



SULLIVAN SCHOOL DISTRICT

CONTINUOUS SCHOOL IMPROVEMENT PLAN

2026–2029

PRIORITIES

ACADEMIC EXCELLENCE

Ensure high-quality teaching, literacy, and student achievement through strong instruction and professional development.

CONSISTENCY & LEADERSHIP

Establish clear processes, expectations, and accountable leadership across all programs and initiatives.

WELL-BEING

Promote safety, health, and supportive environments in which students and staff can thrive.

COMMUNITY & FAMILY ENGAGEMENT

Strengthen partnerships with parents, stakeholders, and the community to support student success.

FINANCE, FACILITY & INNOVATION

Maintain resources, adapt to evolving technologies, and provide modern learning environments for all students.

MISSION STATEMENT

The mission of the Sullivan School District is to empower every student to learn, lead, and succeed by providing a safe, supportive, and welcoming environment that inspires curiosity, fosters growth, and builds lifelong success.

VISION

Sullivan School District will inspire excellence, empower potential, and prepare students for a changing world.

WE BELIEVE...

- **every student can succeed.** We will provide safe, welcoming, and supportive schools where all students have the opportunity to reach their full potential.
- **in caring for the whole child.** Learning goes beyond academics—we support social, emotional, physical, and character growth.
- **relationships matter.** Respect, trust, and teamwork between students, families, staff, and the community help everyone thrive.
- **excellence is our standard.** We set high expectations, hold ourselves accountable, and work every day to improve.
- **teachers are leaders.** We value our educators, invest in their growth, and encourage creativity and innovation in the classroom.
- **we are stronger together.** Education is a partnership, and we work with families, businesses, and the community to give students the best future possible.



Sullivan School District CSI Plan 2026 - 2029

Priority Area: Academic Excellence: Ensure high-quality teaching, literacy, and student achievement through strong instruction and professional development.

SMART Goal #1: By May 2029, increase the percentage of students reading at or above grade level (as measured by district literacy benchmarks) by **10%** through targeted literacy interventions and teacher-led guided reading training.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Identify and monitor target students through the use of district literacy benchmark data to identify students reading below grade level and place them into targeted intervention groups. Review progress at least quarterly to adjust supports as needed. (September 2026)	Data and CT Teams	General Operations	7/1/26-9/1/26
Implement targeted literacy Interventions with fidelity. Implement evidence-based literacy interventions for identified students, with clear schedules and progress-monitoring tools in place. (December 2026)	Classroom Teachers Reading Interventionists Instructional Coaches	General Operations	9/1/26-12/31/26
Deliver professional development and coaching for all K–5 literacy teachers focused on effective guided reading strategies, differentiation, and data-informed instruction. (January 2027)	Instructional Coaches Asst. Sup. of CIA	Professional Development Fund	9/1/26-1/31/27
Throughout the 2026–2028 school years, provide instructional coaching, model guided reading lessons, and facilitate CT time	Instructional Coaches Building Administrators	General Operations	9/1/26-6/30/28

for teachers to analyze student data and share effective practices. (Progressive)			
Each semester, analyze district literacy benchmark results to track progress toward the 10% increase goal and refine interventions, professional learning, and resource allocation based on results. (Ongoing)	Asst. Sup. of CIA Superintendent	General Operations	1/1/27-6/30/28

Priority Area: Academic Excellence: Ensure high-quality teaching, literacy, and student achievement through strong instruction and professional development.

