

Strategic Plan



Guiding Mehlville School District through 2026



Vision

The Mehlville School District, a district striving for excellence focused on each student's challenge to engage in their future.

Mission

The Mehlville School District mission is to build a high-performing school system rooted in the community's desire to build a culture of improvement for staff and students.

Portrait of a Graduate

Mehlville School District believes that all of our graduates should be creative and critical thinkers, self-aware, persistent, communicators, and ethical and global. We call this our Portrait of a Graduate.



The Strategic Planning Process

This strategic plan will guide our work through the 2025-2026 school year. This touchstone document helps us set high expectations for ourselves and our students, focus on continuous improvement and ensure our energy is directed toward achieving our goals.

Our strategic plan was drafted using feedback from students, staff, parents and community members provided during our Mehlville Listens community engagement campaign. We spoke to thousands of people, asking them what they wanted their public schools to look and feel like, and what they wanted their schools to accomplish. In addition to holding a series of Mehlville Listens meetings and conducting ThoughtExchange surveys, district leaders also received feedback at staff and parent teacher organization meetings, and through our 60-plus luncheons for senior residents. Mehlville Listens began in August 2019 and concluded in March 2020.



Through this community engagement process, several themes emerged. Our community indicated that above everything, they wanted their schools to be safe and personalized for each student. These two themes appear front and center in this strategic plan. Feedback also indicated our community wants students to have access and opportunities, our staff to be supported, and our operations to be effective and efficient.



Strategic Plan Summary

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Theme 1: Personalized Student Preparation

- ▶ *Mehlville School District will identify pathways, or career clusters, that identify various career paths and highlight the types of classes and skills needed in order to have success within a particular career.*
- ▶ *Educators and learners in Mehlville School District will co-create profiles, which contain rich, current information regarding each learner, including demographic data, Academy status, learning-related skill sets and potential learning drivers.*



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Theme 2: Safety

- ▶ *Mehlville School District will ensure its facilities are safe and secure.*
- ▶ *Mehlville School District will improve staff and student sense of belonging and mental well-being.*



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Theme 3: Access and Opportunity

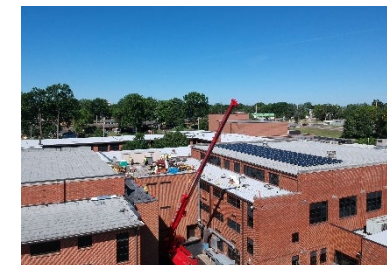
- ▶ *Mehlville School District will ensure all students have access and opportunities to programs and services regardless of parental involvement, race, sexual orientation or identity, socioeconomic status, or disability.*



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Theme 4: Employee Support

- ▶ *Mehlville School District will support its workforce in achieving individual and organizational goals.*



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Theme 5: Effective and Efficient

- ▶ *Mehlville School District will make the biggest impact possible for its students while being a responsible steward of its resources.*



Personalized Student Preparation: Pathways

Mehlville School District will identify pathways, or career clusters, that identify various career paths and highlight the types of classes and skills needed in order to have success within a particular career.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Development of Themed Schools – Schools within Schools	Building Administrators Asst. Supt. of Teaching and Learning	Develop themed school criteria and processes, including building and student applications, in order to create an environment for success Create collaborative community opportunities and establish relationships to promote and ensure organizational involvement and overall success of the school theme(s)	Create criteria and processes for application and implementation in 2021-2022 Develop building capacity and establish interest beginning 2022 Establish additional external site visits in 21-22 and beyond	Curriculum Budget
Promote educational equity and access through Choice Programming	Building Administrators Curriculum Team Asst. Supt. of Teaching and Learning Director of College and Career Readiness Director of Communications	Establish processes that support development and expansion of student choice programs, especially in student subgroups where underrepresentation exists Career and Course Planning Guide documentation; school websites, data on Registered Youth Apprenticeship programs and Pre-Employment Transition Services Program participation, confirmed postsecondary plans including 4 and 2 year enrollment, military, technical and employment data	Identify pathways beginning in 2021-2022 Expand pathways as appropriate beginning 2022-2023	Resources needed for incomplete or non-established career clusters; Curriculum Budget

