



Leeton Public Schools Governance Plan June, 2022

Governing Priorities

- Communication
- Effective Teaching and Learning
- Facilities
- Fiscal Resources
- High Quality Faculty and Staff
- Technology
- Leadership
- Collaborative Culture and Climate

Governing Priority: Communication

Governing Objective: Create a plan to foster organizational trust through increased communication, transparency, and understanding.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent will assemble a representative team (Advisory Committee) of internal stakeholders for the purpose of developing a multi-faceted communication plan that details strategies to increase staff understanding of district operations at every level.</p>	<p>The Superintendent working with the Advisory Committee will collaboratively discuss and evaluate the communication needed between employees of the school district, the Superintendent and the Board of Education.</p>	<p>The collaboratively written plan containing actionable strategies will be developed and shared with all employees of the school district, and subsequently with the school board.</p>	<p>The Superintendent, with a designated team, will be able to have the "hard conversations" needed to address this goal. A third-party facilitator may be utilized.</p>	<p>Stakeholders across all groups identified communication, trust and the need for consistency as needs. M.S.I.P. 6 L8 A and B address this goal.</p>	<p>September 2022 A written plan will be created and agreed upon by the Superintendent and the team.</p> <p>October 2022 This plan will be shared with the school board.</p>

Governing Priority: *Communication*

Governing Objective: *Develop a comprehensive communication plan.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
The Superintendent, or designee, will assemble a representative team to create a comprehensive communication plan.	The Superintendent, or designee, with a team representative of the District (Board member, teachers from each building, support staff, community members and elected leaders) will convene for the purpose of creating a communication plan to ensure the plan includes detailed strategies that identify the person(s) responsible for each strategy, including a timeline.	A written communication plan will be created and presented to the Superintendent, who will subsequently present the plan to the school board.	The Superintendent, or designee, with a designated team, can execute the creation of a communication plan that reaches internal and external stakeholders. The creation of this plan does not have a budgetary impact. The plan may create requirements for additional materials, programs or personnel that could create a budgetary impact.	Stakeholders identified communication as a need to address the needs and desires of the school district. In addition, this goal addresses M.S.I.P. L.8A-B.	October 2022 A detailed and multi-faceted communication plan to increase understanding and support for the District will be created and presented to the school board for approval.

Governing Priority: **Highly Qualified Faculty and Staff**
Governing Objective: *Create and sustain a positive culture and practices to retain and reward highly qualified personnel.*

SMART Goal	Specific	Measureable	Attainable	Relevant	Time-Bound
<p>Job descriptions for all staff positions will be reviewed, updated, and/or created.</p>	<p>The Superintendent, or designee, will develop job descriptions for personnel to ensure consistency, accuracy of expectations and equity for compensation.</p>	<p>The Superintendent, or designee, will present draft job descriptions using a standard template that meets legal requirements for all staff positions.</p>	<p>The designated, existing personnel will use current job descriptions (if available) and a common template for developing job descriptions. Input regarding job duties from current employees may be sought, and outside consultants and comparative data will be used as needed. School district legal counsel will need to be involved and there will be a budgetary impact to Fund 1 of the school district.</p>	<p>Developing and communicating job descriptions and expectations enhance communication, understanding, and engagement of staff. It forms the foundation for later review and consideration of evaluation tools.</p>	<p>December 2022 Job descriptions should be drafted and finalized for recommendation to and approval by the school board.</p>

Governing Priority: *Highly Qualified Faculty and Staff*

Governing Objective: *Create and sustain a positive culture and practices to retain and reward highly qualified personnel.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
The Superintendent, or designee, will create a plan to gather exit data for all departing employees in order to identify and mitigate factors that may improve employee retention.	The Superintendent, or designee, and a representative team, will research and design an exit process to systematically capture pertinent data in order to mitigate factors that may improve employee retention.	Data will be collected and analyzed, and an exit process established and presented in a written format to the Superintendent. The Superintendent will subsequently share this information with the school board.	District personnel and team members can research exiting processes, which can be used to design a system for the school district. Unless a tool is purchased/created to gather this information, there will not be a budgetary impact.	Employee turn-over among all employee groups was reported as a significant concern among stakeholders. Understanding the variables that contribute to employee departures will allow the District to address controllable factors to improve employee retention. This goal addresses M.S.I.P. L 9.	December 2022 The research and the creation of an exit process will be created and presented to the Superintendent. January 2023 The Superintendent will present the information to the school board. 2023-2026 School Year Implement the process, present the data analysis and findings on a regular basis.

