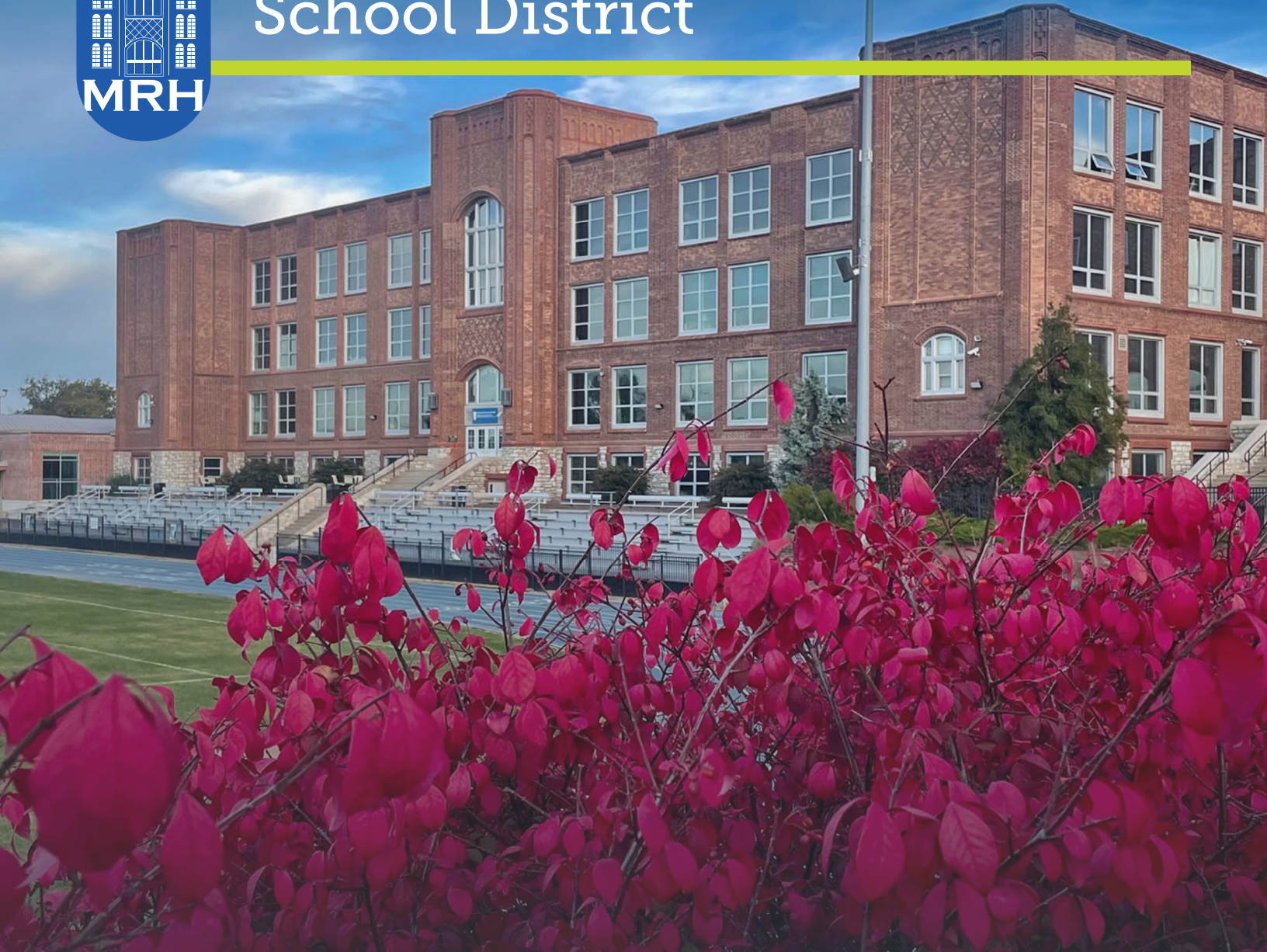




Maplewood Richmond Heights School District



**HONORING
OUR HISTORY**

**SHAPING
OUR FUTURE**

2023 2028
A FIVE YEAR STRATEGIC PLAN

Letter from the Board of Education



Dear Maplewood Richmond Heights School District Community,

We are pleased to share our newly adopted Maplewood Richmond Heights (MRH) School District Strategic Plan, which focuses the next five years of work on our students, our employees, our resources, our community and our collective health. This Strategic Plan will continue to build on MRH’s innovative spirit, distinctive culture and unique building-level metaphors to better prepare students to thrive in a diverse and changing world.