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Expand access to college- and career-readiness student opportunities within all established career pathways as part of students' educational experiences.	Building Administrators Curriculum Team Asst. Supt. of Teaching and Learning Director of College and Career Readiness	Career and Course Planning Guide documentation; curriculum development	Articulate class sequences in 2021-2022 Publish information beginning 2022-2023 BOE approval of classes as appropriate	Resources needed for incomplete or non-established career clusters; Curriculum Budget
Ensure that students are college- and career-ready upon graduation, as measured by national college ready benchmarks and national career ready benchmarks in order to support the development and achievement success of students	School Counselors Building Administrators Certified Staff Director of College and Career Readiness Asst. Supt. of Teaching and Learning Community partners including South Technical	Accuplacer, ACT, WorkKeys, credentials and certifications as appropriate, including Career and Technical Education Certificate (CTEC) and Industry Recognized Credential (IRC), stackable credentials, 180-day follow-up data and 5-year follow-up data, which includes post-secondary enrollment, trade/tech school enrollment, employment or military commitment	Ongoing	\$45K annually (curriculum budget)
Expand enrollment in postsecondary pathways, particularly with underrepresented, new, evolving and special student populations, to support the college and career readiness opportunities of all students	School Counselors, Building Administrators Certified Staff Director of College and Career Readiness Director of Special Services	Dual credit enrollment, CTE enrollment, AP enrollment, Early College Enrollment and Make It Count program through STLCC	Ongoing	\$5K annually (to support underrepresented students related to assessment/course enrollment; Transeo tool to track data) Curriculum budget



Personalized Student Preparation: Profiles

Educators and learners in Mehlville School District will co-create profiles, which contain rich, current information regarding each learner, including demographic data, Academy status, learning-related skill sets and potential learning drivers.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Develop a student learner profile	Office of Instructional Design and Innovation Teacher leadership team	Identify components of learner profiles across K-12 Create district learner profile template for grade bands Provide consistent professional development program on learner profiles	Summer/Fall 2022 - begin development of district learner profile Winter/Spring 2023 - begin professional development on learner profiles Fall 2023 - learner profile implementation - consider a cohort model Pilot group implements with students Fall 2023	Institute for Personalized Learning (I4PL) supports Compensation for Teacher Leaders
Develop a system to store and organize student learner profiles	Office of Instructional Design and Innovation Teacher leadership team Technology Department	One document for each learner, easily accessible by all stakeholders Learner profiles linked in SIS for easy access	Summer/Fall 2022 - begin development of district learn profile Winter/Spring 2023 - professional development on learner profiles Fall 2023 - learner profile implementation	Database management; professional development for teachers and admin
Meaningful use of learner profiles by teachers and students	Office of Instructional Design and Innovation Curriculum team Teacher leadership team	Teachers use learner profiles to drive instructional decisions Students develop agency over their learning, goal setting, etc.	Winter/Spring 2023 - professional development on learner profiles Fall 2023 - learner profile implementation	Ongoing professional development for admin and staff

Strategy	Responsible Party	Desired Results	Timeframe	Resources
System to move student learner profiles from year to year	Office of Instructional Design and Innovation Curriculum team Teacher leadership team	Learner profile acts as a living document that moves with the learner; profiles are not created each year, they are revisited and updated	Winter/Spring 2023 - professional development on learner profiles Fall 2023 - learner profile implementation	Ongoing professional development for admin and staff
Development of a Strengths-Based Employee Profile	Office of Instructional Design and Innovation Curriculum Team Directors Building Admin	Identify components of employee profile and develop a template Establish a process to support implementation at the building level All employees complete the employee profile template with support of their administrator	Fall 2021 - begin identifying/developing; Building admin training Spring 2022 - develop process; select pilot group Fall 2022 - Professional development and support as employees begin creating their profiles Admin training Fall 2021; Start with pilot group of admin and staff in Spring 2022 - open to anyone interested	Potentially purchase StrengthsFinder or other inventories identified by planning team
Developing a system to store and access employee profiles	Office of Instructional Design & Innovation Technology Department	Google Form to capture information from teachers, loads into a Spreadsheet and creates a Doc that is automatically shared with the teacher. Spreadsheet is used to create a database. -Usable living document for teachers -Searchable database for admin	Fall 2021 - begin developing along with the template Summer 2022 - support admin in using dashboard	Database development

