

Raytown School District

Superintendent Priorities

2024-2025



Dr. Penelope Martin-Knox
Superintendent

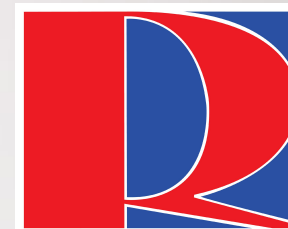
Our Purpose

THEORY OF ACTION:

The Theory of Action for the Board of Education and Raytown Quality Schools ensures positive student outcomes through high expectations, equitable learning opportunities, and rigorous instruction in an engaging and supportive environment, to inspire continuous learning. When we do this, in partnership with staff, students, parents, and community, we will provide all students with skills that will enable them to be responsible and productive members of society.

MISSION: The mission of Raytown Quality School District is to inspire, empower and equip our students, staff, and community to reach their full potential to succeed in their future endeavors.

VISION: The vision of Raytown Quality School District is to ensure all students graduate with academic and interpersonal skills necessary to be college-, career- and life-ready.

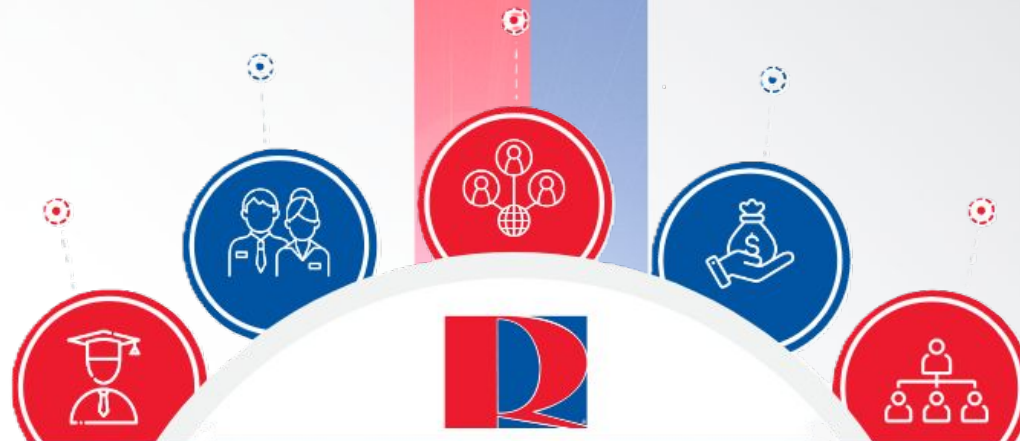


Board & District Goals

- Student Achievement & College/Career Readiness
- Attract, Recruit, and Retain High Quality Staff
- Strengthen Community Relations and Communications
- Maintain Fiscal & Operational Integrity and Accountability
- Board Governance

Strategic Plan

- Learning
- Teaching
- Leadership
- Professional Learning
- Wider Community



STUDENT ACHIEVEMENT & COLLEGE/CAREER READINESS

1. Provide meaningful student work that will be grounded in culturally responsive connections to the world.
2. Ensure that students are co-creators of their career pathways, goals, and action plans.
3. Foster a culture of creativity, equity, excellence, and innovation with our educators.
4. Support integrated systems for management, communication, and classroom instruction.

PROFILE OF A LEARNER

IN RAYTOWN QUALITY SCHOOLS



Raytown Quality Schools is developing the skills and dispositions that will enable all learners to thrive as confident and capable individuals who are:

ACADEMICALLY SOUND

REFLECTIVE

PROFESSIONAL

ABLE TO RELATE

CONTRIBUTORS



ACADEMICALLY SOUND

Foundational learning in reading, writing, math, science, and social studies will develop learners who are:

- Creative Thinkers
- Problem-Solvers
- Media Literate and Savvy
- Discerning

REFLECTIVE

An ability to seek out, receive, and respond to feedback for continuous improvement will develop learners who are:

- Self-Aware
- Perseverant
- Goal-Oriented
- Coachable

ABLE TO RELATE

Engaging with others through authentic, interpersonal interactions that build community, challenge thinking, and inspire success will develop learners who are:

- Empathetic
- Collaborative
- Effective Communicators

CONTRIBUTORS

Instilling a sense of civic responsibility and community caretaking will develop learners who are:

