

# Innovative Teaching & Learning



Highly Qualified Staff



Resource Management



Community Engagement



Continuous Improvement

## **Afton School District**

**Comprehensive School Improvement Plan 2016-21**

*A Systems Approach to Continuous Improvement*

## Affton School District Strategic Focus Areas, Mission, & Vision

As a result of the staff and community engagement event, stakeholder surveys, and a commitment to continuous improvement, the senior leadership team has prepared a Comprehensive School Improvement Plan (CSIP) that aligns with the mission and vision of the Affton School District. Mission and vision are used to guide strategy development and deployment, as well as align organizational improvement efforts. The logo is a visual representation of the Affton School District's brand. It represents the mission and vision as well as the impressions that the community has of our District.



### Affton School District Mission

The mission of the Affton School District is to prepare all of our students to become confident and capable citizens through rigorous, customized learning.

### Affton School District Vision

Affton's continuous journey toward excellence sparks innovative teaching and learning, developing students as responsible citizens prepared for the challenges of the global society. Students grow as highly capable, curious, and confident learners through customized instruction, fueled by technology integration and the passions of the Affton community.

**An organization’s vision** conveys a compelling, conceptual image of the desired future for the organization. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future. A vision statement is a description of the organization’s desired future state. The vision statement isn’t true today. Rather it describes the organization as senior leaders and the community would like it to become in the future. It provides inspiration and challenge to all members of the organization toward an ideal of what the organization can become. It should be brief enough to be memorable and complete enough to direct effort. An effective vision statement should be:

- Future-oriented, deriving from reasonable assumptions about the future.
- Idealistic, envisioning a future that is beyond the present.
- Appropriate, fitting with the organization’s history and culture.
- Inspirational, encouraging enthusiasm and commitment.
- Purposeful, articulating an image of the desired future.
- Ambitious, causing members of the organization to stretch to reach it.

#### **The Affton School District Vision**

Affton’s continuous journey toward excellence sparks innovative teaching and learning, developing students as responsible citizens prepared for the challenges of the global society. Students grow as highly capable, curious, and confident learners through customized instruction, fueled by technology integration and the passions of the Affton community.

**The term “mission”** refers to the overall function of an organization. The mission answers the question, “What is this organization attempting to accomplish?” A mission statement sums up the organization’s reason for being. It explains intentions, priorities, and values to people both inside and outside the school district. It can guide the organization and help it stay focused on the things that are most important. If the organization ever questions whether to take on a project or choose a particular course of action, it can look back on its mission statement and determine if the proposal is consistent with it. Typically, mission statements are more detailed than are vision statement. Thus while missions change as they are achieved, visions remain as pillars of guidance for the organization over long periods. In a sense, while the vision may be considered as oasis, the mission is a waterhole on the journey towards the oasis.

#### **The Affton School District Mission**

The mission of the Affton School District is to prepare all of our students to become confident and capable citizens through rigorous, customized learning.

## **Strategic Focus Areas**

The Affton School District's CSIP contains five strategic focus areas: (1) innovative teaching and learning, (2) highly qualified staff, (3) resource management, (4) community engagement and (5) operational excellence and continuous improvement. Each of the five strategic focus areas consists of goals and objectives that are summarized on the following page. It is important to keep in mind that while the CSIP contains five strategic focus areas, the two overarching goals of the CSIP call for maintaining the highest level of accreditation and producing highly capable, curious, and confident learners. Therefore, it is imperative that all of the individual strategic focus areas align and support the two overarching goals.

### **Continuous Improvement in the Affton School District**

The Affton School District believes in promoting continuous improvement throughout all facets of the organization. This requires visionary leadership and a systems approach to improving district performance. Therefore, the district utilizes the Baldrige Excellence Framework as a vehicle to pursue continuous improvement. At the classroom-level, students and teachers work in partnership as they use the Continuous Classroom Improvement (CCI) framework to drive learning cycles. At the building-level, principals collaborate with staff members to implement school improvement plans (SIP) that outline goals, strategies, and action steps in the areas of achievement, attendance, behavior, and climate. At the district-level, central office administrators and staff are committed to providing visionary leadership and supporting student-centered excellence. A cornerstone of each level is the utilization of Plan-Do-Study-Act (PDSA) for continuous improvement. Ultimately, all levels work interdependently in an ethical and transparent manner to deliver value and results.

