daily attendance**
- **Career Ladder Program**
- **District's counselor-to-student ratio meets desirable levels**
- **District's administrator-to-student ratio meets desirable levels**
- **Effective School Crisis Plan is in place and is very effective**
- **Strong community and parent involvement in school activities**
- **The overall leadership of the school**
- **School climate and staff morale**
- **A variety of dual credit courses are offered**
- **Overall Map/EOC scores are good**
- **School pride**
- **Professional development opportunities for staff**
- **Pre-School Program**
- **Accredited with Distinction for five straight years (2005-06, 2006-07, 2007-08, 2008-09, 2009-10)**
- **A+ Program**
- **RTI Program in Elementary**
- **Effective communication with parents through a variety of sources (e-mail, phone calls, school webpage, etc.)**
- **After School Tutoring**
- **Camera System**

## **District Concerns**

- **Lack of job opportunities for graduates in the district**
- **Technology: Band Width, number of quality computers, lack of student computers in classrooms, phone system, etc.**
- **Teacher salary schedule and coaches' salaries**
- **Health insurance is not fully paid by the district**
- **Lack of classrooms and storage space**
- **Lack of campus-wide alarm system**
- **Sports facilities are off campus (baseball, softball, and soccer fields)**
- **Lack of adequate parking**
- **Deterioration of sidewalks and steps**
- **Students having to leave main building to get to classes (trailers, gym, etc.)**
- **Lack of parent volunteers**
- **Parent involvement in PTO**
- **Heating and cooling (variations throughout school)**
- **Playground space and equipment**
- **J.H. & H.S. Locker room facilities for P.E.**
- **Deficit Spending**
- **Shared facilities between the elementary, junior high, and high school**
- **Security System**
- **Lack of a non-certified handbook**

# District Goals

- 1) To improve student performance by providing instructional programs that equips students to meet their personal, academic, and career goals.
- 2) To provide quality professional development for all staff and to recruit, attract, develop, and retain highly qualified staff.
- 3) To provide and maintain appropriate and safe facilities, instructional resources, and support services.
- 4) To promote and increase student, parent, and community involvement in all district programs and activities.
- 5) The administrative team will provide leadership that is efficient, effective, and collaborative in nature and will strive to have good communication with all students, staff, and patrons of the district.

# OSAGE COUNTY R-III STRATEGY FORM 2007 - 2012

**Goal 1: To improve student performance by providing instructional programs that equips students to meet their personal, academic, and career goals.**

**Objective 1: The annual district-wide daily attendance will be maintained at 95% or higher.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
7.8	1	Continue providing the A+ Program by following the criteria that DESE has set up.	A+ Coordinator	Local State	Fall 2007	Ongoing
9.6	2	Maintain a strict attendance policy.	Administration	N/A	Fall 2007	Ongoing
6.5	3	The elementary and high school offices will send parent notification letters home when students start accumulating too many absences.	Principals	Local	Fall 2007	Ongoing
9.6	4	Students that have excessive absences will be referred to the Osage County Juvenile Office.	Principals	N/A	Spring 2009	Ongoing

**Goal 1: To improve student performance by providing instructional programs that equip our students to meet their personal, academic, and career goals.**

**Objective 2: The district will maintain its dropout rate at less than 1%.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
7.1	1	Continue the At-Risk, Title I, and Special Services Programs.	Principals & Special Services Coordinator	Title Local IDEA	Fall 2007	Ongoing
1.3	2	Offer summer school for junior high & high school students to recover credit.	Principals	State	Summer 2008	Ongoing
8.1	3	Encourage, promote, and support strong extra-curricular programs and activities.	All Staff Administration	Local	Fall 2007	Ongoing
6.9	4	The Missouri Model Guidance Program.	School Counselors	Local State	Fall 2007	Ongoing
1.3 9.4	5	Students have the option of attending Nichols Career Center.	H.S. Counselor Administration	Perkins	Fall 2007	Ongoing
7.8	6	Continue the A+ Program by following the criteria that DESE has set up.	A+ Coordinator	Local State	Fall 2007	Ongoing



**Goal 1: To improve student performance by providing instructional programs that equip our students to meet their personal, academic, and career goals.**

**Objective 3: The percentage of students in the Proficient and Advanced levels in Communication Arts and Math will meet AYP as measured by the Missouri School Assessment Program (MSIP).**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.2	1	Create district wide common assessments for each class.	Administration & Teachers	Local	Spring 2008	Ongoing
6.3	2	Implement reading strategies in all subject areas.	Administration & Teachers	State Federal	Fall 2007	Ongoing
6.1	3	Vertical Curriculum: Committees for each subject area will meet bi-annually to discuss curriculum.	Administration & Teachers	N/A	Spring 2008	Ongoing
9.1	4	Review and Analyze MAP/EOC scores to identify strong and weak areas.	Administration & Teachers	N/A	Fall 2007	Ongoing

