



2022-2027 Strategic Plan

As approved by the Kearney School District Board of Education on Wednesday, Dec. 14, 2022

Foreword

Letter from the Board of Education Chair

I believe that a great public school system is the heart of every thriving community. This is certainly true of Kearney School District. Our schools help produce successive generations of well-prepared young adults who go on to become the lifeblood and leaders of our businesses, organizations, churches, neighborhoods and government.

The vitally important role of our public schools is a big reason why I chose to pursue a position on the Board of Education. As a school board member, I'm responsible for helping to ensure that KSD is headed in the right direction. We must do that work with excellence, efficiency and transparency. That means regularly taking time to assess the needs of the community and make appropriate adjustments.

This strategic plan is the result of our work in the fall of 2022 to hear from the people we serve and develop a framework for success over the next five years. I'm grateful for everyone who has contributed in any form throughout this process. More than ever, I am confident that this is a community that truly values its schools. Thank you for entrusting us with this most important mission and for working with us on behalf of our children.

Sincerely,

Darlene Bailey, KSD Board of Education President

Letter from the Superintendent

The Kearney School District community is exceptional. We value our families, friends and neighbors. The community's focus on education manifests as an investment of time, trust and resources in our public schools. This community gives a lot to KSD and rightfully deserves a lot in return. Every member of our team understands that commission.

I watched that community investment translate into action during our strategic planning process. The planning committee of roughly 60 people included students, parents/guardians and other family members, staff, community leaders and neighbors. They gave an extraordinary amount of time and effort. We spent many hours reviewing data, processing feedback and discussing options. The result is a great example of what can be accomplished when people do this work with a spirit of collaboration and a focus on students.

The strategic planning process clearly revealed four critical priorities for KSD. We must build a system where everyone is safe, secure and nurtured. Our students must get the support and experiences that will fully prepare them for future success. Everything we do should include listening to and learning from our students and community members. KSD staff are our most important resource and should be treated with respect.

This strategic plan is engineered around those four pillars. Our job now is to make this document a reality over the next five years. I appreciate everyone who has taken part in this process and those who support our students and staff every day. Together, we will continue to make this an extraordinary community for all of our families and residents.

Gratefully,
Dr. Emily Miller, Superintendent

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About Kearney School District

In Kearney School District, we pursue excellence that enables each student to become a productive, contributing member of a diverse society. Students are the center of everything we do. This important work happens every day, in every classroom, no matter what. We value continuous growth and a collaborative culture for students and staff. We believe diversity is a strength.

Team KSD has approximately 550 employees who serve about 3,500 students in nine schools. We focus on providing each student with extraordinary academic and extracurricular opportunities. Our instructional team are masters of Project Based Learning in their classrooms. In our secondary schools, we are ensuring that our students graduate with Real World Learning experiences and are prepared to thrive as productive members of our community.

Kearney, MO is a vibrant, supportive and growing suburban community. Many of our parents/guardians work in professional and trade careers in the region. They are productively active and engaged in the education of their children. Our staff, students, parents/guardians, family members, partners and neighbors comprise the Bulldog Family. Together, we are building a great future!

Points of Pride:

- Top 5% Statewide Results in 5th & 8th-Grade English, 5th, 6th & 7th-Grade Math, 8th-Grade Science, and High School Biology
- Top 10% Statewide Results in 4th & 7th-Grade English, 3rd & 4th-Grade Math, 5th-Grade Science, English II and Algebra I
- Top 20% Statewide Results in 3rd & 6th-Grade English, 8th-Grade Math, Algebra II and American Government
- Average ACT Score for KSD Students: 23.2 (top among peer districts)
- High School Graduation Rate: 97.4%
- Project Lead the Way Distinguished Program
- KHS ranked in Top 4% of Schools in Missouri by U.S. News & World Report
- KHS Graduates who Enter A 4-Year, 2-Year or Technical College: 80%
- 17:1 Student-to-Staff Ratio (tied for lowest among peer districts)
- Professional Staff Average Experience: 15 Years
- KSD Staff with Advanced Degrees: 76%

Framing the Future for KSD Students

Introduction: the Ecosystem of Public Education

A public school system exists to serve its community. In the United States, we believe that all children should be given an opportunity to learn how to become healthy, responsible and productive citizens. This foundational value of public education took root when the Boston Latin School was established in 1635 and continues to be a core principle in this nation.