Our central responsibility as board members is to set the direction of the District, and we have pledged to do so with input and guidance from the community we serve. Ultimately, our charge is to steward the resources entrusted to us by our community to meet the needs of all students. This Strategic Plan articulates the values and vision – developed in collaboration with students, teachers, families, and community leaders – that we will apply to helping students achieve academic and social-emotional success.

We recognize that our District’s success relies on participation from all stakeholders. We are committed to partnering with our community to nurture students’ personal growth and achievement. With your support, we will ensure that students are genuinely engaged and motivated to learn, and that our District continues to develop them as leaders, scholars, stewards, and citizens.

At the center of our work is an intentional focus on equity, which is integrated into all aspects of the plan. Our goal is to ensure that every student has access to an outstanding education through their experiences at MRH, regardless of their background or circumstances. This work is ongoing and requires continuous improvement.

We invite you to join us in implementing this plan which so many of you helped create. While honoring our distinctive legacy and traditions, we will shape a new future for MRH. We will foster belonging, inspiration, integrity, courage and success for all students. Together, we will build an equitable, inclusive District for every learner.

Thank you for your shared commitment to our students.

Sincerely,


Amber Withycombe
President


Brandi Herndon-Miller
Vice-President


Katie Kaufmann
Secretary


Rachel Goltzman
Treasurer


Linda Robinson
Director


Joshua Miller
Director


Christy Martinez
Director

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Letter from the Superintendent



Dear Maplewood Richmond Heights Community,

It is my honor to share our 2023-2028 Strategic Plan, detailing our actionable plan for success for every student, regardless of background, in the Maplewood Richmond Heights School District. This plan is the roadmap to ensure students receive the personalization necessary to nurture their broad range of talents and abilities through a high-quality teaching and learning staff who has been equipped to facilitate a rigorous and bold curriculum.

As your Superintendent, I recognize that our success depends on the collaboration and support of our entire community. This plan is a reflection of the dedication, energy, and insights of students, staff, parents, board and community members. This plan represents the vision and mission of our District to inspire and prepare students as leaders, scholars, stewards, and citizens for a diverse and changing world. Students **are** at the heart of everything we do. These uniquely gifted and talented students who represent every area of the Maplewood Richmond Heights community, are depending on us to work together as a “Community of Care” to design experiences internally and externally to prepare them to thrive in a constantly evolving world.

Thank you for your support and engagement as we launch this audacious Strategic Plan confident in our community and families, proud of our schools’ commitment to equity and social justice and excited for our students’ achievement over the next five years and beyond.

With Blue Devil Pride,

A handwritten signature in blue ink, consisting of a stylized 'B' and 'J' that are interconnected.

Dr. Bonita E. Jamison, Superintendent
Maplewood Richmond Heights School District

**HONORING
OUR HISTORY**

**SHAPING
OUR FUTURE**

Overview of the Process

Over a period of eight months, we established and met monthly with a Steering Committee made up of students, families, District staff, and community members to develop the strategic plan. To develop the plan, we completed a needs assessment by analyzing student achievement data, qualitative and quantitative District data, and gathered input from a broad array of stakeholders through several strategic planning surveys, a series of focus groups, and numerous school board work sessions. We are very grateful for the time and input that so many people brought to this process which has resulted in a plan that will benefit the students, families, and staff members of the Maplewood Richmond Heights School District and contribute to the growth and success of our community in the future.