SMART Goal #2: For the next three years, 80% of our students will show 2% growth annually on state assessments in reading and math.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Establish a districtwide schedule of curriculum cycles and assessment calendar (common formative assessments, benchmarks, and state-aligned measures) and require regular team meetings to analyze results, identify student needs, and adjust instruction. (October 2026)	Instructional Leadership Team Data/CT Teams Classroom Teachers	General Operations	7/1/26-10/31/26
Provide ongoing professional development focused on evidence-based literacy and math strategies, standards alignment, and instructional rigor, with coaching support to ensure strategies are consistently implemented across classrooms. (Ongoing)	Asst. Sup. of CIA Instructional Coaches	Professional Development Fund	7/1/26-6/30/29
Use assessment data to identify students not meeting growth targets and provide timely, evidence-based Tier 2 and 3 interventions, while also offering enrichment opportunities to sustain growth for students already meeting expectations. (Ongoing)	Data/CT Teams Instructional Leadership Team Classroom Teachers	General Operations	7/1/26-6/30/29

Track student growth data at least quarterly to measure progress toward the 2% annual growth target, evaluate effectiveness of instructional strategies and interventions, and make adjustments as needed. (Ongoing)	Instructional Leadership Team Classroom Teachers	General Operations	10/15/26-6/1/29
Clearly define roles and expectations for administrators, teachers, and support staff related to instructional improvement, and regularly communicate progress toward the goal with staff, students, and families to maintain focus and momentum. (September 2026)	Asst. Sup. of CIA Superintendent	General Operations	7/1/26-9/1/26

Priority Area: Academic Excellence: Ensure high-quality teaching, literacy, and student achievement through strong instruction and professional development.

SMART Goal #3: By June 2029, the Sullivan School District will implement and sustain a guaranteed and viable curriculum in all core content areas, aligned to the Missouri Learning Standards, ensuring that all students have equitable access to essential learning outcomes contributing to 2-4% improvement in achievement scores as measured by local, state, and national assessments.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Identify and formally adopt priority (essential) standards in all core contents at each grade level and course, aligned to the Missouri Learning Standards and ensure vertical alignment and coherence across grade levels and transitions. (June 2028)	Asst. Sup. of CIA District Leadership Team Instructional Leadership Team Classroom Teachers	General Operations	7/1/26-10/31/26
Develop district-wide pacing guides, curriculum maps, and unit frameworks aligned to priority standards to ensure curriculum documents clearly define what is guaranteed, when it is taught, and how mastery is assessed while conducting an annual curriculum review cycle to maintain viability and alignment. (June 2028)	Asst. Sup. of CIA District Leadership Team Instructional Leadership Team Classroom Teachers	General Operations	7/1/26-6/30/29

Provide professional development aligned to Teacher Standard 3 focusing on curriculum implementation, instructional alignment, and differentiation within Tier 1 while utilizing instructional coaching, learning labs, and walkthrough data to monitor alignment between curriculum and classroom practice. (Ongoing)	Asst. Sup. of CIA District Leadership Team Instructional Leadership Team Classroom Teachers	Professional Development Fund	7/1/26-6/30/29

Priority Area: Consistency and Leadership: Establish clear processes, expectations, and accountable leadership across all programs and initiatives.

SMART Goal #1: By June 2027, create a unified framework that outlines standardized administrative procedures for all departments to improve consistency and reduce inefficiencies.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Develop a streamlined process for budget requests, processes, and protocols. (Fall 2026)	Superintendent Asst. Sup Student Services	General Operations	7/1/26-9/1/26
Develop consistent, timely, clear, and responsive district-wide communication protocols. (Fall 2026)	Superintendent Asst. Sup Student Services Asst. Sup CIA Administration Team	General Operations	7/1/26-9/1/26
Develop a standardized program evaluation template for use by all directors and administrators. (Spring 2027)	Superintendent Asst. Sup Student Services Asst. Sup CIA Administration Team	General Operations	7/1/26-3/1/27

Redraft and finalize updated district communication plan. (Summer 2027)	Superintendent	General Operations	7/1/26-7/1/27
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Priority Area: Consistency and Leadership: Establish clear processes, expectations, and accountable leadership across all programs and initiatives.