Governing Priority:
Governing Objective:

Fiscal Resources
Plan for facility and financial needs of the school district

SMART Goal	Specific	Measureable	Attainable	Relevant	Time-Bound
<p>The Superintendent, in conjunction with outside consultants, will analyze and develop a long-range plan for the unrestricted fund balances of the school district.</p>	<p>A written report containing fund balance projections for Funds 1 and 2, including revenue and expenditure projections will be prepared. This report will contain projections for the next three years. The report will also contain similar information about the Capital Projects Fund (fund 4).</p>	<p>This written report will be presented to the school board.</p>	<p>This report can be prepared by the Superintendent and bookkeeper, potentially in consultation with the assistance of outside consultants. Unless outside consultants are utilized, there will not be a cost to the school district.</p>	<p>This report will assist the Superintendent and school board in preparing and adopting the annual budget of the school district. This goal is especially important in relation to declining fund balances and aligns with M.S.I.P. 6 L4.</p>	<p>December 2022 This plan will be presented to the school board.</p>

Governing Priority: Safety and Security
Governing Objective: Provide comprehensive analysis and recommendations for best practices of safety and security.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent, or designee, will direct an analysis of the Safety and Security systems of the District and research best practices. The goal is to expand on the work already initiated in the District.</p>	<p>The Superintendent, or designee, with the assistance of outside consultants, will analyze current practices and develop comprehensive recommendations.</p>	<p>A written report will be prepared for the Superintendent and subsequently the school board.. As allowed by law, some of this information may be confidential information.</p>	<p>Current personnel, with outside consultants, can conduct the analysis and make the recommendations in a written format. There is not immediate cost to the district, unless consultants are utilized.</p>	<p>The plan that is produced is vital in helping protect the safety and security of all individuals on the campus of the school district and comports with . M.S.I.P. L10, A and B</p>	<p>_August 2022 The written report will be presented to the school board.</p>

Governing Priority: *Facilities*

Governing Objective: *Prepare for the long-range facility needs of the District*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
The Superintendent, or designee, will engage stakeholders and develop a process in order to prepare a long-range facilities plan.	The Superintendent, or designee, will create a Task Force to study written projections of student enrollment and department and capital needs to develop a written plan to address the needs of the school district. The Task Force will consist of community members, elected officials and school personnel.	A written report will be finalized by the Task Force and presented to the Superintendent. Subsequently, the plan will be presented to the school board.	This report can be completed by accessing information that is available internally and externally, and by consulting with existing personnel. External consultants may be needed.	This information will help the school district with fiscal and facilities planning. This plan will enable the Superintendent and the school board to create a long-range facilities plan. Stakeholder Input indicated a strong desire to understand the future facility plans of the school district. In addition, this goal addresses M.S.I.P. 6, L.4. B.	December 2022 The Task Force will present the report to the Superintendent. January 2023 The Task Force will present a Draft long-range facilities plan to the school board. July 2023 The school board will adopt a long-range facilities plan. 2023-2027 Implementation of the plan will occur.

