



# FIVE YEAR STRATEGIC PLAN

2018-2023



*Explore Your Frontiers!*

# TABLE OF CONTENTS

<b>I. Vision, Mission and Core Values</b>	03
Vision	03
Mission	03
Core Values	03
<b>II. Expectations</b>	04
<b>III. Priorities</b>	05
Rigorous Instruction – <i>Rigorous, scaffolded curriculum and support</i>	05
Strong Culture – <i>Culture of belonging, safety, and trust among students, families, and staff</i>	05
Excellent Teachers and Leaders – <i>Systems for attracting, developing, and retaining excellent educators</i>	06
Effective Governance & Management – <i>Engaged board that supports network to reach goals</i>	06
<b>IV. Goals</b>	07
Missouri Assessment Program (MAP) Performance Index (MPI) Goals	07
College Career Readiness Goals	08
Attendance Goal	09
Graduation Goal	09
Curriculum & Instruction Goals	09
NWEA MAP Growth Goal	10
STEM Goal	10
Family and Community Engagement Goals	10
Facility and Expansion Goals	11
Governance Goals	11
Safety & Culture Goals	11
Technology Goals	12
Character Education Goals	12
Professional Development Goals	12
Staff & HR Goals	12

# I.

## VISION, MISSION & CORE VALUES

### Vision:

Be a vibrant and innovative educational leader

### Mission:

Empower students to discover and develop their gifts and talents

- in pursuit of college readiness, productive citizenship and lifelong learning
- within an atmosphere of academic excellence with a STEM (Science, Technology, Engineering and Math) focus
- to prepare for the jobs projected for American workforce
- meeting the needs of all, including those whose primary interest is non-STEM
- providing flexibility to expand in the future to a STEAM environment by adding an Arts component



### Core Values:

- **High Expectations:** We maintain rigorous standards and expectations for our students and support them to reach their full potential.
- **Family and Community Engagement:** We believe that students are successful when families and the community are engaged with the school.
- **Character Matters:** We promote a peaceful, caring and safe community and guide our students to value integrity, be responsible and appreciate diversity.
- **STEM Education:** Our students will graduate with an understanding and appreciation of STEM.

## II. EXPECTATIONS

Students need to:

1.

Receive **rigorous instruction** that helps them achieve mastery, regardless of their background skills and knowledge

2.

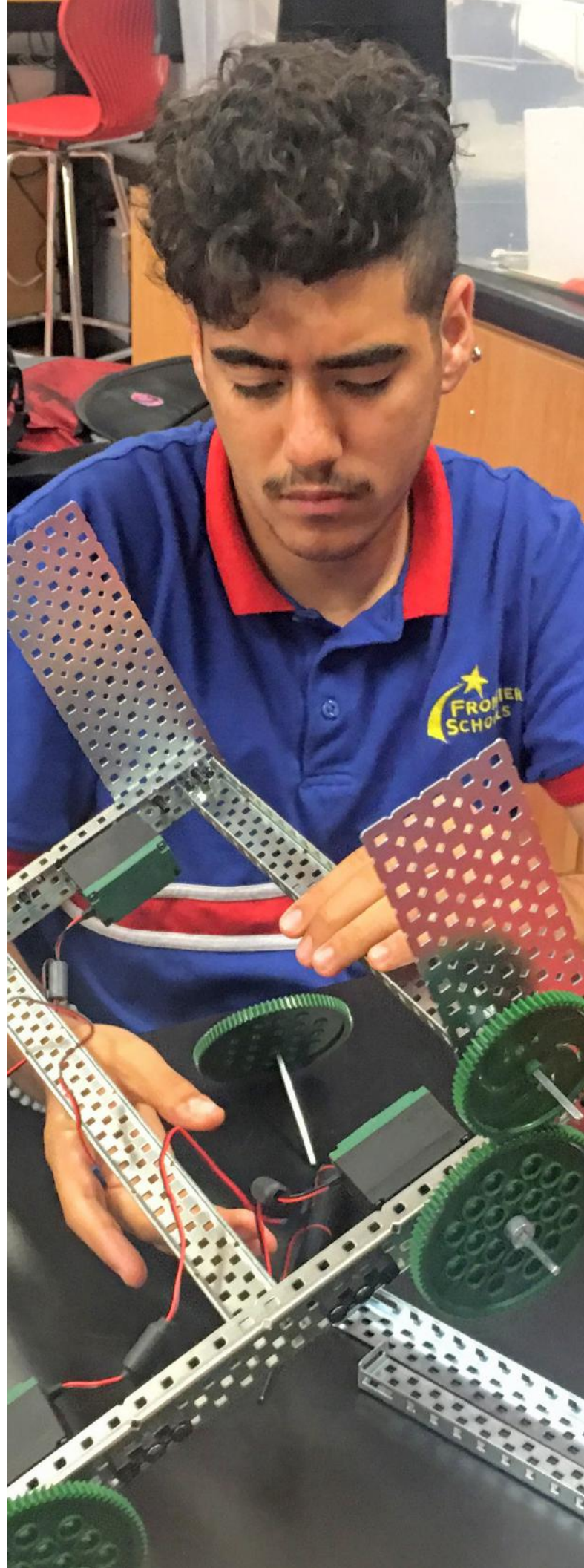
Feel a sense of belonging, safety, and trust as part of a **strong school culture**