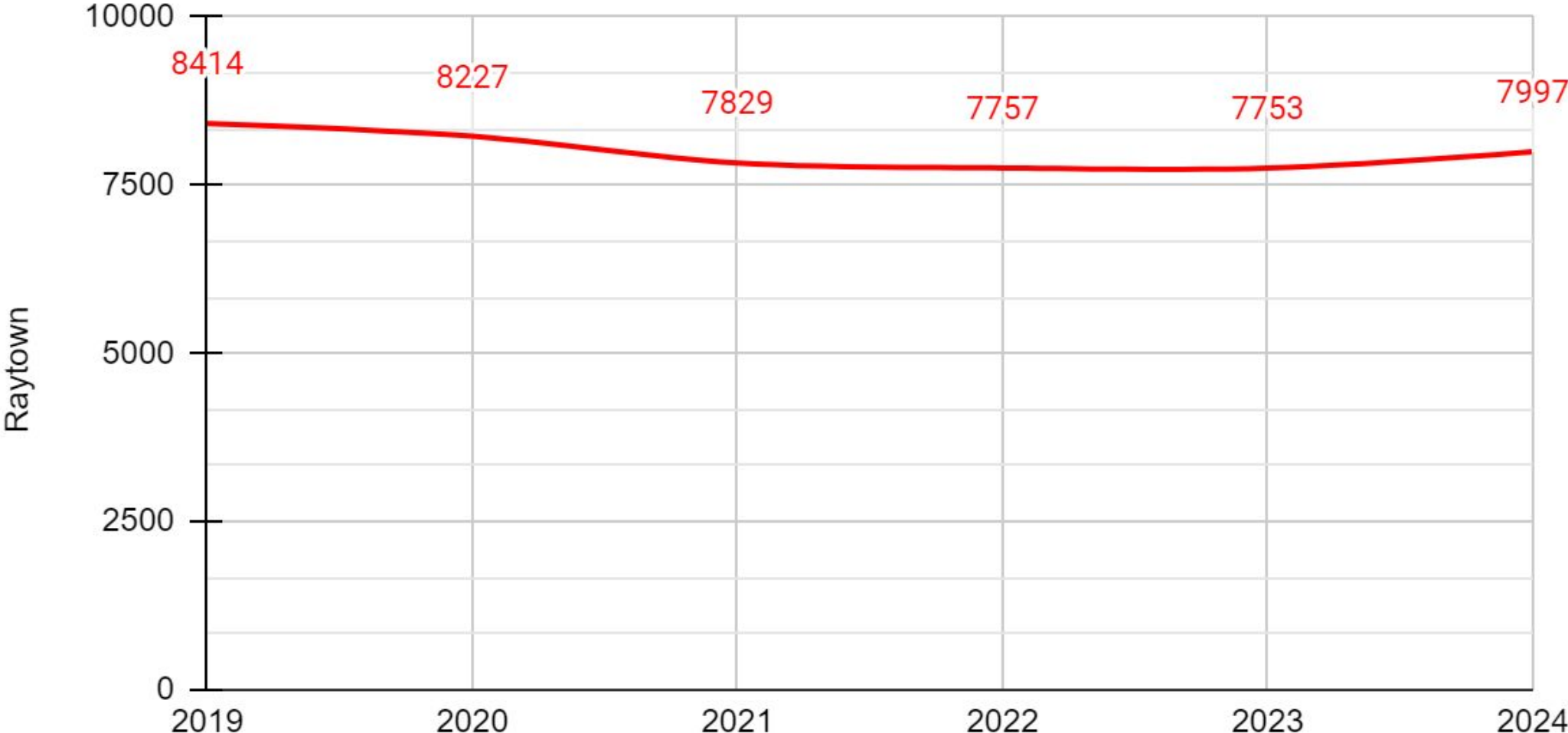
- Positive
- Inclusive
- Networkers
- Action-Oriented

PROFESSIONAL

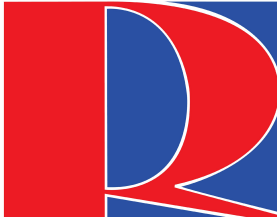
A focus on preparing for success in the world of work no matter the chosen path will develop learners who are:

- Dependable
- Agile
- Self-Directed
- Continuous Learners

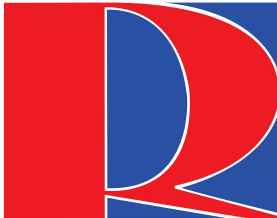
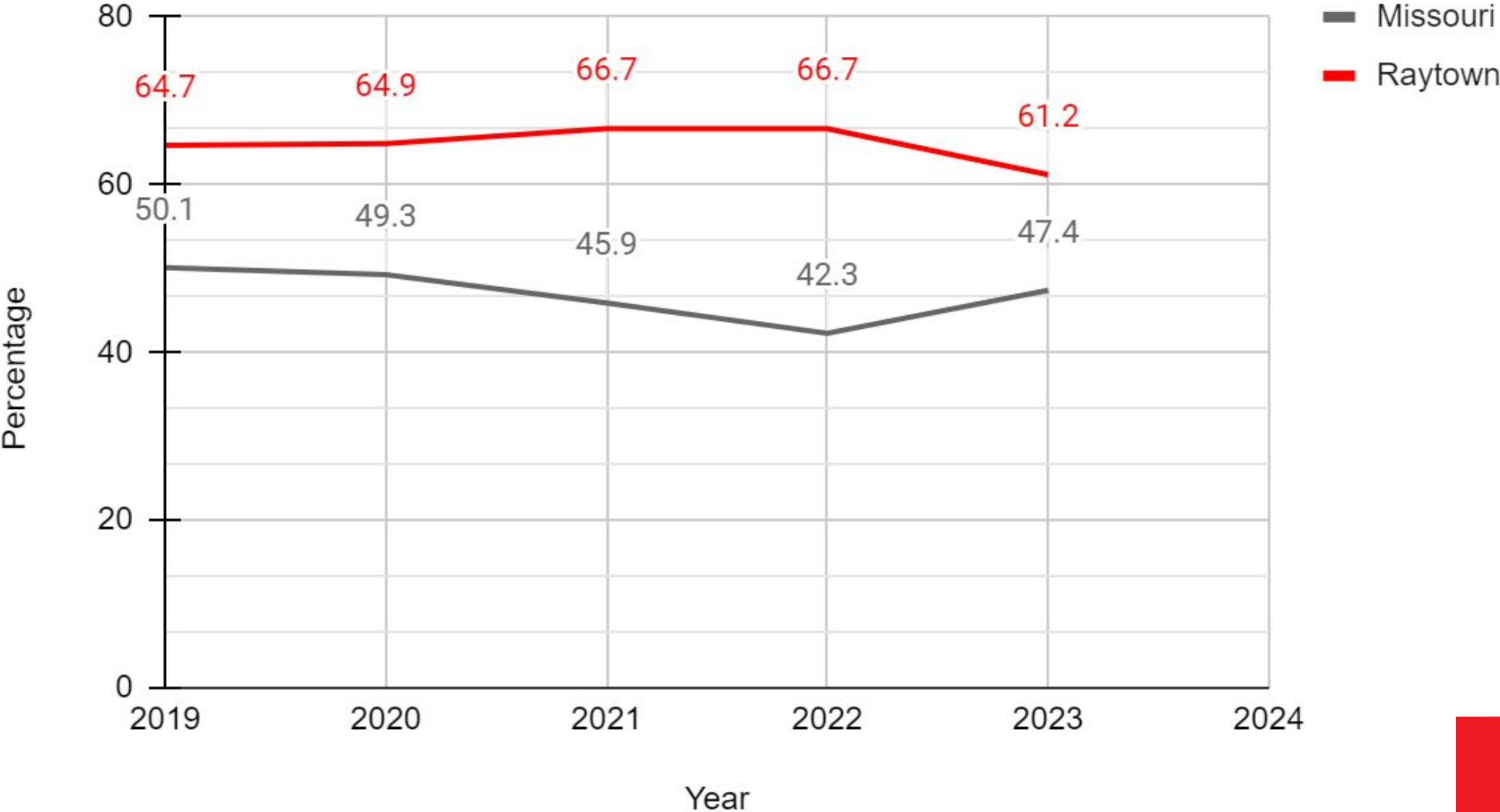
Enrollment



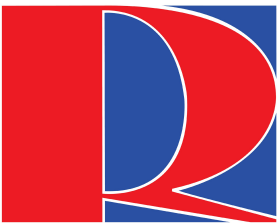
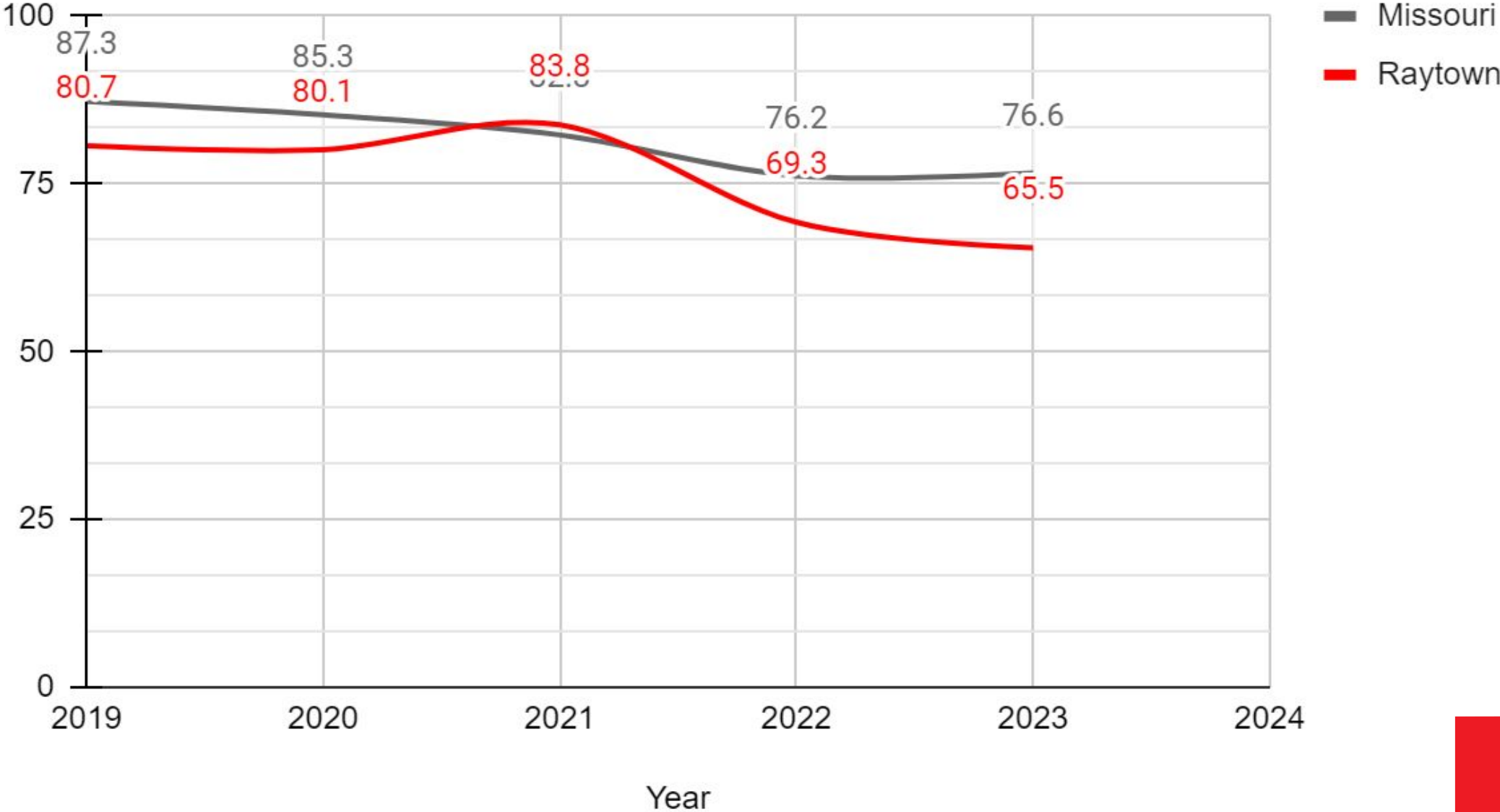
Enrollment