**Goal 1: To improve student performance by providing instructional programs that equip our students to meet their personal, academic, and career goals.**

**Objective 4: The district will institute a high school curriculum that is engaging, rigorous, and relevant and ensures that all students are prepared to enter the workforce, a post-secondary vocational school, or college.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
1.3	1	Offer a variety of courses to accommodate student's vocational and post-secondary requirements.	Administration	Local	Fall 2008	Ongoing
1.3	2	Continue to offer and explore ways to increase the amount of dual credit courses that are offered.	Administration & Teachers	State Local	Fall 2007	Ongoing
6.1	3	The Math & Communication Arts curriculum will be updated and aligned to the GLE's/CLE's.	Administration & Teachers	N/A	Spring 2007	Spring 2010
6.1	4	The Science and Social Studies curriculum will be updated and aligned to the GLE's/CLE's.	Administration & Teachers	N/A	Fall 2007	Spring 2010
6.1	5	The Fine Arts, Practical Arts, and P.E. curriculum will be updated and aligned to the GLE's/CLE's.	Administration & Teachers	N/A	Fall 2007	Spring 2010

**Goal 1: To improve student performance by providing instructional programs that equip our students to meet their personal, academic, and career goals.**

**Objective 5: Increase the number of students that take the ACT by 5% each school year and also improve ACT scores by one-half a point each year.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.2 9.3	1	Offer a semester ACT prep course.	Administration & ACT Prep Teacher	Local State	Fall 2007	Ongoing
6.2 9.3	2	Advertise upcoming test dates on the school website, bulletin, and in the <u>UD</u> Newspaper.	Administration & School Staff	Local	Spring 2008	Ongoing
6.2 9.3	3	The counseling department and administration will monitor the percentage of students taking the ACT test on a yearly basis.	H.S Principals H.S. Counselor	Local	Spring 2010	Ongoing

**Goal 1: To improve student performance by providing instructional programs that equip our students to meet their personal, academic, and career goals.**

**Objective 6: Provide K-12 students with technology instruction through all areas of the curriculum.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.4	1	District teachers will incorporate technology such as multimedia, projector, scanner, digital camera, smart board, and power point presentations into the curriculum.	Administration & Technology Coordinator	Local State	Fall 2007	Ongoing
1.1 6.4	2	A keyboard class will be taught in grades 5 – 8.	Administration & Computer Teacher	Local State	Fall 2007	Ongoing
1.3	3	Increase the amount of computer application classes that are offered.	H.S. Counselor & H.S. Principal	Local State	Fall 2008	Ongoing
6.4	4	Ensure teachers have updated technology resources.	Technology Coordinator & Superintendent	Title Local	Fall 2008	Ongoing
6.4	5	Prioritize the purchase of technology equipment, supplies, and software.	Technology Coordinator & Superintendent	Local State	Spring 2008	Ongoing

6.4	6	Search and apply for technology grants to help with the purchase of additional technology equipment.	Administration & Technology Coordinator	N/A	Spring 2008	Ongoing
6.4	7	A technology needs assessment will be given to staff and students.	Technology Coordinator	N/A	Spring 2008	Ongoing
6.4	8	Purchase a new web-based version of the student information system (LUMEN).	Administration & Technology Coordinator	Local State	Fall 2007	Spring 2008
6.7	9	Create a K – 12 technology curriculum.	Administration & Technology Coordinator	Local State	Spring 2008	2013
6.4	10	Hire a full time computer teacher for the elementary school.	Administration	Local State	Spring 2008	2013

**Goal 2: To provide quality professional development for all staff and to recruit, attract, develop, and retain highly qualified staff.**

**Objective 1: At least 70% of the district's teachers will indicate that they feel well prepared to effectively integrate technology into instruction. This percentage will increase by 10% each year.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.7	1	Provide professional development to train teachers in technology and how to use technology in their instruction.	Technology Coordinator & PDC Committee	PDC	Fall 2007	Ongoing
6.4	2	Update applications and hiring practices to include technology education.	Superintendent & Technology Coordinator	Local	Fall 2008	Ongoing
6.4	3	Equal access to technology for all students.	Superintendent & Technology Coordinator	Local State Title	Fall 2008	Ongoing
6.4	4	Survey all of the certified staff on their technology interests and concerns to determine the areas of greatest need.	Superintendent & Technology Coordinator	N/A	Spring 2008	Ongoing
6.7	5	New teachers to the district will go through basic technology training at the start of the school year.	Administration & Technology Coordinator	N/A	Fall 2008	Ongoing

**Goal 2: To provide quality professional development for all staff and to recruit, attract, develop, and retain highly qualified staff.**