To function as intended, a public school system must be organized to identify and achieve the community's priorities for educating their children. The school board helps design a system that will prepare children for success. Everything that happens in Kearney School District should be a function of that grassroots input from the public to their elected officials, the Superintendent of Schools and administrative leadership team.

KSD can only succeed if we regularly take the time to listen to, learn from and plan with the people we serve and support: students, parents/guardians, staff and other community members. This collaboration and cooperation undergird our entire educational ecosystem and ensures that we are achieving the right outcomes. Together, we frame the future for KSD students.

Designing and Building the 2022-2027 Strategic Plan

Every three to five years, KSD evaluates our goals and desired outcomes. The result is a visionary plan that serves as a navigation chart for everything we do in KSD. Our schools are defined by high-quality educational experiences and supported by a community of students, parents, faculty and staff. This joint effort extends to our strategic planning.

KSD's last strategic plan came to a close at the end of the 2021-2022 academic year. This made the development of a new five-year plan one of the district's top priorities in the summer and fall of 2022. The previous plan served the community well, but Kearney is changing along with the nation and our school system must evolve. The launch of the sixth version of the Missouri School Improvement Program (MSIP 6) made this strategic planning work even more urgent.

The theory of action that drove the entire strategic planning process was the fundamental belief that gathering input from a deep and wide selection of key constituents will result in a relevant long-range strategic plan that will achieve the community's desired outcome. With this in mind, the district's leadership team was determined to engage with:

- Parents/Guardians
- Students
- Staff
- Business and Organizational Leaders

- Public Officials and Regulators
- Property Owners
- Other Residents

After some initial preparation over the summer, work on KSD’s 2022-2027 Strategic Plan began in earnest with the Superintendent’s listening and learning tour at schools in the week leading up to the start of classes on Aug. 23. Staff at each school had the opportunity to participate in a “Plus-Delta” exercise. About 400 staff attended these meetings, approximately 75 percent of the total. KSD employees were very open at these meetings and provided invaluable insights about what works well in the school system and what needs to be changed.

It’s noteworthy that many of the items listed by KSD staff in the “Plus” and “Delta” columns aligned with the input gathered several months earlier during a strategic planning discussion with the Bulldogs Business and Education for Schools of Tomorrow (BEST) Team. This advisory council of about 20 members meets regularly with the Superintendent. It includes local business and community organization leaders plus other public officials.

All KSD stakeholders were asked to complete an online survey starting on Monday, Oct. 3 and continuing through Sunday, Oct. 9. This outreach was done through a landing page on the district website, social media posts, eblasts, robocalls and text messages. In addition, school leaders and staff facilitated times for students to take the survey during class time.

Responses were gathered with three similar but differentiated surveys:

TARGET RESPONDENT	NUMBER OF RESPONSES
Parents/Guardians	445
Staff	144
Students	1840

In September, the district leadership team selected 60 people to serve on the KSD Strategic Planning Committee. This committee included district and school leaders, staff, students, parents/guardians and community members. Based on the interest form responses and other factors, each committee member was assigned to a smaller group that addressed one of five major strategic focus areas:

- Academics & Academic Support
- Culture & Climate
- Communications & Community Relations
- Human Resources
- Operations, Budget and IT

Over the course of five committee meetings starting on Oct. 3 and ending on Dec. 5, the members worked together with an open, collaborative and non-judgmental mindset to develop proactive solutions that best serve all students and the entire community.