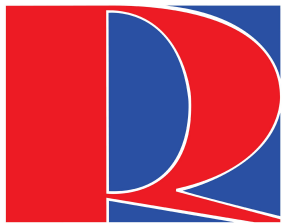
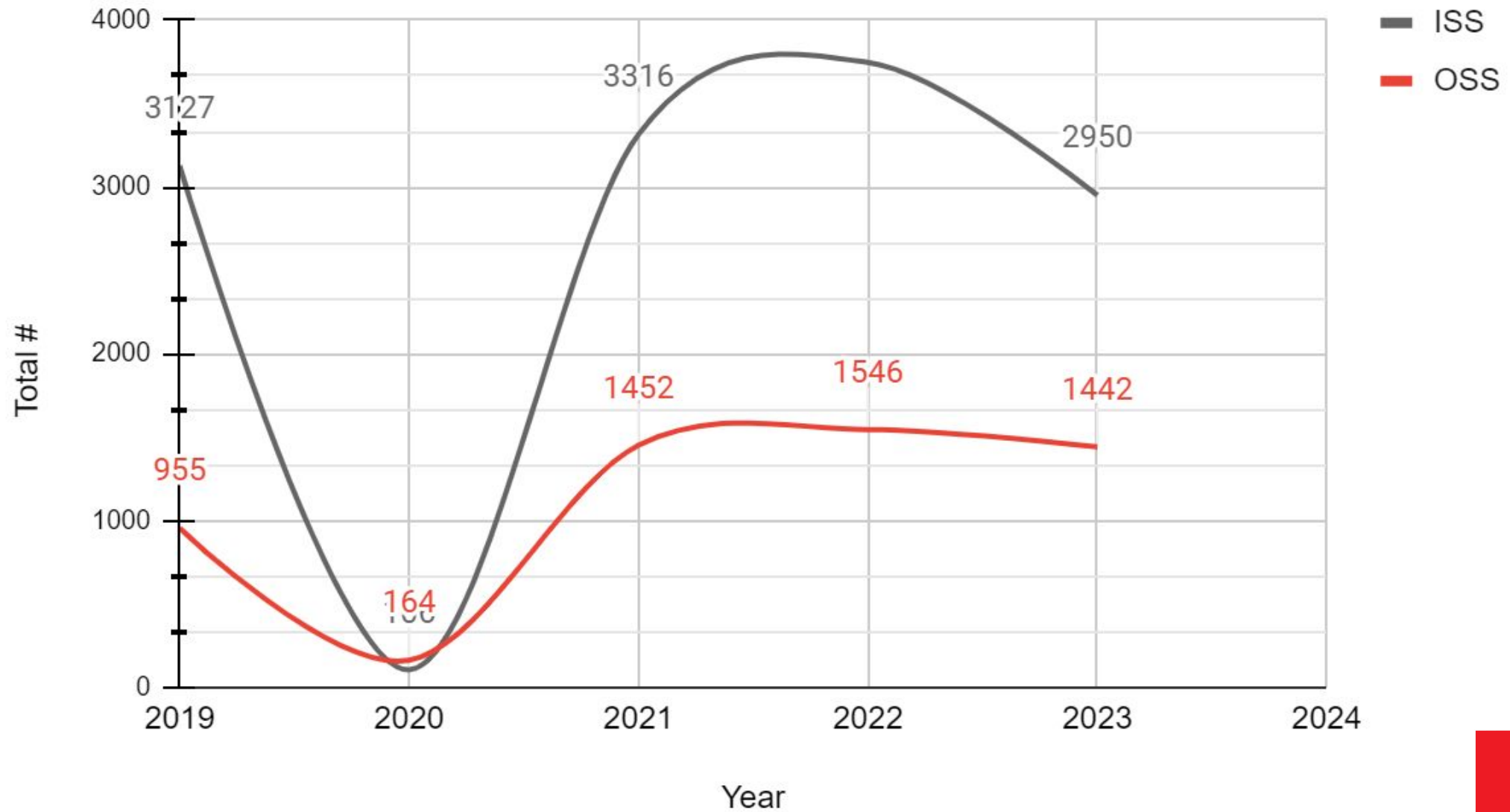
Missouri and Raytown Free and Reduced



