



## Missouri School for the Deaf Strategic Plan: 2017-2020

## Overview of the Strategic Plan

The Missouri School for the Deaf Strategic Plan 2017-2020 focuses on the provision of statewide service and preK-12 school activities for the upcoming 4-year period. The statewide service portion of the plan supports professionals and parents of deaf and hard of hearing students from birth through high school.

The process to focus each priority area, develop the objectives, and select the strategies that the Missouri School for the Deaf will undertake over the next 4 years and beyond included public input from a number of stakeholders. Multiple SWOT (Strengths, weaknesses, Opportunities, Threats) analyses, focus groups, internal stakeholder's survey, and consultations with officials at the department of education were conducted.

The Missouri School for the Deaf operates a K-12 educational and residential life program in historic Fulton, Missouri. A student enrolls at the Missouri School for the Deaf as the result of a cooperative placement process initiated at the local school level. Students come from virtually every corner of the state. Most enrollees attend as residential students, although over the years many families have moved to Callaway County and the surrounding area so their children could attend as day students. The school's programs operate on a K-12 structure with students moving through successive grades in each of the three school components: elementary, middle and high school. The Missouri School for the Deaf has also been fortunate in being able to provide strong vocational programs.

The Missouri School for the Deaf has been under the direct administration of the State Board of Education since 1946. This organizational structure has provided for a climate of stability and allowed the school to remain on the cutting edge of educational practices. A five-member Board of Advisors assists the superintendent and staff by serving as a sounding board for new directions and program possibilities.

## District Mission Statement

The mission of the Missouri School for the Deaf is to provide educational opportunities and outreach support for students to become successful life-long learners and productive citizens in a global society.

## District Vision Statement

The Missouri School for the Deaf is dedicated to becoming a premier bilingual center for educational and outreach programs by:

1. Providing a language rich environment that is data-driven and ability centered.
2. Serving as a statewide resource center for families, educators and communities.
3. Expanding outreach services to schools and agencies.
4. Serving as a model teaching and learning environment that results in successful outcomes for students.

## District Motto

Education Without Limits!

## Core Elements of the Strategic Plan

### Student Performance

The Missouri School for the Deaf will develop and enhance existing educational/instructional programs to improve performance and enable students to meet their personal, academic, and career goals.

#### **Goal # 1:**

The Missouri School for the Deaf will develop, implement and maintain a written Building Improvement Plan (BIP) for each building that includes measurable goals for increased achievement and other building-defined improvement targets.

#### **Rationale:**

The Missouri School for the Deaf is committed to promoting communication/language development and devising ways to maximize instructional time with effective teaching/learning practices in order to continue student development in a bilingual setting.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Set annual improvement targets based on an analysis of annual performance data.	Formative and summative assessments in reading, math and ASL/language	Assistant Superintendent School Supervisors BIP Team	State Data Reports SAT Data IEP Data	August 31, 2019 Updated Annually
2. Implement effective, research-based practices and monitor staff on effective implementation.	Staff Completion of Training Modules on the Mo-EduSAIL website, provided by the School Supervisors.	School Supervisors Faculty/Staff Assistant Superintendent	DESE Mo-EduSAIL Website and all materials for Developing Assessment Capable Learners	August 30, 2019
3. As required, develop Building Intervention Plans (BIP) and monitor implementation and results.	Completion of BIP, with continuous checks on implementation through monthly update meetings with School Supervisors and Assistant Superintendent.	School Supervisor Faculty/Staff Assistant Superintendent	DESE Mo-EduSAIL Website and materials	February 28, 2019

#### **Goal # 2:**

All teachers at the Missouri School for the Deaf will monitor student progress towards proficiency with all learning objectives; set goals for improvement; and implement research based instructional strategies and curricular changes to assure success for all students.