Strategic Plan Steering Committee Members

- **Dr. Shonda Ambers-Phillips**, Assistant Superintendent of Human Resources and Diversity, Equity, and Inclusion
- **Terrence Askew**, Student
- **Brett Bowen**, Student
- **Abraham Blue**, Student
- **Kacy Day**, Teacher
- **Jennifer Drake**, Parent
- **Carlisha Elam**, Principal
- **Dizzy Funke**, Student
- **Kim Gifford**, Parent
- **Merlene Gilb**, SLU
- **Ben Gleason**, SSD
- **Dr. Kevin Grawer**, Principal
- **Scott Greife-Wetenhall**, Teacher
- **Michael Guthrie**, Teacher
- **Amy Hamilton**, Government
- **Dana Isom**, Staff
- **Dr. Bonita Jamison**, Superintendent
- **Tonya Jonas**, Staff
- **Dan Lyons**, Teacher
- **Dr. Chris McGee**, Assistant Superintendent of Curriculum, Instruction and Assessment
- **Shevaun McNaughton**, PTO President
- **Kat Norton**, Board Secretary
- **Chris Rayburn**, Business Leader
- **Nora Revie**, Parent
- **Latishia Robinson**, Parent
- **Gretchen Schiltz Brenner**, PTO President
- **Kim Shirar**, Faith-Based Community Association
- **Layne Thompson**, Teacher
- **Irene White**, Parent
- **Sarah Walker**, PTO President



History of the Maplewood Richmond Heights School District

District History

The Maplewood Richmond Heights School District, tracing its beginnings to 1840, is the oldest District in St. Louis County. Here are just some of the notable moments in the District's history:

Timeline of MRH Historical Events

1840 The first school opened on Manchester Road near McCausland.

1909 The Maplewood School District became one of the first districts in St. Louis County to offer a high school program.

1951 The name of the District was changed from the School District of Maplewood to the School District of Maplewood Richmond Heights.

1996 The District was classified as 'financially stressed' by the State of Missouri when the District budget was exceeded by over a million dollars.

1999 MRH had its first review by the Missouri School Improvement Program, receiving full accreditation by state standards. The District reported steady financial operations with a healthy reserve balance.

2001 The District passed a \$12 million bond issue to fund building construction.

2004 MRH School District received the "Distinction in Performance" award from Missouri Commissioner of Education Dr. D. Kent King for receiving a perfect score of 100 points on the Annual Performance Report.

2007 MRH opens the doors of Joe's Place, a non-profit that supports homeless teen boys as they struggle to make it through school.

2009 A new preschool wing opens at MRH Early Childhood Center. The innovative space is created using the Reggio Emilia philosophy.

2012 MRH is one of four Missouri schools nominated as a "Green Ribbon School" by the Missouri Department of Elementary and Secondary Education.

2013-2014 MRH High School is one of nine schools across the United States honored as a "2014 Breakthrough School" by the National Association of Secondary School Principals.

2015 The District passed a \$6.1 million bond issue to fund the construction of additional classrooms (including a new and larger preschool) to meet the needs of the growing student population.

2016 Voters approved Proposition Y, a \$.55 operating tax levy increase.

2017 Board of Education adopted a resolution on Educational Equity and Social Justice in support of all students, families, staff and community members.

2018 The Green Schools National Network and Center for GreenSchools at the U.S. Green Building Council recognized MRH Middle School for "Best of Green Schools" class of 2018.

2020 Voters approved Proposition E, a no-levy-increase bond issue providing \$30M for sweeping improvements in all buildings including safety features at entries, extra classrooms, a larger cafeteria, a 2nd gymnasium, and other upgrades to the building envelopes.

2022 The Missouri School Board Association bestowed its Futurebuilders Early Childhood Education Award to the MRH ECC.

2023 Board of Education adopted a resolution in support of LGBTQIA+ students, caregivers and educators, ensuring that MRH is a safe space in which to learn and thrive.

Mission

(SEEN)

Support

MRH is an inclusive school district where students, staff, families, and community members are seen, heard, and valued for their unique backgrounds, culture, talents, and beliefs. We **support**, **educate**, **encourage**, and **nurture** one another to reach our full potential in order to create a better community.