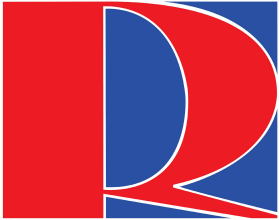
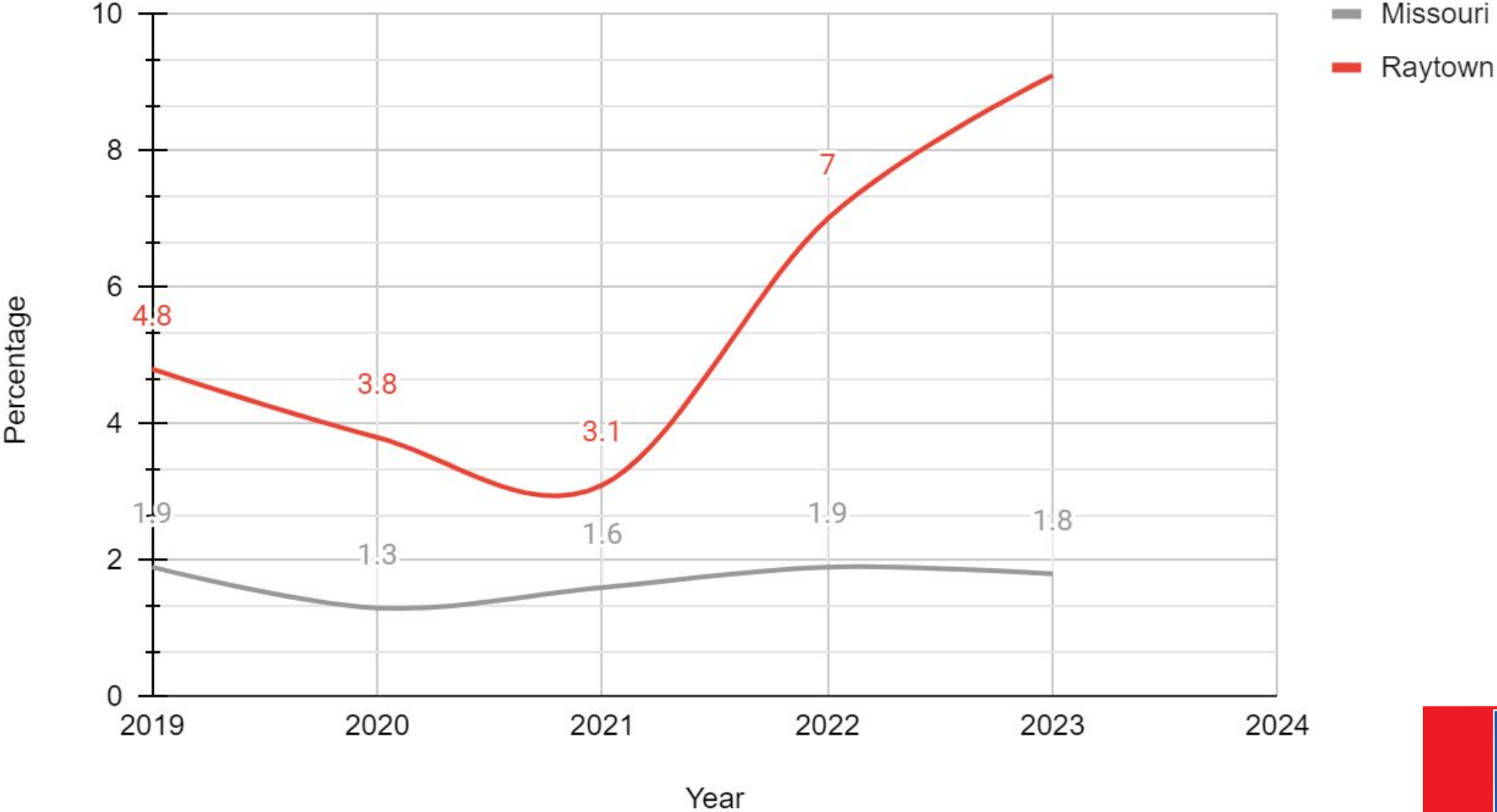
Missouri and Raytown Attendance Rates