#### **Rationale:**

To ensure learning for all students, the Missouri School for the Deaf must employ a strategic approach to student learning. By focusing on data, all MSD will identify problem areas and apply strategies to implement needed changes. A focus on effective instructional practices by all teachers in all content areas will result in improved student outcomes.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Provide ongoing professional development, resources and supports to facilitate faculty collaboration, effective instruction, and the use of data to guide instructional decisions	Staff completion of Training Modules on the Mo-EduSAIL website, provided by the School Supervisors	PDC Committee School Supervisor Assistant Superintendent	DESE Mo-Edu-SAIL website and materials for data-based decision making and collaborative teams	August 30, 2019

2. Establish and implement a cohesive process to review, revise and update curriculum across the district over a five-year period	Curriculum Review and Meetings with Assistant Superintendent	Assistant Superintendent School Supervisors Faculty/Staff	School Supervisors Building BIP's Assistant Superintendent	May 27, 2019 Updated Annually
3. Identify and make available key vocational programs for MSD students.	Track existing and new CTE programs for students on and off campus	Director, Outreach Services Superintendent	DESE LEA's	August 31, 2020
4. Create, maintain, and implement a District Technology Plan to increase teacher and administrator capacity and effectiveness related to increasing levels of student learning.	Completed Technology Plan	Assistant Superintendent Technology Specialist Technology Committee Members	Model Technology Plans DESE 2010 MSD Technology Plan	May 31, 2019

### School Climate

The Missouri School for the Deaf will build and sustain collaborative cultures that result in high levels of learning for all and increased student achievement and staff morale.

#### **Goal # 1:**

The Missouri School for the Deaf will establish an overriding Communication Philosophy that pertains to all areas within the school setting, including academics, staff members, and with and between stakeholders of the school.

#### **Rationale (name the existing conditions/data points to support the selection of the objective/goal):**

As a bilingual campus with an overriding goal of providing a language rich environment that is data-driven and ability centered, we see the need to ensure high levels of communication from and to all stakeholders of the school, including but not limited to students, staff, parents, and the community.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Revise MSD's Communication Philosophy to reflect best practices for meeting the linguistic needs of diverse deaf and hard of hearing students, faculty, and staff.	Plan reviewed, shared with consumers, community, and revised	Superintendent Board of Advisors Communications Dept. MSD Faculty/Staff	"Strategic Communication During Whole-System Change: Advice & Guidance for School District Leaders and PR Specialists"	March 2019
2. Strengthen MSD's presence on the website and via social media outlets to communicate more consistently and effectively with internal and external stakeholders.	YouTube subscribers form 2 to 106, reinstatement of Missouri Record, inception of external newsletter, inception of internal newsletter	Superintendent Board of Advisors Communications Dept. Student Life Director Activities Director	Missouri Record, MSD internal and external newsletters, Facebook, and YouTube	May 2019
3. Raise standards for residential life staff through a rigorous PD process based on identified group and individual staff needs.	Training through on and off campus workshops, seminars, and internet based trainings and webinars.	Director of Student Life Dorm Directors Assistant Dorm Directors	Crisis Prevention Institute, American Red Cross, Professional Education Systems Inc. (PESI), Skill Path Seminars, Charter Counts, OA	May 2019

Goal # 2:				
The Missouri School for the Deaf will develop a comprehensive plan for the recruitment, training and retention of quality staff. Measure effectiveness through the completion of perceptual surveys by teachers, teacher aides and supervisors.				
Rationale (name the existing conditions/data points to support the selection of the objective/goal):				
Effective teachers are caring, reflective practitioners and life-long learners who continuously acquire new knowledge and skills and are constantly seeking to improve their teaching practice to provide high academic achievement for all students.				
Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Establish and implement a recruitment and retention plan to ensure the quality of staff.	Record number of vacancies monthly, post vacant position within 2 weeks, and discuss employment with 1, 3, and 6 month employees.	Superintendent Assistant Superintendent	DESE Colleges w/Deaf Ed. program	June 2020

Goal #3:				
By May 31 <sup>st</sup> , 2020, the Missouri School for the Deaf will see improvement in the percentage of positive perceptions about school morale and involvement in decision-making, school safety, and perceptions about the school environment as measured by responses on surveys taken by stakeholder groups.				
Rationale:				
Surveys will target various stakeholder groups providing information in each of the core areas listed. Using this information will allow the Missouri School for the Deaf to target areas that need attention quickly and efficiently.				
Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Conduct an appropriate annual survey of staff, students and parents relating to their perceptions about the school, adequacy of resources, climate and culture, and quality of education.	Surveys have been used for ESY for the past two years. A survey will be developed to gather feedback from staff, students, and parents	Assistant Superintendent Residential Like Administrator School Supervisor Educational and Residential staff members	MSD DESE State of Missouri	June 2020