Nurture

Educate

Encourage

Vision

Leaders

Inspiring and preparing students to be leaders, scholars, stewards, and citizens who will thrive in a diverse and changing world.

Citizens

Scholars

Stewards



Core Values



Belonging: We intentionally develop relationships to create a culture of safety, trust, and openness so that every student, family, and staff member feels valued and connected.



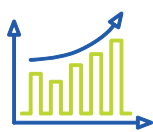
Integrity: We are honest and accountable. We follow through on what we say and act with transparency to sustain trust with the community.



Inspiration: We create an inclusive environment and engaging learning experience that excites and empowers our community to discover, problem-solve, innovate, and grow to become well-rounded lifelong learners and leaders.



Courage: We have a personal and collective responsibility to take bold and confident action in various forms in the face of adversity and uncertainty. We uncover, recognize, and dismantle systems of oppression in order to build an inclusive and supportive community.



Success: We challenge our community to set ambitious goals to maximize personal and collective potential in order to learn, grow and thrive now and in the future.



PORTRAIT OF A GRADUATE



Critical Thinker

MRH graduates will exhibit the ability to analyze and use evidence-based reasoning to understand challenges, navigate ambiguity, and make complex decisions.



Communicator

MRH graduates will possess a combination of both technical and interpersonal skills to be able to effectively speak, write, and use other forms of expression to inform, influence, advocate, and motivate.



Collaborator

MRH graduates will work effectively in teams with individuals who have differing backgrounds, beliefs, skills, and strengths. They will assume shared responsibility for collaborative outcomes.



Compassionate

MRH graduates will actively listen and engage to better understand and appreciate the experiences, unique perspectives, and diverse cultures of the people around them. They will be inclusive and demonstrate care and concern for others.

For Our Students

Champions: Assistant Superintendent of Curriculum, Instruction, and Assessment & Director of Special Education
Funding Source: Operating Funds

MRH believes students who have access to and are engaged in high-quality learning experiences will be equipped with the academic and social-emotional skills to achieve at their full potential.



Goals

- 1 Equip all students with the flexibility and adaptability needed to be successful in an ever-changing world.
- 2 Create relevant, thought-provoking, authentic learning experiences that engage all students.
- 3 Empower all students to design personalized pathways for their future.

Strategies

1.1 Success Ready

1.1.1. Provide students with challenging problems that require perseverance and grit to solve, designed and evaluated by Professional Learning Communities, through a guaranteed and viable curriculum.

1.1.2. Ensure students have the knowledge, career ready skills, industry recognized credential, and/or market value assets that allow students to have post-graduate success.

1.2 Authentic Learning

1.2.1. Leverage the District metaphors to create opportunities and support for teachers to connect curricula by designing interdisciplinary experiences and/or project-based learning at all grade levels.

1.2.2. Create a personalized, competency-based system of learning and assessment for all students.

1.3 Equitable Learning

1.3.1. Develop key success milestones at meaningful transitions in a students educational experience that allow them to demonstrate knowledge, assets, skills, and abilities.

1.3.2. Develop a multi-tiered system of support that provides differentiated levels of support and resources based upon academic, behavioral, social emotional, and physical needs.

To view action steps for the goal “For Our Students” [click here](#)



Outcome Measures

- Increase the District's performance on the Annual Performance Report (APR)
- Increase growth of student groups on District-recognized assessments
- Increase the student graduation rate as identified by key success milestones at each meaningful transition
- 100% of students have an Individual Career & Academic Plan (ICAP)
- Increase number of students with Industry Recognized Credentials and Market Value Assets

HONORING OUR HISTORY



The most important thing a school district can do for its students is to accept them and value them exactly as they are. See each student's unique nature, unique strengths and weaknesses, and support and celebrate them as they learn and grow.

—MRH Parent



SHAPING OUR FUTURE

For Our Health

Champions: Director of Student Services and Family Engagement & Director of Special Education

Funding Source: Operating Funds

MRH believes a comprehensive approach to wellness, including access to resources, education, and programming, can help students and staff to thrive academically, professionally, socially, and emotionally.