Strategy	Responsible Party	Desired Results	Timeframe	Resources
<p>Meaningful use of employee profiles by employees and admin</p>	<p>Office of Instructional Design & Innovation</p> <p>Building Admin to set expectations</p>	<p>Use a strengths assessment in candidate screening process</p> <p>Profiles are used by employees to set professional goals, choose their professional development experiences, reflect at the end of the year</p> <p>Principals use strengths and skills to drive committee selection, hiring, etc.</p> <p>Principals use goals and professional development experiences in working with teachers, planning building PD, etc.</p> <p>District admin use profile data to drive professional development opportunities, committee work, internal hires, focus groups, etc.</p>	<p>Fall 2022 - Professional development and support as employees begin creating their profiles</p> <p>SY 2022-2023 - ongoing support for teachers and admin</p>	<p>Potentially purchase StrengthsFinder or other inventories identified by planning team</p>



Safety: Facilities

Mehlville School District will provide a safe learning environment for students and staff.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Additional Secured Front Entrances	Facilities Department	Every school will have a reconfigured front entrance to allow the screening of visitors Number all exterior entrances	Completed by the 2025-2026 school year	Prop S
Improved Air Quality	Facilities Department	Scheduled and cyclical replacement of HVAC and dehumidifier units in targeted areas Scheduled monitoring of air quality Scheduled cleaning of ducts Continued monitoring and abatement of asbestos Cyclical testing of radon levels	Ongoing in compliance with the MSD Capital Plan	Prop A, Prop R, Prop S
Increase Traffic Flow Safety	Office of Planning and Development Facilities Department Building Level Administrators	Safe and efficient traffic flow that keeps sitting traffic off of county roads Proper signage on county roads and on school lots to direct those in vehicles Expansion of sidewalks, clear crossing areas, and painted lanes Limited access to school areas during nonschool hours Redesign of parking lots	Ongoing in compliance with the MSD Capital Plan	Prop S, TBD

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Increase Perimeter Safety	Facilities Department	Updated locks and inventoried keys Additional keypad entrances Expanded fencing in identified areas Possible placement of concrete barriers at appropriate entrances Establishment of a replacement cycle for exterior doors	Completed by the 2025-2026 school year	Prop S
Improve Exterior Lighting	Facilities Department	Well lit parking lots, walkways, and exterior exits	Completed by the 2025-2026 school year	Prop S
Expand Security Cameras	Technology Department	Cyclical investments in schools to purchase and replace cameras Use of referral data and input from the Safety Planning & Assessment Committee to determine areas within each school (high traffic areas like stairwells and bus lines) for camera placement Ongoing upgrades in camera software and infrastructure as available	Ongoing	Prop R
Expand Safety Glass	Facilities Department	Expand use of safety glass at ground-level windows and in areas of student transition and high student concentration	Completed by the 2025-2026 school year	TBD
Improve ADA Accessibility	Facilities Department	Expanded ADA accessibility for entrances, exits, sidewalks and restrooms	Completed by the 2025-2026 school year	Prop S

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Improve Classroom Safety	Facilities Department,	<p>Improved locks and windows on all interior doors</p> <p>Uniform master key for all doors</p> <p>Explore the use of consistent devices in which to secure doors from inside the classroom</p> <p>Clear labels or signage for hallways, stairwells, and classrooms</p>	Completed by the 2025-2026 school year	TBD
Update Restrooms	Facilities Department	<p>Student restrooms will be ADA accessible</p> <p>Updating and regular maintenance of outdoor areas to prevent foot traffic from entering the building at high participation events</p> <p>Considerations for facilities that are safe for our entire community</p>	Completed by the 2025-2026 school year	Prop S