3.

Be educated by **excellent teachers and leaders** who are diverse, talented, and equipped for success

4.

Have teachers and leaders who are **effectively governed and managed** such that adults are held accountable for student outcomes



### III.

# PRIORITIES

#### **Rigorous Instruction** – *Rigorous, scaffolded curriculum and support*

We will deliver rigorous, grade-level instruction in every class that supports all learners to succeed. This will require scaffolded curriculum; regular, high-quality teacher coaching; and targeted intervention structures for students.

- **Curriculum:** Ensure every lesson is rigorous and engaging
- **Instructional Coaching:** Provide all teachers with regular and effective instructional coaching
- **Intervention Structures:** Implement effective structures for differentiation and intervention to support diverse learners

#### **Strong Culture** – *Culture of belonging, safety, and trust among students, families, and staff*

We will establish classroom and school communities focused on student engagement and learning. This will require building a culture of belonging, safety, and trust; and strengthening student and family engagement structures to foster that culture for ALL students.

- **Student Culture:** Define and implement high classroom expectations
- **Family Engagement:** Strengthen the partnership between schools and families



## **Excellent Teachers and Leaders** – *Systems for attracting, developing, and retaining excellent educators*

We will ensure that our students have access to excellent teachers and leaders. This will require improving our ability to recruit and integrate staff as well as our ability to create an aligned professional development plan for our team.

- **Recruitment and Selection:** Systematically recruit and select top talent
- **Induction:** Effectively integrate all new teachers with targeted supports
- **Professional Development:** Implement aligned approach to network and school-based professional development



## **Effective Governance & Management** – *Engaged board that supports network to reach goals*

We will ensure effective governance and management processes that focus on students. This will require improving the effectiveness of our board and network management structures.

- **Board Effectiveness:** Institute rigorous board member training process and committee structures
- **Network Management:** Develop performance management systems across all levels of the network to ensure accountability to results

## IV. GOALS

### Missouri Assessment Program (MAP) Performance Index (MPI) Goals

- Frontier Schools' MAP Performance Index (MPI) averages will be higher than Kansas City Public Schools' averages for all subjects.
- Communication Arts MAP Performance Index (MPI) average for the district, each school and each grade level will be 306 in 2019 and it will be 338 in 2023\*.

MPI – Communication Arts				
2019	2020	2021	2022	2023
306	314	322	330	338

- Mathematics MAP Performance Index (MPI) average for the district, each school and each tested grade level will be 300 in 2019 and it will be 332 in 2023\*.

MPI – Mathematics				
2019	2020	2021	2022	2023
300	308	316	324	332

- Science MAP Performance Index (MPI) average for the district, each school and each tested grade level will be 300 in 2019 and it will be 332 in 2023\*.

MPI – Science				
2019	2020	2021	2022	2023
300	308	316	324	332

- Social Studies MAP Performance Index (MPI) average for the district, each school and each tested grade level will be 335 in 2020 and it will exceed Missouri School Improvement Program (MSIP 5) "On Track" status by 2023\*.