Goals

1
2
3

Enhance Social Emotional Learning for all students.

Enhance staff and organizational wellness.

Enhance the sense of belonging in our schools and throughout the community.

Strategies

2.1 Developing the Whole Student

2.1.1. Provide varied professional development opportunities focused on deepening staff knowledge, skills, and dispositions to support students' physical, social, and emotional needs.

2.1.2. Expand restorative practices and programs to all schools at all levels.

2.2 Caring for the Whole Staff

2.2.1. Partner with community organizations for health resources for staff which is inclusive of mental health, physical health, wellness, and mindfulness.

2.2.2. Create opportunities for stakeholders to have voice in identifying needed or desired support and resources.

2.3 Sense of Belonging

2.3.1. Provide employee training on culturally competent and responsive teaching strategies and equity for all identities.

2.3.2. Develop a Multi-Tiered System of Support framework, common language, and supports for teachers, staff, and students.

2.3.3. Provide engagement opportunities for families to learn about the intellectual and developmental needs of children.

To view action steps for the goal "For Our Health" click [here](#)



Outcome Measures

- Improve student, staff, and family/community Climate and Culture Survey results around the sense of belonging and sense of safety
- Reduce referrals to Tier 2 and Tier 3 Social and Emotional Learning (SEL) services
- Increase staff attendance rates
- Decrease students identified on the Student Risk Screening Scale-Internalizing and Externalizing (SRSS-IE) exhibiting internalized and externalized behaviors

HONORING OUR HISTORY



*I like the open mindedness, the curiosity, and the joy in students.
...I know that they (the teachers) care and are intentional.*

—MRH Student



SHAPING OUR FUTURE

For Our People

Champion: Assistant Superintendent of Human Resources and Diversity, Equity, and Inclusion
Funding Source: Operating Funds

MRH believes in recruiting and retaining a diverse workforce representative of the broader community and ensuring all staff are supported with resources and professional development to achieve their goals.



Goals

1
2

- Enhance Recruitment and Retention Strategies.
- Foster Professional Development and Growth.

3
4

- Cultivate a Diverse and Inclusive Workforce.
- Create a Positive and Inclusive Climate and Culture.

Strategies

3.1 World-Class Staff

- 3.1.1.** Develop targeted marketing campaigns to attract highly qualified candidates.
- 3.1.2.** Streamline the application and hiring process to ensure efficiency and reduce time-to-hire.
- 3.1.3.** Implement employee retention programs to foster a positive work environment.

3.2 Personal Growth and Development

- 3.2.1.** Implement comprehensive training programs to enhance employee skills and knowledge.
- 3.2.2.** Provide ongoing coaching and mentoring support to foster professional growth.
- 3.2.3** Offer opportunities for advancement and career progression within the District.

3.3 Diverse Workforce

- 3.3.1.** Implement proactive diversity recruitment strategies to attract candidates from diverse backgrounds.
- 3.3.2,** Provide diversity, equity and inclusion training to all employees to foster awareness and understanding.
- 3.3.3.** Establish policies and practices that promote equal opportunities and fair treatment for all.



3.4 Climate and Culture

- 3.4.1.** Foster a safe and supportive work environment through policies and training.
- 3.4.2.** Enhance communication and collaboration among employees.
- 3.4.3.** Promote wellness and work-life balance.
- 3.4.4.** Recognize and celebrate achievements.

To view action steps for the goal “For Our People” click [here](#)

Outcome Measures

- Increase every year the overall staff diversity
- Increase the number of applications from staff of color in all categories: certified, support and administration
- Increase the overall staff retention rate over a three year average
- Increase staff satisfaction on professional development survey
- Increase staff satisfaction on DESE’s climate and culture survey
- Increase staff attendance percentage by building

For Our Resources

Champions: Chief Financial Officer & Director of Operations
Funding Source: Operating Funds

MRH believes managing the finances, facilities, and operations effectively and efficiently is essential to providing quality education for students.