Strategic Planning Committee Meetings:

- Oct. 3 - Reviewed results of 2017-2022 Strategic Plan; plus-delta exercise
- Oct. 17 - Reviewed strategic planning survey results; started work on the district's new vision, mission and values
- Nov. 1 - Finalize the vision, mission and values; discuss draft strategic goals and objectives as written by the subcommittees
- Nov. 14 - Ongoing discussions about goals and objectives
- Dec. 5 - Final review and approval of vision, mission, values, goals and objectives

Concurrent with the engagement process, district administrators took the lead in ensuring that the plan aligned with the MSIP 6 standards and process. That work included attending several workshops led by the state's Department of Elementary and Secondary Education (DESE), plus ongoing discussions with DESE officials. In addition, invaluable consultation was provided by Dr. Jeanette Cowherd, who only recently retired after many successful years as superintendent of Park Hill School District.

The district leadership team listened attentively during committee meetings and used that input to continually improve and refine the draft strategic plan over several weeks. The public engagement efforts ended with an impressively large pool of feedback. A few important priorities emerged after distilling the input from the district's community members:

- Safety and security
- Assure that student voices are heard and respected
- Well-qualified teachers and staff
- Caring learning environment/students having trusted adults
- Helping students become good citizens and employees (college and career readiness; treating others with respect)
- High student achievement
- Align compensation with expectations
- Fun and engaging educational experiences and opportunities
- Transparency and accountability

From that list of priorities, the Strategic Planning Committee further identified four key pillars to support the district's work during the life of this plan:

1. Climate & Culture
2. Academic Success & Student Support
3. Responsive Leadership & Community Engagement
4. Exemplary & Valued Employee

KSD 2022-2027 STRATEGIC PLAN

The four pillars combine to summarize how we are going to achieve our global ends: Bulldogs CARE! The result of this entire process is the engineering of a strategic plan that is focused on the core public education goals of the KSD community. Together, we will use this plan to build a school system structured on hometown values and achieve world-class results. This is how Kearney School District will frame a successful future for our students.

Vision, Mission, Values

Vision: Reaching beyond success to develop individuals of character

Mission: Kearney School District is committed to providing exemplary educational experiences in a safe and supportive learning environment where all students discover their gifts, find their voice, and develop into strong citizens for tomorrow.

Values:

- Integrity
- Respect
- Future Readiness
- Student Focus
- Resilience

Strategic Goals

1. **Climate & Culture** - Kearney School District creates a safe learning environment of respect and belonging fostering a path to success.
2. **Academic Success & Student Support** - Kearney School District delivers high-quality educational experiences supporting the diverse needs of all students.
3. **Responsive Leadership & Community Engagement** - Kearney School District facilitates stakeholder engagement and empowers student voice.
4. **Exemplary & Valued Employees** - Kearney School District is committed to high-quality staff who are dedicated to students.



KSD 2022-2027 STRATEGIC PLAN

Acknowledgments

Kearney School District's 2022-2027 Strategic Plan truly represents a community-wide effort. It's the result of an extraordinary amount of input from and collaboration with KSD parents/guardians, students, staff and neighbors. The Strategic Planning Committee led this work. Approximately 60 people volunteered about 720 combined hours over the course of three months to craft this plan. They analyzed hundreds of data points and thousands of pieces of feedback. Committee members had tough conversations with a spirit of respect and the understanding that everyone was striving to achieve the same outcomes: student support and success for the good of the entire school system. With that in mind, the committee members earned a special recognition for their contributions to this plan.

2022 Kearney School District Strategic Planning Committee:

- Avery Aller
- Darlene Bailey
- Amy Baugh
- Ryan Blankenship
- Rachel Bumstead
- Brea Connett
- Ella Conway
- Kieran Creeden
- Kylee Cundiff
- Kelly Dale
- Ginger Elsea
- Suzanne Forman
- Kelly Gentry
- Heather Guilkey
- Andy Gustafson
- Courtney Holt
- Stacy Holtzclaw
- Barb Johnson
- Rylee Johnson
- Aaron Jury
- John Kern
- Sara Kimmel
- Renea Kinney
- Jason Klindt
- Jennifer Kopp
- Julia Kuhn
- Kate Martens
- Zach McMains
- Lee Meyer
- Emily Miller
- David Miller
- Bartholomew Morris
- Jason Napier
- Paula Noble
- Erek Noland
- Alisha Ohara
- Blake Overly
- Tyler Owen
- Selissa Palmer
- Rebecca Parks
- Joshua Peters
- Beth Pickle
- Randy Pogue
- Craig Porter
- Lindsey Ritter
- Val Rivera
- Samantha Rothfuss
- Amanda Ruff
- Kristen Ruth
- Mendy Salmonson
- Shawna Searcy
- Kathy Spero
- Stella Spiking
- Marie Steiner
- Ali Stewart
- Drew Switzer
- Tami Thomas
- Lauren Thomas
- Lindsey Thomas
- Michael Thorpe
- Eric Todd
- Brittany Tuff
- Nick Turley
- Ray Weikal
- Melissa Wiley
- Susan Woehrman