Safety: Belonging and Mental Wellness

Mehlville School District will improve staff and student sense of belonging and mental wellness.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Annual audit of classroom and school libraries and update instructional materials and resources Establish a network for inclusion and equity through clubs, activities and book clubs	District and Building Administrators School Counselors Classroom Teachers	Creating an inclusive, equitable environment for a diverse student population	Ongoing	Materials and resources budget
Establish building-level student equity correspondent teams	Exe. Dir. Student Services Building Administrators School Counselors Classroom Teachers	Increase positive Student Sense of Belonging response rates annually. (Winter 2021 3rd - 5th, 75%; 6th - 12th, 48%) Equity correspondent teams meet with building leadership and report out to district RSJE Team and CO Leadership Team about needs/input	Student Equity Correspondent Teams Beginning Fall Semester 2021 - Ongoing Survey students in grades 3-12 each semester	Neutral
Anti-bias/Antiracist Training for all staff	Exe. Dir. Student Services Human Resources Team District and Building Administrators Teaching & Learning Team	Increase SEL survey results usage at the teacher-level to drive Multi-Tiered Systems of Supports (MTSS) Intervention implementation	SEL intervention implementations - Fall 2021 - Ongoing ABAR Training - planning 20-21, implementation Fall 2022 - Ongoing Curriculum Audits - beginning Fall 2020 adoption cycles	Materials, resources, and training

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Increase the allocation of SEL Interventionists; plan and budget to onboard School Social Workers	Asst. Supt - Supervision of Schools Human Resources Team District and Building MTSS Teams	Implementation of resources through a Multi-Tiered Systems of Supports (MTSS) Model for staff to support student SEL and well-being needs	Needs assessment - Fall 2021 Positions - ongoing based on need Launching District and Building MTSS Teams - Fall/Winter 2021 Developing fidelity checks and early warning systems - ongoing	Budget for increasing and adding FTE, MTSS resources and materials
Enter into a Memorandum of Understanding (MOU) increasing student access to quality physical and behavioral health care.	Exe. Dir. Student Services Health Services Team	All students will have access to resources to support their mental, medical, and nutritional well-being	Fall 2021 - Ongoing	Neutral for physical health agreement; setup cost for behavioral health platform (CARES Funds)



Access and Opportunity

Mehlville School District will ensure all students have access and opportunities to programs and services regardless of parental involvement, race, sexual orientation or identity, socioeconomic status, or disability.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Creation of a student "Bill of Rights" that empowers their rights to a free and appropriate public education in alignment with the Mehlville School District's mission and vision	Senior District Leadership	Students will be made aware of and empowered to access this "Bill of Rights" upon its creation. This information is to be included in student and family handbook and processed with students to ensure understanding.	Student selection of representatives will take place in the Spring of 2022. Work will begin on the "Bill of Rights" at that time and continue into the summer. A rough draft will be circulated to student leadership groups and student stakeholders in the Fall of 2022. Final revisions will be completed upon feedback before a final draft is shared with appropriate stakeholders.	Annual budget
Each building will annually report their participation in the academic and SEL extracurriculars as well as activities provided to students within their Building School Improvement Plan and during Board of Education presentations	Building administration Data and Assessment Senior District Leadership	Longitudinal tracking and annual analysis of participation in academic and SEL extracurriculars as well as activities to identify opportunities for improvement and preserve successful programming	Updates from build administrators will take place during triannual administrative roundtables. This information will also be included in building level presentations provided by principals to the BOE beginning in the 2022-2023 school year.	Annual budget
Attracting and retaining a diverse workforce	Human Resources Senior District Leadership Building Administrators	All students will be provided professional role models	Ongoing efforts will be made	Annual budget DESE Teacher Recruitment Funding