Goals

- 1 Develop a robust data analysis system to facilitate informed decision-making regarding facilities and budget allocation.
- 2 Implement a consistent program of facility and technological infrastructure upgrades to enhance resources, foster an innovative learning environment, and equip students with the necessary skills for success in the modern educational landscape.
- 3 Prioritize transparency and community engagement with the establishment and implementation of the District budget to improve long-term fiscal stability.
- 4 Create and maintain safe, inclusive, and sustainable learning environments that promote physical and emotional well-being, while integrating principles of environmental stewardship and sustainable practices into the school's operations to support the curriculum.

Strategies

4.1 Future-Ready Spaces

4.1.1. Establish and implement comprehensive long-range facility and capital improvement plans to ensure effective infrastructure management and future development.

4.2 Safety and Security

4.2.1. Implement and uphold best practices for school safety and security measures to ensure the well-being of students, staff, and visitors.



4.3 Financial Capacity

4.3.1. Sustain a healthy fund balance by diligently monitoring expenditures, fostering accountability, and employing zero-based budgeting principles.

4.3.2. Enhance collaboration between schools and departments to develop valuable resources and share best practices for school-level planning and budgeting.

4.3.3. Design and implement financial structures that enhance long-term fiscal stability, align all District resources effectively, and increase transparency for stakeholders.

4.4 Operational Excellence

4.4.1. Emphasize data-informed decision-making to guide District operations and inform instructional programs, ensuring that data plays a central role in shaping effective strategies and initiatives.

To view action steps for the goal “For Our Resources” click [here](#)

Outcome Measures

- In alignment with our District strategic plan, develop multi-year plans (financial, technology, safety, security, Emergency Operations, etc.) to align with current and future needs.
- Achieve a comprehensive and accurate assessment of fund balances through the audit-review process.

For Our Community

Champions: Director of Student Services and Family Engagement & Director of Communications

Funding Source: Operating Funds

MRH believes effective communication, family engagement, and community partnerships are critical components for ensuring that every student has the opportunity and access to succeed.



Goals

1
2
3

1 Strengthen family relationships and involvement in decision making.

2 Provide clear and consistent communication to stakeholders.

3 Expand, strengthen and maintain meaningful community engagement.

Strategies

5.1 Two-Way Communication

5.1.1. Develop a comprehensive communications plan that includes clear, consistent two-way messaging to all stakeholders, including parents, students, staff, and the wider community.

5.1.2. Utilize a variety of communications channels, such as social media, email, and newsletters, to communicate to families and keep them informed about important school District news, events, and updates.

5.1.3. Promote diversity, equity, and inclusion in all aspects of school District communications, family engagement, and corporate partnerships, and work to eliminate barriers that may prevent full participation and engagement from all stakeholders.

5.2 Strategic Partnerships

5.2.1. Build and sustain mutually beneficial partnerships that solve problems of practice within the MRH School District.

5.2.2. Establish a process to engage businesses and universities in preparing students for life after high school.



5.3 Family Engagement

5.3.1. Develop and implement an engagement plan that includes strategies and activities to increase family involvement in the school community, the metaphors, and education process.

5.3.2. Provide opportunities for families to participate in school decision-making and governance.

5.3.3. Use data to evaluate the effectiveness of family engagement initiatives and adjust strategies as needed to meet the evolving needs of the school community.

To view action steps for the goal “For Our Community” [click here](#)

Outcome Measures

- Improve analytics from communications platforms (SchoolMessenger, website, social media, mailers, etc)
- Increase parental engagement (including event attendance, volunteerism, etc.)
- Improve response rates to surveys
- Increase family use of PowerSchool
- Increase agreements with local businesses to support MRH programs/events

Tracking Our Progress



Action Steps and Evaluation

Strategic plans are living, evolving documents. Action steps and the metrics we employ to assess our progress are among the components that often undergo modifications. View our progress at www.mrhschools.net and click the button labeled “Strategic Plan.”

Allocating Resources

The Maplewood Richmond Heights School District will optimize and align resources to ensure we meet stated goals and objectives. To ensure we have both the fiscal and human capital needed, we will use an organizational planning model that causes us to annually review our alignment of strategic goals and finances. We will build our annual budget based on an organizational structure focused on instruction, human resources, capital improvement, programs, and financial sustainability. We will use our growth data to determine if the way we are allocating resources is having the impact we expect.