Objectives and Action Steps

Status Key:

- **C** - Completed
- **P** - Progressing
- **N** - Not Yet Attempted
- **D** - Discontinued

Climate & Culture

Objective 1.1 All KSD facilities will meet or exceed safety and security standards on an annual basis as measured by the safety and security scorecard founded on best practices.

Objective 1.2 The percentage of KSD students indicating that they have a sense of belonging will increase by two percent annually through 2027 as measured by the annual district survey and the annual stakeholder survey.

Objective 1.3 The number of KSD students in grades 3-12 who are involved in a school or community activity as measured by the district's annual stakeholder survey will increase by two percentage points per year.

Objective 1.4 The number of KSD students who indicate that they agree that they are able to voice their concerns and suggestions to school and district leadership will increase by at least two percent annually as measured by the stakeholder survey.



Academic Success & Student Support

Objective 2.1 KSD students will annually maintain collective scores in the top 25 percent on all high-stakes assessments among their cohorts in peer school districts.

Objective 2.2 By 2027, at least 80 percent of KSD students will be at or above grade level and/or course-work success through general classroom instruction and interventions.

Objective 2.3 By the 2024-2025 academic year, all KSD students will participate in immersive Real World Learning experiences that provide exposure and experience with various career fields and pathways as reported by the District Dashboard.

Objective 2.4 All KSD students will have access to Social-Emotional Learning (SEL) supports that empower them to improve their social-emotional health as measured by the Multi-Tiered System of Support for SEL.



Responsive Leadership & Community Engagement

Objective 3.1 The percentage of KSD parents/guardians, staff, students and other community members who indicate that district communications are effective as measured by the annual district survey will increase by one percentage point per year.

Objective 3.2 The number of students, parents/guardians, staff and other community members who agree that KSD engages with them about major changes and initiatives will increase by at least two percent annually as measured by the stakeholder survey.

Objective 3.3 KSD will develop and utilize resources in a fiscally responsible manner and maintain a minimum end of fiscal year annual fund balance of 17 to 25 percent.

Objective 3.4 KSD's Board of Education and district administration will increase their effectiveness and leadership capacity.



Exemplary & Valued Employees

Objective 4.1 KSD will prioritize all employees by increasing compensation and benefits to rank no lower than 5 out of 12 of peer districts by 2025 and maintaining that position through 2027.

Objective 4.2 The number of staff members who agree that KSD provides a supportive work environment and healthy work-life will increase by two percentage points annually as measured by the stakeholder survey through 2027.

Objective 4.3 KSD will increase the percent of classified and certified staff who agree on the annual stakeholder survey they have expanded access to differentiated professional development and coaching based on experience and need.

Objective 4.4 KSD will fill 100 percent of annual vacancies and retain 90 percent of classified and certified staff that qualify for annual renewal.

1. Climate & Culture

Kearney School District creates a safe learning environment of respect and belonging fostering a path to success.