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Develop a needs assessment to determine which events will best assist the community	Student Services EL Teachers Communications Department	Provide quarterly engagement events to better engage our EL population	A needs assessment will be developed in the 2021-2022 school year with implementation to take place in the 2022-2023 school year	Annual budget
Mehlville School District students will have access to and engage with counseling, social services, academic, and SEL interventionists	Building Administrators Student Services School Counselors Interventionists	Growth demonstrated through SEL survey results, student attendance, individual and small group counselor caseloads, students receiving supports at each level of the MTSS pyramid. Annual review of ESSR I and II funded interventionists.	Ongoing with supports to begin being provided by the ESSR Interventionists in the 2021-2022 school year	ESSR funding
Ongoing professional development regarding our educational subgroups (students with IEPs, EL Learners)	Building Administrators Student Services EL SSD Partners	Students will be served in the most inclusive and supportive classroom environment possible	Ongoing with support to begin being provided by CHADS, the SSD MTSS Coach, and ESSR Interventionists in the 2021-2022 school year	Annual budget
Each building will annually report the number of students who participate in enrichment opportunities, advanced placement classes, honors classes, and dual credit opportunities as they advance through their schooling	Building Administrators Student Services School Counselors	Increased student achievement, student sense of belonging, participation in optional Mehlville School District pathways	Updates from building administrators will take place during triannual administrative roundtables. This information will also be included in building-level presentations provided by principals to the Board of Education beginning in the 2022-2023 school year.	Annual budget

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Establish a committee to review student fees and improve opportunities to allow every student to participate	Building Administrators Business Office Equity and Inclusion representative Students	Increased access to curricular and extra-curricular opportunities and programs throughout the district	Conversation will begin in the 2021-2022 school year to determine which stakeholders would yield the greatest value in this conversation	Annual budget
Establish a committee to review current transportation model and explore alternative methods to increase access and opportunity to district programs	Transportation Director CFO Administration Students Parents Equity and Inclusion representative	Increased access to district opportunities and programs	Conversation will begin in the 2021-2022 school year to determine which stakeholders would yield the greatest value in this conversation	Annual budget Future additional revenue?
Calendar committee to review school calendar honoring and recognizing days with a high student absence rate because of cultural or religious holiday celebrations	Calendar Committee Senior District Leadership Equity and Inclusion representative	Honor all cultures, religions, and backgrounds so students don't have to choose between school and family observances	Ongoing	Annual budget

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Awareness of the Missouri Seal of Biliteracy beginning in the younger grades, to encourage early development of home language use and to actively support bilingualism for all learners	Communications Student Services Human Resources EL teachers	To provide quality instruction of students' L1 and actively support students' successful attainment of the Seal of Biliteracy, middle and high schools offer language courses in Bosnian, Arabic, and Vietnamese (highest numbers of home languages in the district) in addition to other language courses already offered	TBD	Annual budget
Review current culturally responsive district practices and provide continuous professional development supporting our district's Portrait of a Graduate exemplars	Senior District Leadership Building Administrators Student Services School Counselors	Increased implementation of culturally responsive practices to promote the recognition, acceptance, and respect of our diverse school community	Ongoing	Annual budget

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Employee Support

Mehlville School District will support its workforce in achieving individual and organizational goals.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Continued examination of staffing and resources in Mehlville and comparison school districts	Senior District Leadership Human Resources Classified Directors	Ongoing identification of competitors Annual report of competitiveness Competitive wages and benefits for all employees	Ongoing	Annual budget Future additional resources?
Establish Strengths-Based Employee Profiles to guide personalized professional development	See employee profiles under Personalization			
Ensure workforce members reach their full potential and achieve individual and organizational goals by offering relevant professional development	Senior District Leadership Human Resources Building Level Leadership Classified Directors	High engagement in meaningful professional development that produces a measurable impact on all components of the strategic plan	Ongoing	Annual budget
Engage and connect staff during the onboarding process and continuing mentoring support for engagement, equity, and personalization	Senior District Leadership Human Resources Building Level Leadership Classified Directors	Solidified networks of professional support that allow for effective and efficient operations	Ongoing	Annual budget