Continuous Improvement Through Intentional Planning

Each year, the District develops various plans, such as Building Improvement Plans, Elementary and Secondary Education Act (ESEA) Consolidated Plan, Professional Development Plan, Assessment Plan, Technology Plan, and more. These plans are all aligned with the District’s Strategic Plan and undergo annual reviews during board meetings.

At-A-Glance

Facilities

3 Buildings
4 Schools
3 Square mile District
417.42 Acres

63 Years is the average age of facilities
\$1.05 per square foot funding for maintenance

Technology

50 Desktops
200 Laptops
2000 Chromebooks
10 Interactive Whiteboards

100 Interactive Projectors
50 Hotspots
62 Cell Phones
270 Phones
75 Tablets

Employees

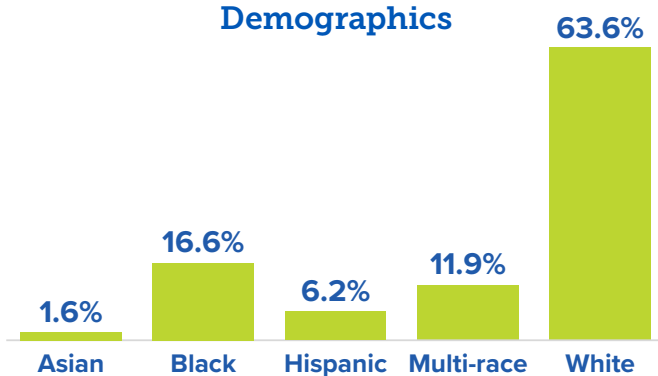
138 Certified
103 Classified

225 Full-Time
16 Part-Time

Students

176 PreK
1,368 K-12 Student Enrollment

Demographics



Transportation

8 Buses (4 propane, 4 gas)
11 Routes
129 Stops

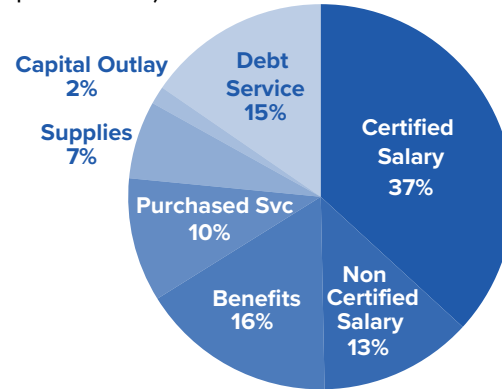
103 Total Miles
5 Full-Time Drivers
4 Part-Time Drivers

School Nutrition

450 (30.92%) of students were eligible for free lunch in 2022-23.

Budget

(Includes Capital Outlay and Debt Service Expenditures)

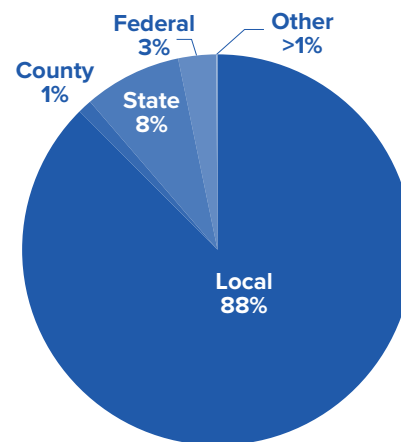


How the money is used:

Certified Salary:	\$11,115,762
Non Certified Salary:	\$3,887,806
Benefits:	\$4,963,837
Purchased Service:	\$3,144,413
Supplies:	\$1,976,760
Capital Outlay:	\$455,079
Debt Service:	\$4,653,624

Total:

\$30,197,281



Where the money comes from:

Local:	\$26,003,037
County:	\$344,944
State:	\$2,398,548
Federal:	\$931,505
Other:	\$31,170

Total Revenue:

\$29,709,204



Maplewood Richmond Heights School District

mrhschools.net