Objective 1.1 All Kearney School District facilities will meet or exceed safety and security standards on an annual basis as measured by the safety and security scorecard founded on best practices.								
Baseline: Baseline will be established following the completion of an external audit.								
2022-2023:								
2023-2024:								
2024-2025:								
2025-2026:								
2026-2027:								
Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Conduct a safety audit with an outside agency of all facilities	1/3/23	Director of Operations	External audit- \$4000					
Develop a safety and security scorecard (SSC)	7/1/23	Director of Operations	No anticipated costs KPD and KFD					
Update and revise long-range facility plan to include implementation of safety and security improvements based on SSC recommendations	4/30/24	Director of Operations	Anticipated increase in facilities funding					
Evaluate all facilities annually with safety and security scorecard	7/1/24	Director of Operations	No anticipated cost					

Objective 1.2

The percentage of Kearney School District students indicating that they have a sense of belonging will increase by two percent annually through 2028 as measured by the annual district survey and the annual stakeholder survey.

Baseline: Sixty-five percent of students indicated “agree” or “strongly agree” on the 2022 district survey that they feel cared for and supported when in class and at school.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
Implement with fidelity the RESPECT campaign by offering teacher training and student recognition	1/3/23	Assistant Superintendent of Academic Services	\$30,000 contracted services	2023	2024	2025	2026	2027
Leverage student leaders to share and model the key messages	1/3/23	Superintendent	\$1,000 - student travel					
Implement K-12 approach to digital citizenship with parental education	1/3/23	Assistant Superintendent of Academic Services	No anticipated cost					
Provide monthly messaging and reinforcement regarding different character attributes	7/1/23	Assistant Superintendent of Academic Services	No anticipated cost					
Recognize community volunteers, business partners and former graduates as positive role models for students	7/1/23	Director of Communications and Community Relations	\$1,000 - recognitions					

Objective 1.3

The number of Kearney School District students in grades 3-12 who are involved in a school or community activity as measured by the district's annual stakeholder survey will increase by two percentage points per year.

Baseline: Seventy-five percent of students indicated on the 2022 district survey that they are involved with school or community activity or organization.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Survey students on current interest to determine gaps in coursework, extra-curricular, and co-curricular offerings	8/22/23	Director of Communications and Community Relations	No anticipated cost (responses may drive conversations around staffing)					
Survey students on connection to school or community activities	8/22/23	Director of Communications and Community Relations	No anticipated cost (responses may drive conversations around staffing)					
Establish a team to evaluate ways to reduce barriers and increase access for participation	8/22/24	Superintendent	Costs are anticipated based on team input					

Objective 1.4

The number of Kearney School District students who indicate that they agree that they are able to voice their concerns and suggestions to school and district leadership will increase by at least two percent annually as measured by the stakeholder survey.

Baseline: Fifty-four percent of students “agree” or “strongly agree” on the 2022 district survey that Kearney School District assures that student voices are heard and respected.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Develop and establish a structure for students to communicate concerns and suggestions to school and district leaders by the fall of 2023	7/1/23	Director of Communication and Community Engagement	\$15,000 purchased services for survey or feedback tool					
Create a flowchart of protocols to track and respond to student concerns and suggestions in a timely manner	7/1/23	Director of Communication and Community Engagement	No anticipated cost					
Develop a Superintendent’s Student Advisory team	7/1/23	Director of Communication and Community Engagement	No anticipated cost					

2. Academic Success & Student Support

Kearney School District delivers high-quality educational experiences supporting the diverse needs of all students.



Objective 2.1

Kearney School District students will annually maintain collective scores in the top 25 percent on all high-stakes assessments among their cohorts in peer school districts.

Baseline: Kearney School District students performed in the top 25 percent of our Peer Group in 15 out of 22 categories on state assessment in the spring of 2022.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Provide professional development in authentic literacy to core content areas to increase critical thinking through writing, speaking and listening	1/3/23	Assistant Superintendent of Academic Services	Substitute and external costs out of PD budget					
Investigate the use of growth assessment tools and consider selective abandonment of existing tools	1/3/23	Assistant Superintendent of Academic Services	Anticipate expense will be revenue neutral					
Provide professional development in authentic literacy to non-core areas to increase critical thinking through writing, speaking and listening	8/1/25	Assistant Superintendent of Academic Services	Substitute and external trainer costs out of PD budget					
Develop consistent walk-through fidelity-check to assess authentic literacy in classroom instruction	8/22/23	Assistant Superintendent of Academic Services	No anticipated cost					

KSD 2022-2027 STRATEGIC PLAN

Objective 2.2

By 2028, at least 80 percent of Kearney School District students will be at or above grade level and/or course-work success through general classroom instruction and interventions.