MPI – Social Studies				
2019	2020	2021	2022	2023
N/A	335	340	345	350

\* If the current year's MPI (subject/grade level) is greater than next year's MPI goal, then the goal is to increase MPI at least 3 points.

## College Career Readiness Goals

- **College Career Readiness Standard 3 Indicator 1-3** percentage will be at least 63 in 2019 and it will exceed Missouri School Improvement Program (MSIP 5) “On Track” status by 2023.

CCR 3.1-3 - ACT®, SAT®, COMPASS®, ACT WorkKeys® or ASVAB®					MSIP 5 Status Measure	
2019	2020	2021	2022	2023	On Track	Target
63	64	65.1	66.2	67.3	67.2	71.5

- **College Career Readiness Standard 3 Indicator 4** percentage will be at least 60 in 2019 and it will exceed Missouri School Improvement Program (MSIP 5) Target status every year.

CCR 3.4 - AP, IB, Dual Credit, TSA, PLTW or Early College					MSIP 5 Status Measure	
2019	2020	2021	2022	2023	On Track	Target
60	60.5	61	61.5	62	43.9	47.8

- **College Career Readiness Standard 3 Indicator 5-6** percentage will be at least 72 in 2019 and it will exceed Missouri School Improvement Program (MSIP 5) “On Track” status in 2023.

CCR 3.5-6 Placement					MSIP 5 Status Measure	
2019	2020	2021	2022	2023	On Track	Target
72	75	78	80	82	80	90

- 80% or more of high school students will take ACT/SAT before their graduation.
- Frontier Schools' ACT average will be higher than that of Kansas City Public Schools.
- 100% high school students will complete 60 hours of community service before graduation.
- 100% high school students will receive college acceptance before graduation.

## Attendance Goal

- Frontier Schools' **Standard 4 Attendance** percentage will be at least 88.2 in 2019 and it will exceed Missouri School Improvement Program (MSIP 5) Target status in 2023.

Attendance – Standard 4					MSIP 5 Status Measure	
2019	2020	2021	2022	2023	On Track	Target
88.2	88.7	89.2	89.7	90.2	85	90

## Graduation Goal

- Frontier Schools' **Standard 5 Graduation Rate** will be at least 82 in 2019 and it will exceed the Missouri School Improvement Program (MSIP 5) Target status in 2023.

Graduation – Standard 5					MSIP 5 Status Measure	
2019	2020	2021	2022	2023	On Track	Target
82	85	88	90.2	92.2	82	92



## Curriculum & Instruction Goals

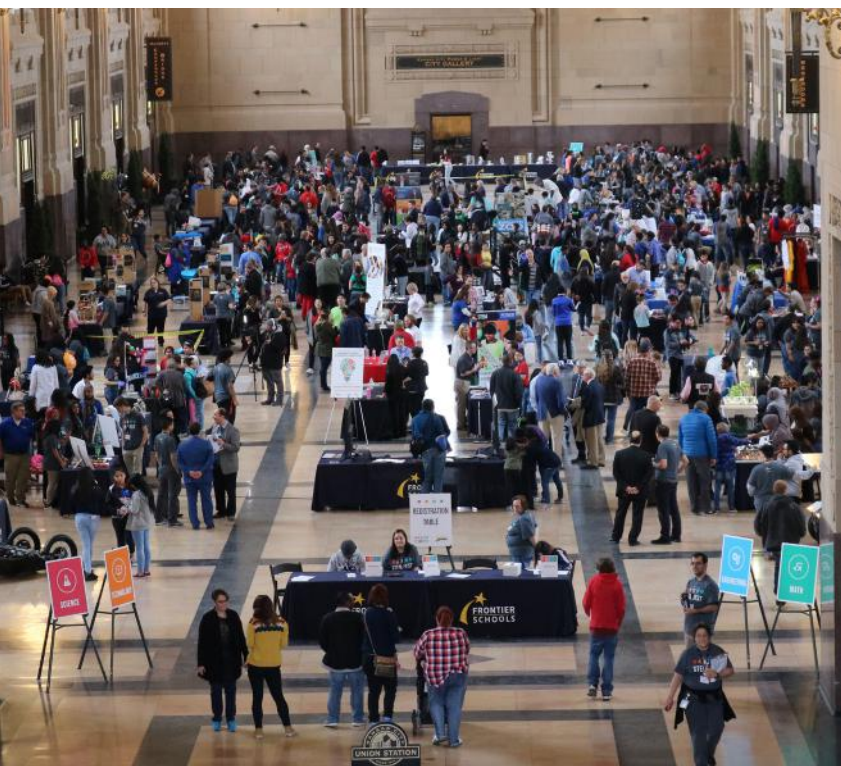
- Frontier will continue to build rigorous, aligned, culturally responsive curriculum resources for all grades and contents including subject and intervention plans, pacing guides, activities, and common assessments.
- An additional instructional coach will be added to each campus.
- A district-wide coaching model will be implemented for all teachers.
- Frontier will implement effective structures for differentiation and intervention to support diverse learners.