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Increase workforce engagement and transparency through committees, communications, and gathering feedback	Senior District Leadership Human Resources Building Level Leadership Classified Directors Communications Department	Increased employee retention	Ongoing	Annual budget
Develop systems of engagement, development, and workforce well-being	Exe. Dir. Student Services District and Building Administrators	Increase positive Adult Well-Being response rates annually on SEL Teacher Survey. (Winter 2021 Baseline 57%, Certified Staff)	Survey all workforce members each semester	Renewing annual SEL survey contract. (Student/Teacher SEL Survey Contract, 32K, Title IV Budget)
Gathering voice of workforce feedback on well-being (entire workforce)	Exe. Dir. Student Services District and Building Administrators	Expand Adult Well-Being Surveys to include Classified workforce	Baseline survey fall 2021	Renewing annual SEL Survey Contract. (Student/Teacher SEL Survey Contract, 32K, Title IV Budget)
Acknowledge and celebrate staff awards, recognitions, and accomplishments	Workforce	Providing motivation and recognition that go beyond the regular compensation system	Monthly	Neutral
Creating an inclusive, equitable environment for a diverse workforce	District and Building Administrators Human Resources Team Workforce	Participation in community events; continuous improvements to hiring processes; diversified workforce	Ongoing	Screening Tool for hiring process.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
<p>Creating an environment that encourages intelligent risk-taking to achieve innovation</p>	<p>Office of Instructional Design and Innovation</p> <p>Teacher leadership team</p> <p>District and Building Administrators</p>	<p>Creating a learning development system that supports the personal development of the workforce and organizational needs</p> <p>Using a strengths-based approach to workforce recruitment, development, and management</p>	<p>Begin Fall 2020</p> <p>Fall 2021 - begin identifying/developing</p> <p>Spring 2022 - develop process</p> <p>Fall 2022 - PD and support as employees begin creating their profiles - consider a cohort mode</p>	<p>Professional Development Budget</p> <p>Potentially purchase StrengthsFinder or other inventories as identified by the planning team.</p>



Effective and Efficient

Mehlville School District will be a responsible steward of its resources to make the biggest impact possible for its students.

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Continued focus on balanced budget with appropriate cash reserves	Board of Education Superintendent CFO	Change fund balance policy to reflect no short-term borrowing Board review of multi-year budget projections	Policy change in the 21-22 school year Ongoing	Annual Budget
Alignment between the district strategic plan, building-level improvement plans, and evidenced in observation of classroom practices	Building Administration Supervision of Schools Senior District Leadership	Monthly roundtables to monitor alignment Engage in cycles of continuous improvement at every level.	Ongoing Building School Improvement Program Roundtables subject to review	Annual Budget
Cyclical investments in infrastructure, transportation and other resources	Board of Education Community	Bond issues every 5-7 years to update facilities Budget planning for vehicle replacements	Ongoing	Future bond issues or other financial investment
Ongoing stakeholder engagement	Communications Department	Analysis of community survey information to inform Senior District Leadership	Ongoing	Annual Budget
Continued focus on Baldrige Criteria for Performance Excellence (including Continuous Classroom Improvement and Plan-Do-Study-Act cycles)	Asst. Supt. of T & L Exec. Dir. Student Services Exec. Dir. Planning/Operations	CCI Training and Coaching for middle and high schools to effectively implement cycles of improvement Strategically begin CPE training for building and district leadership to support full implementation of Baldrige processes in operations and decision-making	CCI - middle school implementation - 2022-2025 CPE - assistant principal cohorts for trainings - 2022-2025	Annual Budget

Strategy	Responsible Party	Desired Results	Timeframe	Resources
Extension of the five-year capital plan	Facilities Department	Annual extension of current planning	Part of annual budget document	Annual Budget Future additional resources?
Continued identification of practices and resources that can be discontinued	Building Administration and Department Heads	Use data to identify inefficient processes at the building and department level	Ongoing	Annual Budget