Governing Priority: *Effective Teaching and Learning*

Governing Objective: *Establish a plan to update curriculum, assessment, instructional practices, and resources to engage students and increase achievement.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent, or designee, will devise a process to study and train educators on the Multi-Tiered Systems of Support (MTSS).</p>	<p>The Superintendent, or designee, will establish a collaborative process to study and train educators on the MTSS framework with the goal of systematic and full implementation in order to determine how to phase in the practices of MTSS (universal screening, data teams, high-quality Tier 1 instruction, interventions, including behavior, etc.).</p>	<p>A written plan will be developed, communicated, and implemented district-wide.</p>	<p>The Superintendent, or designee, has or can gain the knowledge and access to a range of resources to study and implement a MTSS framework. Consultants may be needed for training or technical assistance.</p>	<p>MTSS is an evidence-based model of schooling that uses data-based problem solving to integrate academic and behavioral instruction and intervention. The integrated instruction and intervention is delivered to students in varying intensities (multiple tiers) based upon student need. This was an area of focus in Stakeholder Input and is contained in M.S.I.P. 6 TL 7.</p>	<p>January 2023 The Superintendent, or designee, will update the Superintendent regarding this work. February 2023 The Superintendent will update the school board. 2023-2026 The implementation and evaluation of the results of MTSS will continue.</p>

Governing Priority: *Effective Teaching and Learning*

Governing Objective: *Create explicit systems regarding student wellness, teaching, assessment, and learning in order to provide consistent and equitable learning opportunities across the District that propel student achievement, participation, and post-secondary options.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent, or designee, will direct a process to create a consistent framework to proactively teach and responsively manage student behavior as well as provide socio-emotional support (SES).</p>	<p>The Superintendent, or designee, along with building representative will establish a process to review the behavior and SES systems that have been and are being implemented and research other promising practices in order to determine an evidenced-based approach to supporting the behavior of students beginning with early education through high school. This process will then be utilized on a District wide basis.</p>	<p>A written plan will be created that is presented to the Superintendent and ultimately to the school board.</p>	<p>School administrators and teachers acquire expertise to examine referral data of discipline, counselor, social worker and school nurse reports and consider historic practices. Current research will be utilized to make informed recommendations regarding the needs of students and associated training for faculty and staff in order to implement an evidenced-based, comprehensive approach to support teachers in managing behavior and socio-emotional wellness of students.</p>	<p>Consistent implementation of a system reduces suspensions, overall behavior problems and increases socio-emotional wellness. An evidenced-based system implemented with fidelity improves the academic performance, attendance, and ability of students to regulate their emotions and behave in socially appropriate ways. It also enhances students' perception of safety and reduces teacher burnout. This topic was consistently shared in Stakeholder Input. M.S.I.P. 6 DB1, CC1 and CC1, address this goal.</p>	<p>December 2022 The Superintendent, or designee, will form a team to study this issue. February 2023 The study and selection of a District-wide framework/system for teaching and managing behavior will be accomplished and communicated. Training and implementation plans will be determined. July 2023-2026 Initial training, implementation and resources will be deployed with plans made for retraining to ensure sustained implementation with fidelity.</p>

Governing Priority: Effective *Teaching and Learning*

Governing Objective: *Establish a plan to update curriculum, assessment, instructional practices, and resources to engage students and increase achievement.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent, or designee, will create a representative team to develop and implement a written curriculum for all content, grade levels, and courses aligned to the Missouri Learning Standards (MLS), which includes district scope and sequence charts, teaching and planning documents, and curricular units of instruction.</p>	<p>The Superintendent, or designee, will partner with administrators and district-wide teacher teams to develop curriculum for each content, grade level, and course. The curriculum will include the following components:</p> <ul style="list-style-type: none"> • Essential learning/power standards • Curriculum maps and pacing guides • Student learning objectives • Formative and progress monitoring assessment strategies and tools • Instructional tools and resources 	<p>Electronic curriculum guides with references to all resources will be produced for every content-grade-course beginning with the core content areas (English/Language Arts, Mathematics, Science, Social Studies) and then all other curriculum areas.</p>	<p>The Superintendent, or designee, in partnership with educators reflecting vertical teams, will produce a rigorous and viable written curriculum aligned to the MLS for presentation to the Superintendent and subsequent approval by the school board.</p>	<p>State Statute 160.514.1 RSMO states that ". . . each school district in the state shall adopt or develop a written curriculum designed to ensure that students attain the knowledge, skills and competencies..." which are assessed by the Missouri Assessment Program (MAP) and End-of-Course (EOC) Assessments. The written curriculum will guide the instructional program of the District to assure cohesion, rigor and equity of opportunity within the District. M.S.I.P. DB and AS1 address this goal.</p>	<p>March 2023 The curriculum will be presented to the Superintendent. April 2023 The Superintendent will present the curriculum to the school board.</p>