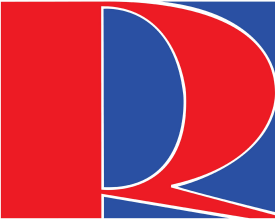
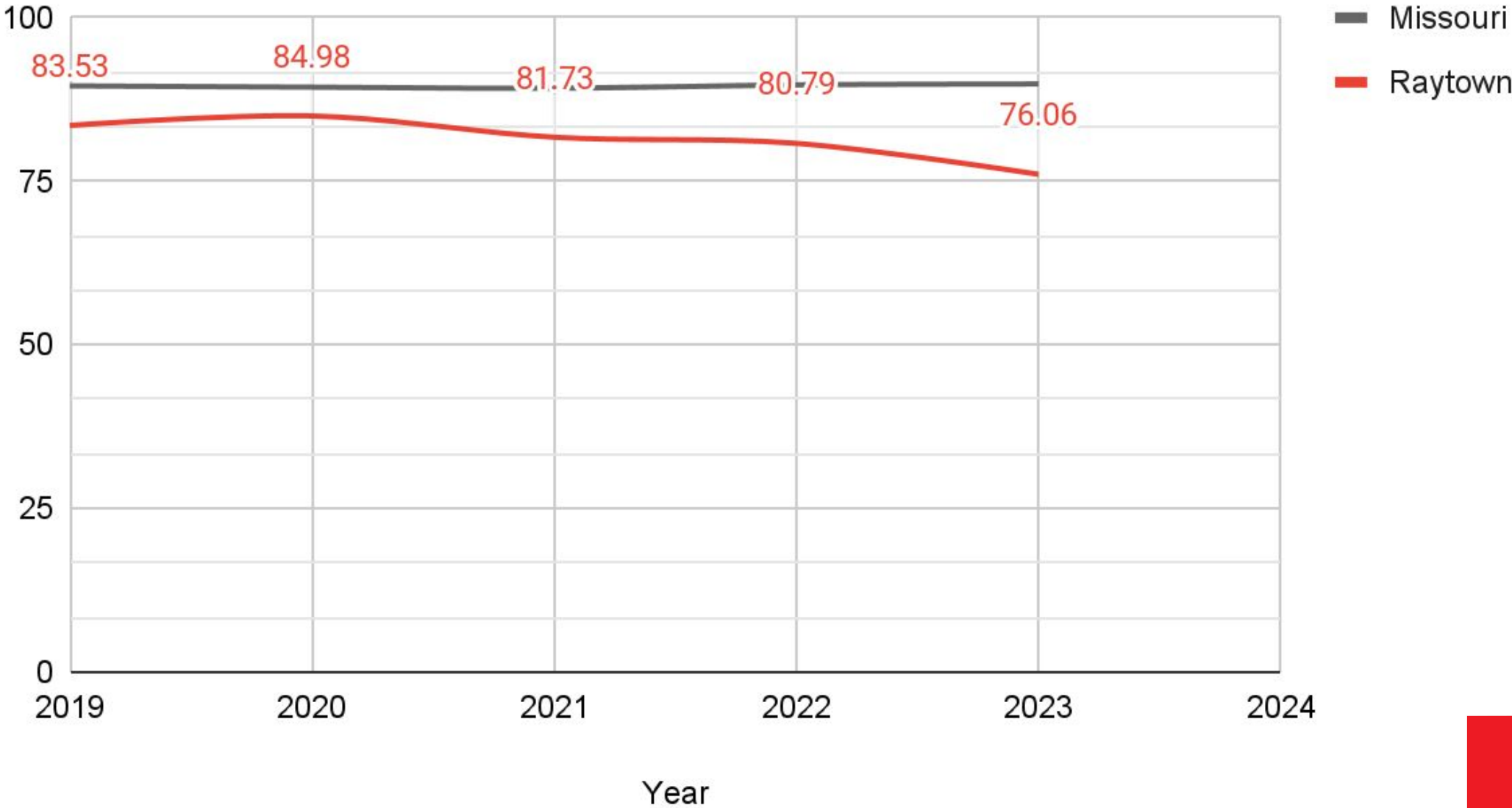
Raytown ISS and OSS