Glossary

Academic Pathway	An academic pathway builds awareness of career exploration within an academic area.
Academic Success	Academic success is defined as a compilation of Standards in MSIP 6 which lead to success in the next grade level or chapter in a student's life.
Belonging	How much students and staff feel they are valued members of the school community -- the extent to which people feel appreciated, validated, accepted, and treated fairly within an environment
Career-Influenced Choice Programs	Career Influenced Choice Programs in Mehlville involve personalization. Programs in Mehlville have included the Middle School Academy and MyPath. Other programs such as Center for Advanced Professional Studies (CAPS) and Technical School are also choice programs but do not allow for as much personal development within the program.
College and Career Readiness	College and Career Readiness (CCR) can be measurements used to define if a student is ready for post-high school plans. Areas such as assessment, career education, academic counseling and curriculum are influenced by CCR.
Customer	An actual or potential user of the organization's educational programs and services.
Diversity	Personal differences among workforce members that enrich the work environment and are representative of our hiring and student communities. These differences address many variables, such as race, religion, color, gender, national origin, disability, sexual orientation, age and generation, education, geographic origin, and skill characteristics, as well as ideas, thinking, academic disciplines, and perspectives.
Educational Equity	Educational equity exists when there is an intentional focus on learning outcomes and the allocation of resources ensure that each student is purposefully engaged and is provided rigorous instruction, meaningful supports, and relevant educational experiences. (MSIP 6)
High School Academy	High School Academy is currently a concept that would follow an instructional design model similar to our Middle School Academies, but be aligned to a Career Pathway.
Innovation	Making meaningful change to improve programs, services, processes, the organization, or societal well-being and create new value for stakeholders.

Integration	The harmonization of plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses to support key organization-wide goals.
Intelligent Risks	Opportunities for which the potential gain outweighs the potential harm or loss to the organization's future success if you do not explore them.
Learner Agency	In a personalized learning environment, learners play an active role in their learning. They develop agency by taking ownership and having influence over their learning, and being able to understand and take responsibility for the results of their decisions.
Learner Profile	Learner profiles are co-created by educators and learners and comprised of rich, current information regarding each learner including demographic data, academy status, learning-related skill set, and potential learning drivers.
Learning Driver	Information about the learner's goals, motivations, interests, career plans, and other factors that affect commitment to learning.
Mehlville Teacher Institute	Cohort support for all first year teachers to the district that focuses on equity, engagement and personalization.
Memorandum of Understanding	Working agreements between an outside agency and the district. MOUs outline the scope of each entities responsibilities to fulfill the MOU.
Multi-Tiered Systems of Support	An integrated MTSS model provides all students with the best opportunities to succeed academically and behaviorally in school. MTSS focus on providing high-quality instruction and interventions matched to student need across domains and monitoring progress frequently to make decisions about changes in instruction or goals. It is not simply the implementation of both academic RTI and PBIS systems. There is a systematic and careful integration of these systems to enhance the efficiency and effectiveness of all school systems. (Integrated Multi-Tiered Systems of Support, McKintosh & Goodman, 2016)
Panorama	Social Emotional Learning Survey and Multi-Tiered Systems of Support Dashboard
Pathways	Pathways can also be considered career clusters that identify various career paths and also highlight the types of classes and skills needed in order to have success within a particular career.

Performance	Outputs and their outcomes obtained from student learning, processes, programs, students, and other customers that permit you to evaluate and compare your organization's results to performance projections, standards, past results, goals, and other organization's results.
Personalization	A personalized approach to teaching and learning empowers all students through individualized goal setting, flexible instruction and programming, and offers opportunities for students to develop their own strengths through relevant and real-world experiences.
Results	Outputs and outcomes achieved by the organization.
Schools Within Schools	Schools within Schools are designed to be interdisciplinary programs run within the typical "brick and mortar" building. Schools within Schools focus on application learning intended to allow students to show what they are learning in a tactile and practical way.
SEL	Social Emotional Learning
Themed Schools	Themed Schools represent a separate stand-alone school, a school within a school or a program within a school that has a theme that influences how the curriculum is taught. The curriculum doesn't change due to the theme, but the theme can influence how the curriculum is taught through the use of the theme.
Underrepresented Group	The term Underrepresented Group identifies any subset of a population that holds a smaller percentage within a significant subgroup than it holds in the general population. Women and women of color are often an underrepresented group in science, technology, engineering, and mathematics, for example.
Voice of the Customer	Processes for capturing student- and other customer-related information.
Workforce	All people actively supervised by the organization and involved in accomplishing the organization's work, including paid faculty and staff and volunteers, as appropriate.