**Objective 2: Provide district staff with competitive salaries, benefits, meaningful work, professional working conditions, and growth opportunities.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
8.4	1	Work toward the school paying for 100% of each employee's health insurance.	Superintendent & School Board	Local State	Summer 2008	Ongoing (Increasing)
8.5	2	The district will continue to provide for tuition reimbursement for teachers that choose to take graduate level classes.	Superintendent & School Board	Local	Summer 2007	Dropped 2010
8.4	3	The district will review salary schedules from similar sized districts in Central Missouri and develop a competitive salary package.	Superintendent & School Board	N/A	Spring 2008	Ongoing
8.4	4	The teacher salary committee will meet with the superintendent annually to discuss salary increases and benefits.	Superintendent & School Board	N/A	Winter 2007	Ongoing
8.5	5	The district will review, revise, and recommend changes to the extra duty salary schedule.	Administration & School Board	N/A	Spring 2009	Ongoing
8.5	6	Explore opportunities to add step 3 to the Career Ladder Program.	Superintendent & School Board	Local State	Spring 2008	DESE Dropped School Funded at 60% 2010

**Goal 2: To provide quality professional development for all staff and to recruit, attract, develop, and retain highly qualified staff.**

**Objective 3: All teachers will participate in professional development opportunities provided by the school and at other conferences and workshops around the state.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.7	1	The professional development committee with administrative guidance will plan activities based on changes being implemented and on areas of concern.	Administration & PDC Committee	PDC	Fall 2007	Ongoing
6.7	2	The staff will complete an annual professional development needs assessment.	PDC Committee	N/A	Spring 2008	Ongoing
6.7	3	The conference will have a conference wide professional development day.	Administration from Conference Schools	State Local	Fall 2009	Ongoing
6.7	5	Professional Learning Communities will be started at the high school and junior high.	High School Principals	Local State	Fall 2008	Ongoing
6.5	6	Response To Intervention (RTI) will be started at the elementary and teachers will be trained in it.	Elementary Principal Special Services Coordinator	Local State	Fall 2008	Ongoing
6.5	7	Positive Behavior Support (PBS) will be started at the elementary and teachers will be trained in it.	Elementary Principal Teacher Committee	Local (PTO)	Spring 2011	Ongoing



**Goal 3: To provide and maintain appropriate and safe facilities, instructional resources, and support services.**

**Objective 1: The district will hire an architectural firm to do an analysis of all campus buildings and grounds to determine current conditions and also to explore the feasibility of adding additional facilities.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
8.10	1	Funds will be designated annually for the possible purchase of a building site for a new high school.	Superintendent & School Board	Local State	Spring 2009	Ongoing
8.11	2	Create a district wide alarm system.	Administration	Local	Spring 2008	Ongoing
8.10	3	Develop a plan to address the temperature discrepancies (heating and air conditioning) throughout the building.	Administration & Maintenance Director	Local	Spring 2008	Ongoing
8.11	4	Add emergency lighting in areas of need throughout the building.	Administration & Maintenance Director	Local	Spring 2008	Ongoing
8.11	5	Improve security in the school by improving the camera system.	Administration & Maintenance Director	Local	Fall 2010	Ongoing

8.8	6	Appoint a long range strategic planning committee to assess facility needs for the next 5- 10 years.	Administration School Board Staff Members Community Members	N/A	Spring 2008	Ongoing
8.10	7	Drain the lagoon behind the track and turn it into an outdoor classroom or an elementary playground.	Administration & School Board	N/A	Spring 2008	Drained Summer 2010
8.11	8	Create one main exit/entrance into the high school and a separate main entrance for the elementary. Enclose the entire school building so students do not have to go outside to get to their classes.	Administration & School Board	Local	Spring 2009	Ongoing

**Goal 3: To provide and maintain appropriate and safe facilities, instructional resources, and support services.**

**Objective 2: A district wide crisis plan must be implemented and be in place to handle any major crisis that might occur within the district.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
8.11	1	All visitors must stop by the high school office and get a visitor sticker before walking in the school.	Administration & School Secretaries	Local	Fall 2007	Ongoing
8.11	2	All staff must wear their photo ID's when on school grounds.	Administration	Local	Fall 2007	Ongoing
8.11	3	Crisis kits are located in each classroom and major kits are located in the high school and elementary offices.	Administration & Staff Members	Local	Fall 2007	Ongoing
8.11	4	Research and evaluate the crisis plans from other districts to help improve our plan. Update the crisis plan on an annual basis.	Administration	N/A	Spring 2008	Ongoing
8.11	5	Have a radio system in place to allow emergency communication between the administration.	Administration	Local Title	Fall 2007	Ongoing
8.14	6	All buses will be equipped with working camera to monitor student behavior.	Administration Bus Contractors Bus Drivers	Local	Fall 2007	Ongoing
8.11	7	Put signs up in front of school to let the public know where the front entrance and the gym are located.	Administration	Local	Spring 2009	Ongoing