SMART Goal #2: By August 2027, implement a district-wide instructional framework and observation tool to ensure consistent expectations for teaching practices across all grade levels and campuses that will contribute to 2-4% improvement in achievement scores as measured by local, state, and national assessments.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Restructure the DLT to support the district instructional framework. (Fall 2026)	Superintendent Asst. Superintendent of CIA	Professional Development Fund	July26/Sept.26
Examine existing instructional frameworks and observation tools used by other districts or organizations (e.g., Danielson, Marzano, or locally developed models). (Winter 2026)	Asst. Superintendent of CIA Instr. Leadership Team	General Operations	7/1/26-12/31/26
Provide training for administrators, instructional coaches, and teacher leaders on using the framework and observation tool effectively. Including calibration activities to ensure consistent use and scoring across observers. (Summer 2027)	Asst. Superintendent of CIA Instr. Leadership Team	Professional Development Fund	7/1/26-7/1/27
Integrate the framework into coaching cycles, PLC discussions, and professional development planning. (Fall 2027)	Instr. Leadership Team	General Operations	7/1/27-10/1/27

Priority Area: Well-Being: Promote safety, health, and supportive environments in which students and staff can thrive.

SMART Goal #1: By July 2027, the district will strengthen Social and Emotional Well-Being supports by evaluating and implementing comprehensive Student Support Systems and updated Character Education programming in all buildings contributing to a 5% drop in discipline referrals.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Evaluate and develop specified Student Support Systems in all buildings. (Fall 2026)	Asst. Sup. of Student Services Building Administration Counseling/Social Services	General Operations	7/1/26-10/1/26
Audit current counselor's curriculum, update and revise counselor's curriculum to align with Missouri Learning Standards. (Fall 2026)	Asst. Sup. of Student Services Counseling/Social Services	General Operations	7/1/26-9/1/26
Evaluation of current Character Education programs in all buildings. Develop a committee to research available Character Education programs. Select the appropriate program. (Spring 2027)	Superintendent District Activities Director Character Ed. Committee	General Operations	7/1/26-3/1/27
Implement new Student Support Systems in all buildings and ensure resources and training are available to Student Support staff members. (Fall 2027)	Asst. Sup. of Student Services Counseling/Social Services	General Operations	

Priority Area: Well-Being: Promote safety, health, and supportive environments in which students and staff can thrive.

SMART Goal #2: Student behavior referrals will reduce 5% annually, district-wide through May 2029 through proactive behavior supports, staff training of trauma-informed practices and strategies, and increased access to counseling services, resulting in improved safety, health, and supportive environments within the school buildings.

School Years / Semesters

Person(s) Responsible

Funding Source

Start / Completion
Dates

Align and develop Behavior Programs including Character Education Programming throughout the district. (Spring 2027)	Superintendent Activities Director Building Administration	General Operations	7/1/26-3/31/27
Effective implementation of de-escalation/trauma- informed strategies for all staff. At least 80% of staff will be trained accordingly. (Spring 2028)	Asst. Sup. of Student Services Asst. Sup of CIA Special Ed. Dept	Professional Development Fund	9/1/26-3/31/28
Develop a system of services/supports to enhance student behaviors and parent education regarding mental health resources. (Ongoing)	Superintendent Asst. Sup. Student Services Counseling/Social Work Team	General Operations	7/1/26-6/30/29
Develop and align both vertically and horizontally tiered behavior supports district wide and measure 3-year results. (Summer 2029)	District Leadership Team	General Operations	7/1/26-6/30/29

Priority Area: Community and Family Engagement: Strengthen partnerships with parents, stakeholders, and the community to support student success.