## NWEA MAP Growth Goal

- At least 50% of students will meet or exceed their individualized growth target on the NWEA-MAP Growth Fall to Fall assessments.

## STEM Goal

- At least 10% of students will participate in local or national STEM events/competitions every year.
- Frontier will be a part of Center for Advanced Professional Studies (CAPS) network.
- Frontier will organize KC STEM Fest event annually.



## Family and Community Engagement Goals

- 100% new families will be contacted to schedule a home visit from teachers and staff every year.
- 80% or more parents will attend parent-teacher conferences/events and/or receive a home visit each year.
- Frontier will organize a district-wide multicultural festival annually. Parents and community members will be invited.

## Facility and Expansion Goals

- A feeder elementary school to current Frontier School of Excellence (6-12) will open once a facility is secured.
- A new Innovation Lab for Frontier STEM High School will become operational by the end of 2020.
- Pre-Kindergarten classes will expand when a new facility is secured.



## Governance Goals

- New board members will receive at least 16 hours of training in their first year.
- Board members who served more than a year will receive at least 4 hours of training annually.
- The board will establish committees such as Finance, Governance, School Performance, and Construction.

## Safety & Culture Goals

- Safety and Procedure Handbook will be reviewed and updated annually.
- Student and Parent Handbook will be reviewed and updated annually.
- Director of Safety and Conduct will do internal safety and security audits throughout the school year.
- Frontier School of Excellence and Frontier School of Innovation Elementary schools safety will be improved by upgrading fences and security cameras.
- Frontier students and staff will report feeling a sense of belonging, safety and trust based upon an annual survey at the following rates: 55% in 2019, 60% in 2020, 65% in 2021, 70% in 2022 and 75% in 2023.

## Technology Goals

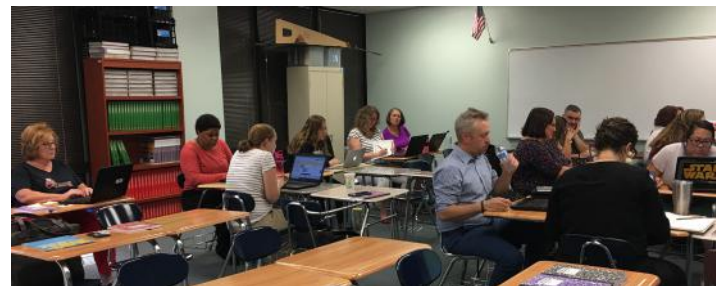
- A data dashboard will be available on district website for board members, campus administrators, parents and all other stakeholders. This dashboard will include student academic results, attendance and discipline information, and district reports.
- All curriculum resources will be accessible online for campus administrators, instructional coaches and teachers.
- A user-friendly district website will be created and updated.

## Character Education Goals

- Character Education classes will be taught in K-8 grade levels.
- Schools of Character and Positive Behavior Interventions (PBIS) programs will be implemented across the district.

## Professional Development Goals

- An effective new teacher professional development program will be arranged.
- Professional Development and Mentorship Program Handbooks will be updated annually.



## Staff & HR Goals

- A district-wide job application software will be used for hiring.
- Staff Handbook will be updated annually.
- A district-wide teacher & staff appreciation event will be organized annually.