**Goal 4: To promote and increase student, parent, and community involvement in all district programs and activities.**

**Objective 1: The school and community will work together to promote volunteer opportunities throughout the school.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.3	1	Develop a mentoring program for at-risk students in the district.	Administration	N/A	Fall 2009	Ongoing
8.8	2	Develop a community volunteer program.	Administration	N/A	Fall 2009	Ongoing

**Goal 4: To promote and increase student, parent, and community involvement in all district programs and activities.**

**Objective 2: The school will work collaboratively with students, staff, parents, and community members to involve all stakeholders in the process of strategic planning to improve the school.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
8.2	1	The CSIP committee will be comprised of administrators, staff members, and community members and they will annually review the CSIP plan.	Administrators Staff Members Parents Community Members	N/A	Fall 2007	Ongoing
8.2	2	A strategic planning committee will be developed to assess facility needs and improvements for the next 5-10 years.	Administrators Staff Members Parents Students Community Members	N/A	Spring 2008	Ongoing

**Goal 5: The administrative team will provide leadership that is efficient, effective, and collaborative in nature and will strive to have good communication with all students, staff and patrons of the district.**

**Objective 1: Ensure effective and efficient management of the district's human, facility, and financial resources.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
8.6	1	Maintain adequate fund balances in the event of unanticipated revenue declines or for unexpected emergencies.	Superintendent & School Board	N/A	Fall 2007	Ongoing
8.6	2	The district will research and look for different funding methods (grants, levies, bonds, etc.) to help provide financial security.	Superintendent & School Board	N/A	Fall 2007	Tax Levy Passed Fall 2010
8.5	3	Assess needs on a yearly basis to determine the need for additional staff and resources or the need to reduce staff or resources.	Administration & School Board	N/A	Fall 2007	Ongoing
8.5	4	Evaluate and revise the certified and classified staff salary schedules, health insurance, extra duty salary schedule, and the Career Ladder program.	Superintendent & School Board	N/A	Spring 2008	Ongoing
8.8	5	Run a tax levy increase to pay for a building addition and renovation. This will also help eliminate deficit spending.	Superintendent & School Board	Local	Fall and/or Spring 2010-2011	Fall 2010

**Goal 5: The administrative team will provide leadership that is efficient, effective, and collaborative in nature and will strive to have good communication with all students, staff and patrons of the district.**

**Objective 2: The administrative team will be proactive and consistently maintain good communication with students, parents, staff, and community members.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.4	1	Maintain the school districts website and keep it updated daily with school events, bulletins, announcements, and meetings.	Technology Coordinator & Superintendent	Local	Winter 2008	Ongoing
8.3	2	The morning after report will be sent out after each Board of Education meeting to all staff and parents.	Superintendent	N/A	Fall 2007	Ongoing
6.4	3	Maintain LUMEN, our current student information system.	Administration School Board Staff Members Community Members	Local State	Winter 2007	Ongoing
8.11	4	Continue to provide Fatima Communication which is a warning system provided for parents in case of an emergency. When activated this warning system will send an e-mail and a text message out to warn parents.	Technology Coordinator & Administration	N/A	Fall 2007	Ongoing

8.8	5	The principals will select an advisory committee made up of staff members and they will meet with the principals every six weeks.	Principals	N/A	Winter 2008	Ongoing
6.6	6	The high school principal will meet with the student council members at the beginning of each semester. The elementary principal will meet with the student advisory committee at the beginning of each semester.	High School & Elementary Principal	N/A	Winter 2008	Ongoing
6.6	7	Parents will receive notification of student discipline and absences through parent letters and phone calls.	Administration	Local	Fall 2007	Ongoing



**Goal 5: The administrative team will provide leadership that is efficient, effective, and collaborative in nature and will strive to have good communication with all students, staff and patrons of the district.**

**Objective 3: Create a common vision and system of accountability for 100% of the district staff.**

<b>MSIP Standard Indicator</b>	<b>Action Step #</b>	<b>Action Steps To Be Taken</b>	<b>Person(s) Responsible</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Complete Date</b>
6.5	1	Principals will evaluate teachers using the performance-based teacher evaluation.	Principals	N/A	Fall 2007	Ongoing
6.5	2	Principals will attend the “Power Walk Through” training and use the software when evaluating teachers. Principals will perform walk through evaluations periodically throughout the school year.	Principals	Local	Summer 2010	Ongoing
8.4	3	Job descriptions will be written for all staff members.	Administration Staff Members	N/A	Spring 2008	2013