Governing Priority: *Technology*

Governing Objective: *Proactively budget for major capital expenditures in technology.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
The Technology Director or contractor will conduct an evaluation of all major technology equipment currently in place, and major equipment needed, in order to budget for future expenditures.	Capital expenditures can become a significant drain on the budget, especially when they are not budgeted in advance. A specific plan to address this need will be created.	A written report will be prepared that outlines all major technology capital equipment, the life expectancy of the equipment, and an estimate to replace the equipment.	The Technology Director of the district, with the potential utilization of outside consultants, can prepare this plan.	This plan will significantly aid the district in anticipating major technology expenditures. This report will become a part of the budgeting process. Unless a vendor is utilized to help gather this information, a budgetary impact is not anticipated. M.S.I.P. L4 addresses this issue.	January 2022 A written report will be presented to the Superintendent. February 2022 The Superintendent will present the report to the school board.

Governing Priority: *Leadership*

Governing Objective: *Create a Professional Development Plan for the school board.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
Develop a School Board Professional Development Plan.	The Board President and Vice President will present a professional development plan to the entire Board for consideration. A board self-evaluation and additional input from board members will be considered	A written professional development plan will be presented to the school board.	Based on a board self-evaluation and additional input from the board, information can be attained to help develop areas of interest that would be addressed in the plan.	This goal addresses board policy BHA, stakeholder input, and MSIP 6 L1 addresses this goal.	August 2022 A School Board Professional Development Plan will be presented to the school board.

Governing Priority: *Leadership*

Governing Objective: *Develop a comprehensive Professional Development Plan for the Leadership Team of the school district.*

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
The Superintendent will design a process to create a Professional Development Plan for the Leadership Team of the district.	The Superintendent will work with the administrators of the district to develop a Professional Development Plan for the team as a whole and for everyone on the team individually. The plan will focus on the needs of the position individuals hold and the experiences and skills of the team..	The Superintendent will develop a written report that will be presented to the school board.	The Superintendent with the assistance of the administrators of the district, and potentially outside consultants can develop this plan for Professional Development.	The Leadership Team of a district is crucial in the success of the district. A Leadership Team should possess extensive experience and a honed skill set. This goal aligns with MSIP 6 L9 and TL8 address this goal.	September 2022 The Superintendent will share this plan with the school board. November 2022-June 2024 The plan will be fully implemented.

Governing Priority: Collaborative Culture and *Climate*

Governing Objective: The district will gather information to assess the Climate and Culture Data from all stakeholder groups.

SMART Goal	Specific	Measurable	Attainable	Relevant	Time-Bound
<p>The Superintendent will design a process to gather Climate and Culture Data.</p>	<p>The Superintendent will work with the administrators to design a process that will provide for the gathering of evidence-based Climate and Culture Data from all stakeholder groups, analyze the data, and make recommendations to the school board for strategies to keep the district on the continuous cycle of improvement.</p>	<p>The Superintendent will develop a written report that analyzes the results and makes specific recommendations for improvement.</p>	<p>The Superintendent will ensure stakeholder input is gathered in a confidential manner. We recommend the superintendent utilize outside resources to accomplish this goal. There will be a budgetary impact.</p>	<p>This Goal aligns with M.S.I.P. 6, D.B.3. Culture and Climate did not emerge as a concern in the district. This goal simply aligns with the requirements of M.S.I.P. DB 3 address this goal.</p>	<p>October 2022 The Superintendent will share the results with the school board.</p>