### **Affton's CSIP Development Process**

In September of 2015, the Affton School District began the process of constructing a CSIP to guide the district for the next five years by holding a community engagement event attended by staff, parents, and community members. Attendees were provided with a data-driven current reality of the five strategic areas that comprise the district CSIP. Stakeholders provided input on what they see as challenges facing the district and advice on how the district should make decisions on long-term priorities and goals. The next phase of the process involved the senior leadership team reviewing community engagement input and developing goals and objectives within each strategic area. A draft of the CSIP goals and objectives were shared with the superintendent's cabinet, administrative council and with all staff members at a faculty meeting led by the superintendent. Given this input, CSIP goals and objectives were updated and strategic actions were added. Lastly, the board of education reviewed the final draft of the CSIP at their summer retreat and officially adopted it at a board meeting in August 2016.



# **AFFTON**

**SCHOOL DISTRICT**

## **MISSION**

The mission of the Affton School District is to prepare all of our students to become confident and capable citizens through rigorous, customized learning.

## **VISION**

Affton's continuous journey toward excellence sparks innovative teaching and learning, developing students as responsible citizens prepared for the challenges of the global society. Students grow as highly capable, curious, and confident learners through customized instruction, fueled by technology integration and the passions of the Affton community.

## **STRATEGIC FOCUS AREAS**

**Innovative Teaching and Learning**  
**Highly Qualified Staff**  
**Resource Management**  
**Community Engagement**  
**Operational Excellence & Continuous Improvement**

## **OVERARCHING GOALS**

- 1. Maintain the highest level of accreditation.**
- 2. Produce highly capable, confident, and curious learners.**

## Affton School District Strategic Goals and Objectives 2016-21

**INNOVATIVE TEACHING & LEARNING GOAL:** In an effort to maximize academic excellence, ASD staff will implement student-centered opportunities that engage all students in creative problem solving and social emotional learning.

**ITL1** Engage all students in challenging content that demands critical thinking and creativity to solve complex, real-world problems beyond what might appear on a standardized test.

**ITL2** Prepare all students for post-secondary success by providing a coherent and cohesive educational experience as they transition to different grade-levels and buildings.

**ITL3** Increase performance and/or meet the highest target on all Missouri School Improvement Program (MSIP) indicators (Achievement, Career & College Readiness, Graduation Rate, & Attendance).

**HIGHLY QUALIFIED STAFF GOAL:** ASD recognizes that our success today and in the future requires us to recruit, retain, and develop the best employees.

**HQS1** Provide all staff members choices and support to personalize their professional development that aligns with the District's Mission, Vision and Strategic Plan.

**HQS2** Provide employees with the best possible working conditions and resources.

**RESOURCE MANAGEMENT GOAL:** ASD deploys resources and support to areas identified as having the greatest need.

**RM1** Provide resources and support that create equity and opportunity for all students.

**RM2** Provide financial stability and exercise fiscal responsibility while supporting continuous improvement and the ASD mission and vision.

**COMMUNITY ENGAGEMENT GOAL:** ASD is committed to working with its community partners and engaging families to support the achievement of students.

**CE1** Provide frequent communication to staff, parents and community members in a variety of forms.

**CE2** Refine existing partnerships and seek new partnerships that support the needs students, staff and parents.

**OPERATIONAL EXCELLENCE & CONTINUOUS IMPROVEMENT GOAL:** ASD believes in governance using the continuous improvement model as the mechanism to achieve operational excellence.

**OECI1** Utilize the Baldrige Performance Excellence framework to deliver high quality services to students and staff while ensuring efficient and timely operations.

**Strategic Focus Area:**

Innovative Teaching & Learning

**ITL Goal:**

In an effort to maximize academic excellence, ASD staff will implement student-centered learning opportunities that engage all students in creative problem solving and social emotional learning.



**Objective ITL1:** Engage all students in challenging content that demands critical thinking and creativity to solve complex, real-world problems beyond what might appear on a standardized test.

**Accountability Measures:** Curriculum Revision Cycle, Key Commitments Development Process, Building PD Plans, Staff PD Plans, School Improvement Plan Academic Goals

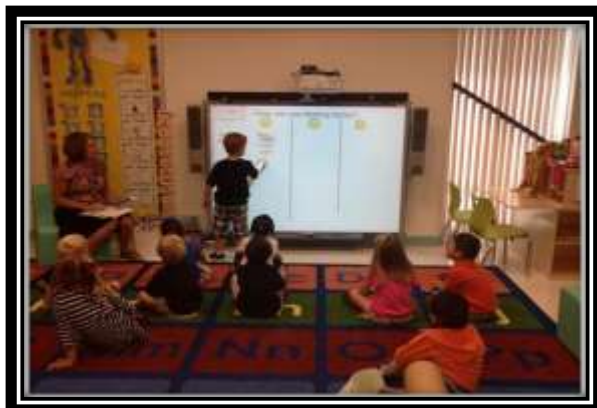
**Strategies:**

**ITL1.1:** Include quality examples of rigorous and relevant learning opportunities that cannot be assessed by a standardized test in all grade-levels and content areas as part of the curriculum revision process.