## Business Operations

Goal # 1:				
The Missouri School for the Deaf will implement a plan for improving efficiency and effectiveness as it relates to facility management associated with business operations.				
Rationale (name the existing conditions/data points to support the selection of the objective/goal):				
In order to be fiscally responsible the Missouri School for the Deaf needs to have established policies and procedures related to efficiency and effectiveness.				
Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Implement the eProcurement system to promote a paperless work process.	Implemented system will be reviewed to assure paperless work	Director, Fiscal Affairs	DESE	Measured and Reviewed during the 2019-2020 school year – completion date July 1 2020

2. Develop/implement a financial plan for construction projects to ensure maintenance and safety of all buildings.	Review and adjustment for previous years. OA review	Director, Fiscal Affairs	DESE OA Superintendent	Developed & updated annually after July 1
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**Goal # 2:**

The Missouri School for the Deaf will implement a short range (1-10 years) and long-range (10-20 years) Facilities Master Plan to address the needs of the student population and district programs.

**Rationale (name the existing conditions/data points to support the selection of the objective/goal):**

Having a short-range and long-range Facilities Master Plan will ensure continuous maintenance of a positive school environment.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Systematically identify and prioritize building and grounds maintenance and special project needs.	Walk through campus quarterly, attend planning meetings with OA – review results	Director, Fiscal Affairs Assistant Superintendent School Supervisor	School Supervisors Faculty/Staff Director, Fiscal Affairs	June 30, 2020 Updated annually
2. Create a Facilities Master Plan that includes short-term and long- term goals.	Work with OA for input, direction, and eliminate projects completed	Director, Fiscal Affairs Administrative Team OA/Maintenance	DESE OA Facilities	January 1, 2020

**Goal # 3:**

The Missouri School for the Deaf will implement a plan for improving efficiency and effectiveness as it relates to fiscal responsibility.

**Rationale (name the existing conditions/data points to support the selection of the objective/goal):**

Improve co-operation and co-ordination, maintain appropriate ‘checks and balances’ and establish clear lines of accountability. Processes need to be transparent and effective in protecting the Missouri School for the Deaf fiscal integrity.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Develop and implement written procedures to ensure effective internal controls, transparency, and checks and balances resulting in accurate and appropriate expenditures.	Continually check the status of the developed and implemented procedures. Provide training for employees to understand the process	Director, Fiscal Affairs Administrative Team	DESE	July 2020

**Outreach Services**

**Goal # 1:**

The Outreach Services Department will provide a range of programs, services, information, and resources to support the needs of deaf and hard of hearing children including their families, teachers, support staff, communities, and public school districts.

**Rationale (name the existing conditions/data points to support the selection of the objective/goal):**

The Outreach Services Department exists to provide programs and services that support deaf and hard of hearing students in districts across the state.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Assemble an evaluation and resource team to provide necessary supports to school districts.	Hiring of team members	Director, Outreach Services Superintendent	DESE	Completed March 2019
2. Describe and implement supports for school district staff and parents regarding evaluation, programming, and progress monitoring for deaf and hard of hearing students.	Prepare a listing of resources typically used for evaluations, programming, and academic success	Director, Outreach Services Superintendent	DESE Gallaudet University	Draft Due December 20, 2019

**Goal # 2:**

The Outreach Services Department will promote a positive, collaborative relationship with students, families, colleagues, and the community.

**Rationale (name the existing conditions/data points to support the selection of the objective/goal):**

The Outreach Services Department exists to provide programs and services to help students with needs related to the needs of deaf and hard of hearing children.

Action Steps	Measurement	Person(s) Responsible	Resources	Completion Date
1. Provide training, consultation, and assistance through on and off-site visits, on-line resources (including development of videos) in all areas of responsibility.	Prepare a detailed listing of resources available both on campus and online.	Director, Outreach Services Superintendent	DESE Gallaudet University	Draft Due December 2019