Baseline: Twenty-six percent of elementary aged students needed reading intervention support in the fall of 2022. Additional baselines will be identified based on grade levels and subjects.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Develop scales for priority standards to ensure that all core content curriculum is vertically aligned	1/3/23	Assistant Superintendent of Academic Services	Professional development (\$35,000) and substitute coverage costs					
Use spring Kindergarten screening data to engage incoming Kindergarten parents to increase school readiness.	1/3/23	Assistant Superintendent of Academic Services	No anticipated costs					
Increase professional development opportunities and supports for academic interventions (RTI)	8/22/23	Assistant Superintendent of Academic Services	RtI resources (ESSR III budgeted)					
Provide targeted professional development for any grade level or specific course that is falling below the 80% target	8/1/23	Assistant Superintendent of Academic Services	Professional development and Title II resources					

Objective 2.3

By the 2024-2025 academic year, all Kearney School District students will participate in immersive Real World Learning experiences that provide exposure and experience with various career fields and pathways as reported by the District Dashboard.

Baseline: By the end of 2022-23, 66 percent of elementary teachers will be trained by the Buck Institute in project-based learning. During the 2021-2022 school year, 47 percent of 2022 graduates attained a Market Value Asset.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Provide professional development for all elementary core teachers and librarians in Project-Based Learning via Buck Institute by spring of 2024 and have access to PBL units created that are tied to KSD career pathways	1/3/23	Assistant Superintendent of Academic Services	Professional Development costs- \$25, 000 (anticipated 38 teachers and 3 admin left to train) and substitute coverage costs					
Implement aptitude / interest surveys and partnerships with local professionals to increase student exposure and opportunities	1/3/23	Assistant Superintendent of Academic Services	TBD					
Implement Portrait of a Graduate grade span scales by the 2024-25 school year for each of the six competencies	8/1/23	Assistant Superintendent of Academic Services	External consultant \$40,000					

Collaborate with the 21st Century Skills Team to develop a walkthrough fidelity check to monitor classroom technology integration across the district	8/1/23	Assistant Superintendent of Academic Services	21st Century Skills Team Stipend Cost					
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Objective 2.4

All Kearney School District students will have access to Social-Emotional Learning (SEL) supports that empower them to improve their social-emotional health as measured by the Multi-Tiered System of Support for SEL.

Baseline: A baseline will be developed using Children's Fund data.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
As professional and Clay County Children's Fund resources allow, all students identified will be provided school-based services within 30 days of referral unless services are declined by parents/guardians	1/3/23 and prior	Assistant Superintendent of Academic Services	TBD					
Maintain that all students participating in the Kearney Academy will receive all necessary support to ensure that at least 90 of participants will receive a Kearney High School Diploma	1/3/23	Assistant Superintendent of Academic Services	TBD					
Assemble a team to develop a plan for Tier 1 supports for social-emotional learning	8/1/23	Assistant Superintendent of Academic Services	TBD					

3. Responsive Leadership & Community Engagement

Kearney School District facilitates stakeholder engagement and empowers student voice.



Objective 3.1

The percentage of Kearney School District parents/guardians, staff, students and other community members who indicate that district communications are effective as measured by the annual district survey will increase by one percentage point per year.

Baseline: Baseline will be established following the 2023 annual district survey.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Audit communications and engagement tools within the district to streamline and standardize communication platforms	7/1/23	Director of Comms	\$3,200					
Implement a multi-year strategic communications plan that prioritizes and systematizes communications methods and procedures based on quantitative and qualitative feedback	7/1/23	Director of Comms	TBD					
Draft clear and enforceable administrative guidelines regarding the tools and process for communications and engagement across KSD	7/1/23	Director of Comms	TBD					
Investigate and recommend for adoption and/or development a new or existing communications and engagement tool that will meet the needs of students, staff and parents/guardians	7/1/24	Director of Comms	\$20,000					

Objective 3.2

The number of students, parents/guardians, staff and other community members who agree that Kearney School District engages with them about major changes and initiatives will increase by at least two percent annually as measured by the stakeholder survey.