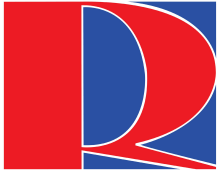
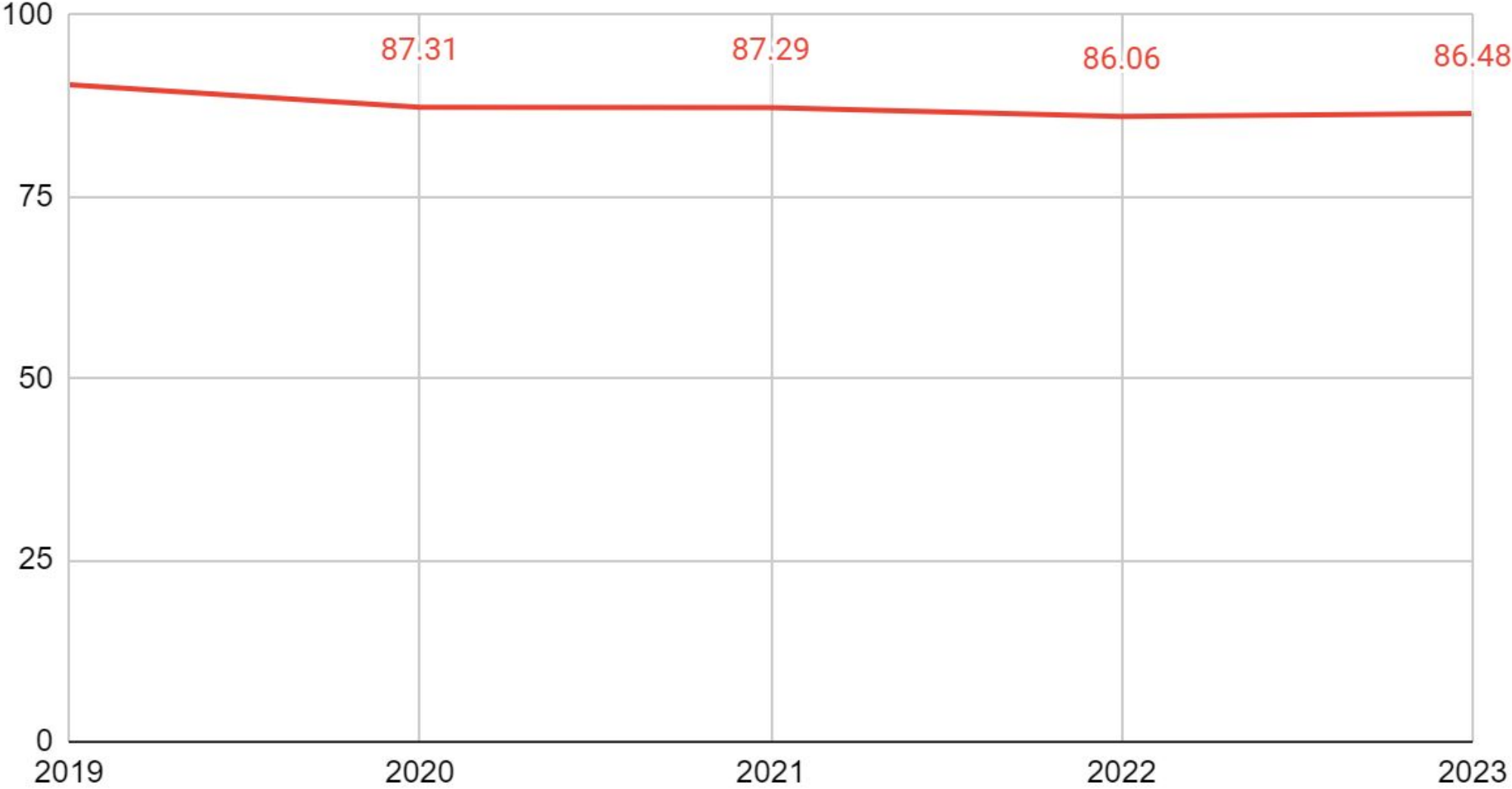
Missouri and Raytown Drop Out Rates



Missouri and Raytown Graduation Rates (4Yr)



Raytown Graduation (5 Yr)



SUPERINTENDENT GOAL:

Purpose:

The Superintendent will use a variety of data sources to evaluate student achievement and growth, tailored to the specific needs of the Raytown School District and determined annually in collaboration with the Board. Under the Superintendent's leadership, annual or other performance objectives for the district will be clearly articulated and achieved, focusing on required assessments and metrics such as MAP, EOC exams, CSIP data, graduation and dropout rates, student and staff attendance, NWEA data, and other relevant performance measures.

This will be conducted using a collaborative approach with the leadership team to develop and implement strategies that ensure rigorous academic instruction across all subject areas.

Indicators:

Enrollment

Free and Reduced Rates

Graduation Rate (Target 80%)

Drop Out Rate (Target -5%)

Student Attendance (Target 75%)

Suspension Rates (Reduction)

Curriculum/Instruction/Assessment

There will be an intentional focus on instructional strategies, pedagogy, and use of data that will have the greatest impact on student success across grade levels.

- Ensure responsible, data-informed use of all academic/intervention resources.
- Provide professional learning opportunities that are personalized, and student appropriate.
- Utilize flexible scheduling to differentiate instruction to meet students' individual academic needs.
- Develop school progress plans that are designed to address student needs.
- Engage staff in “Learning Walks” for professional learning and for vertical alignment discussions.