**ITL1.2:** Develop key outcomes staff envision for all students and key commitments that will optimize academic excellence, creative problem solving and social emotional learning.

**ITL1.3:** Provide teachers with choices of professional development options that will enhance their ability to design and implement complex, real-world learning opportunities that call for students to demonstrate critical thinking, problem solving skills and creativity.

**ITL1.4:** Utilize technology and innovative teaching strategies in all classrooms to enhance learning opportunities for staff and students.



## Strategic Focus Area:

Innovative Teaching & Learning

### ITL Goal:

In an effort to maximize academic excellence, ASD staff will implement student-centered learning opportunities that engage all students in creative problem solving and social emotional learning.



**Objective ITL2:** Prepare all students for post-secondary success by providing a coherent and cohesive educational experience as they transition to different grade-levels and buildings.

**Accountability Measures:** Key Academic Milestones, College Readiness Guide, Vocational & Technical Career Guide, Building PD Plans, School Improvement Plan Academic Goals, Annual Program Evaluations

### Strategies:

**ITL2.1:** Develop, implement and monitor key academic milestones in all ASD schools that are critical for student success.

**ITL2.2:** Develop an action planning guide for college bound students and parents that outlines key steps they can take in elementary, middle, and high school to optimize success at the college-level.

**ITL2.3:** Provide information, course pathways and opportunities for students and parents to learn about and pursue preparation in high-demand vocational and technical careers.

**ITL2.4:** Provide intentional opportunities through professional development and the curriculum revision process for vertical collaboration between staff members.

**ITL2.5:** Implement and annually evaluate programs that provide support and services to our staff and students as they transition through the district (i.e. special education, gifted, English-language learners, counselors, health services, A+ schools, library media centers, social work, parents as teachers, summer school, grants, and technology).

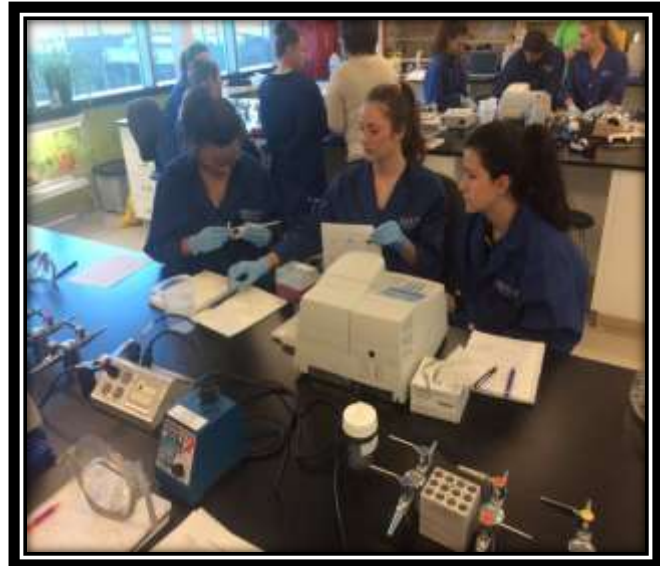


**Strategic Focus Area:**

Innovative Teaching & Learning

**ITL Goal:**

In an effort to maximize academic excellence, ASD staff will implement student-centered learning opportunities that engage all students in creative problem solving and social emotional learning.



**Objective ITL3:** Increase performance and/or meet the highest target on all MSIP indicators (achievement, career and college readiness, graduation rate and attendance).

**Accountability Measures:** District Improvement Plan, Building School Improvement Plans, Curriculum Revision Cycle, MAP & EOC, ACT, Advanced Placement, Advanced Credit, PLTW, Work Keys, Graduation Rates, Attendance Rates

**Strategies:**

**ITL3.1:** Develop, implement and monitor school improvement plans in all ASD schools that set goals and outline strategies and action steps in the areas of achievement, attendance, behavior and climate.

**ITL3.2:** Deploy a curriculum revision process that promotes continuous improvement across all grade-levels and content areas to maintain a curriculum that is rigorous and relevant in all key facets.

**ITL3.3:** Provide support to all ASD schools in preparing students for the assessments included in the Missouri Assessment Program.

**ITL3.4:** Research districts and schools at the local, state and national level that are demographically similar to ASD and construct a comparison group.