SMART Goal #1: For the next three years, Sullivan School District will increase family partnerships by 10% yearly as demonstrated by the climate survey data and goals tracking.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Establish a baseline of family partnerships and create a district archive where family engagement data can be stored and shared with all stakeholders. (Fall 2026)	District Leadership Team	General Operations	7/1/26-10/31/26
Provide opportunities at least quarterly throughout the year in all buildings for parents to enter and engage with staff. Survey	Building Administration	General Operations	9/1/26-4/30/27

parents following events for highlights or improvements. (Spring 2027)			
Restructure Parent Teacher Conference to benefit all stakeholders (half day, full day) and increase participation. (Fall 2026)	District leadership Team	General Operations	7/1/26-10/15/26

Priority Area: Community and Family Engagement: Strengthen partnerships with parents, stakeholders, and the community to support student success.

SMART Goal #2: The Sullivan School District will improve its APR attendance score from a 2 to a 3 by the end of the 2029 year cycle.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Establish a District Attendance Task Force including administrators, counselors, teachers, and community partners to oversee attendance initiatives and monitor/report progress districtwide quarterly. (Fall 2026)	District Leadership Team	General Operations	7/1/26-9/1/26
Review historical subgroup data to identify grade levels, schools, or student groups with low attendance rates and use data to target tiered interventions where they are most needed. (Spring 2027) • Tier 1: School-wide attendance campaigns and incentives. • Tier 2: Personalized communication with families of students missing 5–9 days. • Tier 3: Intensive support plans for students missing 10+ days, involving counselors and family liaisons.	District Attendance Task Force	General Operations	9/1/26-4/30/27

Incorporate awareness, monitoring, and reporting attendance proactively in the district communication plan, supporting community and family involvement. Evaluate progress and adjust as needed. (Summer 2027, 2028, 2029)	Asst. Sup. of Student Services	General Operations	7/1/26-6/30/29
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Priority Area: Facilities and Innovation: Maintain resources, adapt to evolving technologies, and provide modern learning environments for all students.

SMART Goal #1: By January 2027, complete a district-wide facilities audit and develop a five-year capital improvement plan addressing maintenance, safety, and modernization priorities in order to develop a safe and healthy learning environment as measured by district survey data and industry model standards.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Form a facilities and finance planning committee to solicit feedback from board members, maintenance staff, and community representatives to guide the planning process. (Summer 2026)	Superintendent	General Operations	7/1/26-9/1/26
Conduct a district-wide facilities audit to evaluate all buildings and grounds for structural integrity, safety, accessibility, energy efficiency, and technology infrastructure. (Fall 2026)	Asst. Sup of Student Services Maintenance Director Technology Director	General Operations - Maintenance	7/1/26-10/31/26
Review and prioritize findings of audit results to identify short-term maintenance needs, long-term capital projects, and safety compliance issues. (Winter 2026)	Asst. Sup of Student Services Maintenance Director Technology Director	General Operations Capital Budgeting	10/31/26-12/31/26
Identify funding opportunities by exploring grants, state/federal programs, local partnerships, and bond options to support facility improvement initiatives. (Ongoing)	Superintendent	General Operations	7/1/26-6/30/26

Priority Area: Facilities and Innovation: Maintain resources, adapt to evolving technologies, and provide modern learning environments for all students.

SMART Goal #2: By August 2027, the district will develop a comprehensive technology plan that outlines procedures for maintaining and

replacing technology, as well as providing ongoing professional development for staff.

School Years / Semesters	Person(s) Responsible	Funding Source	Start / Completion Dates
Audit and assess current district technology for interactivity and accessibility. (August 2027)	Technology Director	General Operations	7/1/26-8/31/27
Modernize technology programs and associated professional development to enhance classroom instruction, including all available tools and resources to promote student growth. (August 2027)	Instructional Leadership Team Technology Team	Professional Development Fund	7/1/26-8/31/27
Establish baseline and monitor screens annually to ensure proper function of all equipment associated with student learning. (August 2026)	Technology Team	General Operations	7/1/26-8/15/26
Ensure staff receive professional development regarding AI usage both as a teacher and student resource. (Ongoing)	Asst. Sup. of CIA Instructional Coaches	Professional Development Fund	7/1/26-6/30/29