Baseline: The district's 2022 annual survey indicated that 70 percent of students "agree" or "strongly agree" that their teacher and school engage with them. Baseline will be established for staff and community on the 2023 annual district survey.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Develop a Board of Education policy by the fall of 2024 that solicits input from students, parents/guardians, staff and community members on major initiatives and programs	7/1/23	Superintendent	No anticipated cost					
Develop and utilize survey item to measure improvement annually	7/1/23	Director of Communications and Community Relations	No anticipated cost					
Create an action plan to implement Board policy and measure fidelity	8/22/23	Director of Communications and Community Relations	No anticipated cost					
Review the action plan and make changes based on feedback annually	7/1/24	Director of Communications and Community Relations	No anticipated cost					

Objective 3.3

Kearney School District will develop and utilize resources in a fiscally responsible manner and maintain a minimum end-of-fiscal-year annual general fund balance of 17 to 25 percent.

Baseline: The district's general fund balance was at 21 percent as of October 2022.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Publish financial charts and graphs to ensure financial transparency	1/3/23	Business Manager	TBD					
Partner with local and/or external entities to obtain accurate residential and commercial development information to make informed and consistent decisions for long range planning	1/3/23	Director of Operations & Business Manager	\$25,000 potential demographic study					
Develop and utilize a long range planning matrix for facilities and infrastructure decisions by the 2024 school year	7/1/23	Director of Operations & Business Manager	No anticipated cost					
Maintain a clean annual audit.	Ongoing	Business Manager	TBD					

Objective 3.4 Kearney School District's Board of Education and the district administration will increase the number of opportunities to build effective governance practices and leadership capacity.								
Baseline: Kearney School District will establish a baseline to measure the Board's effectiveness and leadership capacity.								
2022-2023:								
2023-2024:								
2024-2025:								
2025-2026:								
2026-2027:								
Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Increase collective learning and discussion through board work sessions and relevant training	1/3/23	Board of Education and Superintendent	Already included in existing budget					
Continue to identify key constituent groups and determine the best methods for intentional and transparent engagement	7/1/23	Board of Education and Superintendent	No anticipated expense					

4. Exemplary & Valued Employees

Kearney School District is committed to high-quality staff who are dedicated to students.



Objective 4.1

Kearney School District will prioritize all employees by increasing compensation and benefits to rank no lower than 5 out of 12 of peer districts by 2025 and maintaining that position through 2027.

Baseline: In the fall of 2022, Kearney School District currently ranks 7 out of 12 based on Masters + 10 on the teacher salary schedule. Classified employees average 7 out of 12 compared to the peer groups. Administrators average 7 out of 12 compared to local districts.

2022-2023:  **2023-2024 Salary Comparison**

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Develop a salary schedule study group to evaluate existing salary schedules for employee groups	1/3/23	Assistant Superintendent of Human Resources	No cost anticipated					
Develop and implement compensation plan for both Certified and Classified staff that ranks in the Top 5 of the 12 district peer group	7/1/23	Assistant Superintendent of Human Resources	Cost estimates will be based on study team's recommendations					

Objective 4.2

The number of staff members who agree that Kearney School District provides a supportive work environment and healthy work-life will increase by two percentage points annually as measured by the stakeholder survey through 2027.

Baseline: Baseline will be established following the next district fall survey.