Safe, Orderly, and Caring Environment

- Proactively addresses safety and security across all facilities in accordance to state law and DESE requirements.
- Consult with public safety officials and stakeholders to develop, implement, and review emergency safety plans (district and schools) to ensure prevention, preparation, response, and recovery.

Safe, Orderly, and Caring Environment (continued)

- Designate a safety coordinator/team, knowledgeable in all federal, state, and local school violence prevention programs and resources.
- All staff participate in relevant school safety and violence prevention training.
- Implement cyber/privacy security plan.
- Ensure access to Missouri's anonymous school violence reporting tip line.
- Employ trauma-informed practices, and responsive services tailored to meet student needs.
- Enforce the Code of Conduct fairly and consistently.
- Promote diversity training, awareness initiatives, and relevant policies and procedure to ensure a culture of respect.

GOAL: ATTRACT, RECRUIT, AND RETAIN HIGH QUALITY STAFF

1. Recruit and retain a staff that is reflective of our diverse student population.
2. Maintain quality work-life experiences for all staff.
3. Promote continuous and meaningful training and opportunities for career advancement.
4. Provide competitive salary and benefits packages.

SUPERINTENDENT GOAL:

Purpose:

The Superintendent will apply best practices in human resource management, overseeing and coordinating staffing, recruitment, and other key human resource functions.

Strategies:

- Ensure effective interview processes for consistency across all departments.
- Collaborate with administration to streamline the initiation of the interview process.
- Explore and implement methods to improve the candidate screening process.
- Review and revise procedures and alignment of documentation.
- Ongoing review of job descriptions to identify gaps and areas for improvement.
- Continuous review and development of administrative procedures for alignment with policies.
- Provide exit and retention interviews for data collection.
- Actively recruit throughout the school year.
- Work with the communications team to develop marketing/recruitment material.

GOAL: STRENGTHEN COMMUNITY RELATIONS AND COMMUNICATIONS

1. Foster a culture of trust by proactively and openly sharing District processes, decisions and information in a transparent and timely manner.
2. Collaboration with community, business, government, and higher education, and organizational leaders is established to provide opportunities for students to create positive change and service to our community.
3. The Board, staff, parents, and community will work collaboratively, proactively and responsibly to ensure the academic and psychological wellbeing of all students.
4. Maintain a consistent social media presence with weekly posts about District events and activities.

SUPERINTENDENT GOAL:

Purpose:

The Superintendent will implement strategies to enhance staff, parent, and community engagement, to promote transparency and keep everyone well-informed. This will include developing and sending newsletters to the school community and hosting stakeholder meetings.

Strategies:

- Develop content to enhance the district's brand by following consistent communication standards and marketing strategies, ensuring collaboration and cohesion.
- Standardize visual content across presentations, websites, newsletters, and social media platforms.
- Improve the flow of information between the district and its stakeholders.
- In collaboration with the technology department, communications will manage the design and implementation of the district's website.
- A shared responsibility will be established between communications, technology, and other departments to ensure stakeholders have access to relevant content and data.

GOAL: MAINTAIN FISCAL & OPERATIONAL INTEGRITY AND ACCOUNTABILITY

1. Accurate, timely, and complete transparent financial reporting.
2. Provide a budget aligned with the districts strategic plan.
3. Maintenance of a long-range capital improvement plan.
4. Financial operations focused on policy compliance and efficiency.

SUPERINTENDENT GOAL

Purpose:

The Superintendent will effectively manage the Raytown School District by ensuring the completion of tasks related to the annual budget, overseeing the allocation of resources to support district priorities, and directing overall operational activities within the district.

Fiscal

- Demonstrate fiscal responsibility through careful and consistent oversight of budget development, including a three-year budget forecast.
- Provide regular finance updates to the board from December/January through the June budget cycle, including projections for future budgets. Continue offering tax increase scenarios to inform budget decisions.
- Assess end-of-year financial status and make recommendations for the responsible allocation of funds.
- Assess fiscal needs relevant to student achievement, facilities, salaries, and staffing.

Operational

- Continue to review the capital improvement plan to address identified needs.
- Monitor expenditures associated with Bond funding to advance capital improvement projects.
- Review student enrollment and academic needs to evaluate facilities use and maximize use of all spaces.
- Establish a safety team in compliance with DESE standards and to ensure safe and orderly learning environment.
- Monitor transportation routes and use of staff to maximize efficiency and safety.

SUPERINTENDENT GOAL

Purpose:

The Superintendent will effectively manage the Raytown School District by ensuring the completion of tasks related to the annual budget, overseeing the allocation of resources to support district priorities, and directing overall operational activities within the district.

Strategies:

- Maintain regular communication with the Board through formal meetings, regular updates with the Board Chair, and discussions with Board members to keep them informed of district matters.
- Maintain engagement as a leader to serve the district and community by actively engaging in professional learning and participating on committees, being visible at district and community events, and engaging with community organizations.
- Through these efforts, a high standard of professionalism will be maintained while ensuring responsive leadership to meet the needs of students, staff, district, and community.

#RQSForward

Providing Students With the
Keys Today, For A
Successful Tomorrow.