**Strategic Focus Area:**

Highly Qualified Staff

**HQS Goal:**

ASD recognizes that success today and in the future requires us to recruit, retain and develop the best employees.



**Objective HQS1:** Provide all staff members choices and support to personalize their professional development that aligns with Affton’s Mission, Vision and Strategic Plan.

**Accountability Measures:** Percent of Highly Qualified Staff, Building PD Plans, Staff PD Plans, Missouri Quality Award Feedback Process

**Strategies:**

**HQS1.1:** Staff every classroom with an effective teacher committed to utilizing continuous improvement to maximize student learning.

**HQS1.2:** Provide training and ongoing support to all staff members, certified and classified, on how to utilize continuous improvement strategies within their department to maximize operational effectiveness.

**HQS1.3:** Utilize the Baldrige Performance Criteria to improve the operational effectiveness of departments, buildings and district.



**Strategic Focus Area:**

Highly Qualified Staff

**HQS Goal:**

ASD recognizes that success today and in the future requires us to recruit, develop and retain the best employees.



**Objective HQS2:** Provide employees with the best possible working conditions and resources.

**Accountability Measures:** Building Leadership Teams, School Improvement Plan Climate Goals, Staffing Ratios, Staff Turnover Rates, Compensation Comparison, Percent of Highly Qualified Staff, Staff Composition Comparison, Resource Allocation Comparison

**Strategies:**

**HQS2.1:** Deploy processes that seek staff input on a regular basis in regards to items connected to working conditions and allocation of resources.

**HQS2.2:** Utilize the Baldrige core values to drive decision making processes and conversations when considering working conditions and allocation of resources.

**HQS2.3:** Attract and employ a diverse workforce.



**Strategic Focus Area:**

Resource Management

**RM Goal:**

ASD deploys resources and support to areas identified as having the greatest need.



**Objective RM1:** Provide resources and support that create equity and opportunity for all students.

**Accountability Measures:** Resource Allocation Comparison, Budget Development Process, Student Enrollment & Projections, Staffing Ratios, Student Achievement, Student Composition & Demographics, Capital Projects Budget & Timeline

**Strategies:**

**RM1.1:** Allocate all personnel, time and facility space responsibly and flexibly based on the Mission-related needs of students and the financial realities of the district.

**RM1.2:** Complete all capital improvement projects successfully and continually evaluate and implement future projects based on student needs and available resources.

**RM1.3:** Implement evidence-based prioritization to allocate resources efficiently.

**RM1.4:** Provide quality early childhood education opportunities to Affton families.





**Strategic Focus Area:**

Community Engagement

**CE Goal:**

ASD is committed to working with community partners and engaging families to support the achievement of students.



**Objective CE1:** Provide frequent communication to staff, parents and community members in a variety of forms.

**Accountability Measures:** Media Utilization Comparison, Publication Circulation Comparison, Media Coverage Value Index, Calendars of Staff, Parent & Community Engagement Events

**Strategies:**

**CE1.1:** Facilitate two-way communication with staff, parents and community members in a variety of forms, including but not limited to face-to-face, social media, e-mail, surveys or e-newsletters.

**CE1.2:** Publish messages targeting key goals and objectives to increase parent and community knowledge of Affton School District using a variety of media, including but not limited to district and school websites, social media, e-mail, e-newsletters, print media or direct mail.



**Strategic Focus Area:**

Community Engagement

**CE Goal:**

ASD is committed to working with community partners and engaging families to support the achievement of students.



**Objective CE2:** Refine existing partnerships and seek new partnerships that support the needs of students, staff and parents.

**Accountability Measures:** Calendar of Community Partner Events, Community Partner Service Index, Needs Analysis

**CE2.1:** Communicate on a regular basis with current partners and explore opportunities to extend and strengthen relationships.

**CE1.2:** Research and strategically pursue new partnerships that benefit students, parents and staff.



**Strategic Focus Area:**

Operational Excellence & Continuous Improvement

**OECI Goal:**

ASD governs through the utilization of continuous improvement to achieve operational excellence.



**Objective OECI1:** Utilize the Baldrige Performance Excellence framework to deliver high quality services to students and staff while ensuring efficient and timely operations.

**Accountability Measures:** Policy Update Schedule, Comprehensive Staff & Community Survey, Program Evaluations, Budget Allocation Comparisons

**Strategies:**

**OECI1.1:** Set and maintain policy that aligns with the Affton Mission and Vision.

**OECI1.2:** Seek frequent and timely input from stakeholders to assess the quality of services to students and staff.

**OECI1.3:** Utilize data and information from local, state and national sources to evaluate programs and services, drive school improvement efforts and execute a values-based, needs-driven budget.