2022-2023:

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Building wellness champions will provide a program of support for all staff.	7/1/23	Assistant Superintendent of Human Resources	Retention Grant					
Investigate Employee Assistance Program counseling for staff when the district goes out to bid for supplemental insurance	7/1/23	Assistant Superintendent of Human Resources	TBD					
Bolster employee recognition efforts with building-level recognitions and monthly staff recognitions	7/1/23	Assistant Superintendent of Human Resources and Director of Communications and Community Relations	TBD					

Objective 4.3 Kearney School District will increase the percent of classified and certified staff who agree on the annual stakeholder survey they have expanded access to differentiated professional development and coaching based on experience and need.								
Baseline: Baseline will be established following the next district fall survey.								
2022-2023:								
2023-2024:								
2024-2025:								
2025-2026:								
2026-2027:								
Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Provide all staff with opportunities to receive job-embedded professional development directly related to their position and responsibilities	7/1/23	Assistant Superintendents of Academic Services, Human Resources, and the Director of Operations	No anticipated cost (recommendation may trigger need for additional resources)					
Align resources to ensure staff are receiving needed training to support student achievement and job performance	7/1/23	Assistant Superintendents of Academic Services, Human Resources, Director of Operations	TBD					
Form district calendar task force to explore expanding professional development opportunities	7/1/23	Assistant Superintendent of Human Resources	Recommendation may trigger need for additional resources					
Develop a classified leadership program	7/1/23	Assistant Superintendent of Human Resources	TBD					

Objective 4.4

Kearney School District will fill 100 percent of annual vacancies and retain 90 percent of classified and certified staff that qualify for annual renewal.

Baseline: For the 2021-22 school year, 5 certified staff retired, 20 certified staff resigned, 3 classified staff that retired, 30 classified staff that resigned

2022-2023:

488 Total KSD Employees

185 Classified Employees/ 13 Vacancies= 93% Retention Rate

23-24 Vacancies- 4 Custodians, 2 Grounds, 0 Maintenance, 4 Paraprofessionals= 10 current openings

303 Certified Employees/ 32 Vacancies= 89.5% Retention Rate

23-24 Vacancies- 4 current vacancies

2023-2024:

2024-2025:

2025-2026:

2026-2027:

Action Steps	Start	Champion	Resources	Status				
				2023	2024	2025	2026	2027
Develop Recruitment Plan and collect annual data to determine what recruitment strategies are most effective	1/3/23	Assistant Superintendent of Human Resources	TBD					
Develop and deploy an exit survey	7/1/23	Assistant Superintendent of Human Resources	No anticipated cost					

Implementation & Evaluation: Turning the Strategic Plan Into Action

The approval of Kearney School District's 2022-2027 Strategic Plan by the Board of Education on Wednesday, Dec. 14, 2022, only represents one significant step in a still ongoing process. It is now incumbent on every member of Team KSD to turn this plan into tangible action steps. The four strategic goals with their embedded objectives should serve as pillars that gird the entire structure of the school system. This is how we will frame the future for our students.

To that end, KSD's administrative leaders will be developing their own corollary plans that will serve as the connective rebar between the Strategic Plan and the schools and departments. This will ensure the alignment and fidelity of the district's operations, programs and initiatives. These secondary and tertiary strategic plans will include but are not limited to the following:

- Building Improvement Plans
- Academic and Student Support Services
- Special Education
- Human Resources
- Budget and Finance
- Communications
- Safety and Security
- Technology

Ample evidence suggests that the most well-performing organizations engage in a continual process of examining the outcomes of their actions and making adjustments as needed. To that end, KSD's leadership team will convene on an annual basis of evaluating the status of 12 objectives identified in this plan. This process will include collaboration with community members. They will ascertain whether a given objective is:

- **C** - Completed
- **P** - Progressing
- **N** - Not Yet Attempted
- **D** - Discontinued

The cyclical evaluation process will prompt systematic adjustments to the action steps in order to help ensure ongoing progress towards achieving the strategic objectives within the life of this plan.

Appendix A - Explication of Values

Integrity

We will be trustworthy and honest and will always do the right thing even when it is hard.

Respect

We will listen to and learn from diverse perspectives because everyone deserves the opportunity to grow and shine.

Future Readiness

We will structure curriculum, instruction and support systems in order to help prepare students for relevant and competitive careers and leadership opportunities.

Student Focus

We will do everything in our power to support and guide each student, every day, no matter what.

Resilience

We will respond to challenges and loss as opportunities for learning and growth.