Missouri Schools for the Severely Disabled (MSSD)

Long Range Planning Advisory Committee (LRPAC)

Meeting #1

September 30, 2024

- ❑ Introductions
- ❑ Welcome Message by Dr. Wheatley
- ❑ MSSD Overview
- ❑ LRPAC Structure
  - ❑ Small Group Exercise
- ❑ Phase 1 & 2 Report
  - ❑ Small Group Exercise
- ❑ Develop Theory of Action
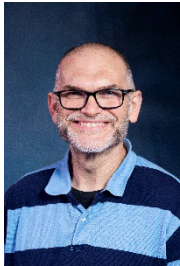 - ❑ Small Group Exercise

Introductions

# DESE/MSSD Project Team

4

Dr. Mark Wheatley
Assistant Commissioner

Jeremy Smith
Superintendent

Steve Guffey
Assistant Superintendent

Dr. Jennifer Meller
Project Director

Matthew Scott
Project Manager, Research and Data Analysis

Dr. Jennifer Baribeau
Subject Matter Expert

Josh Chism
Subject Matter Expert

Jacob Klett
Subject Matter Expert
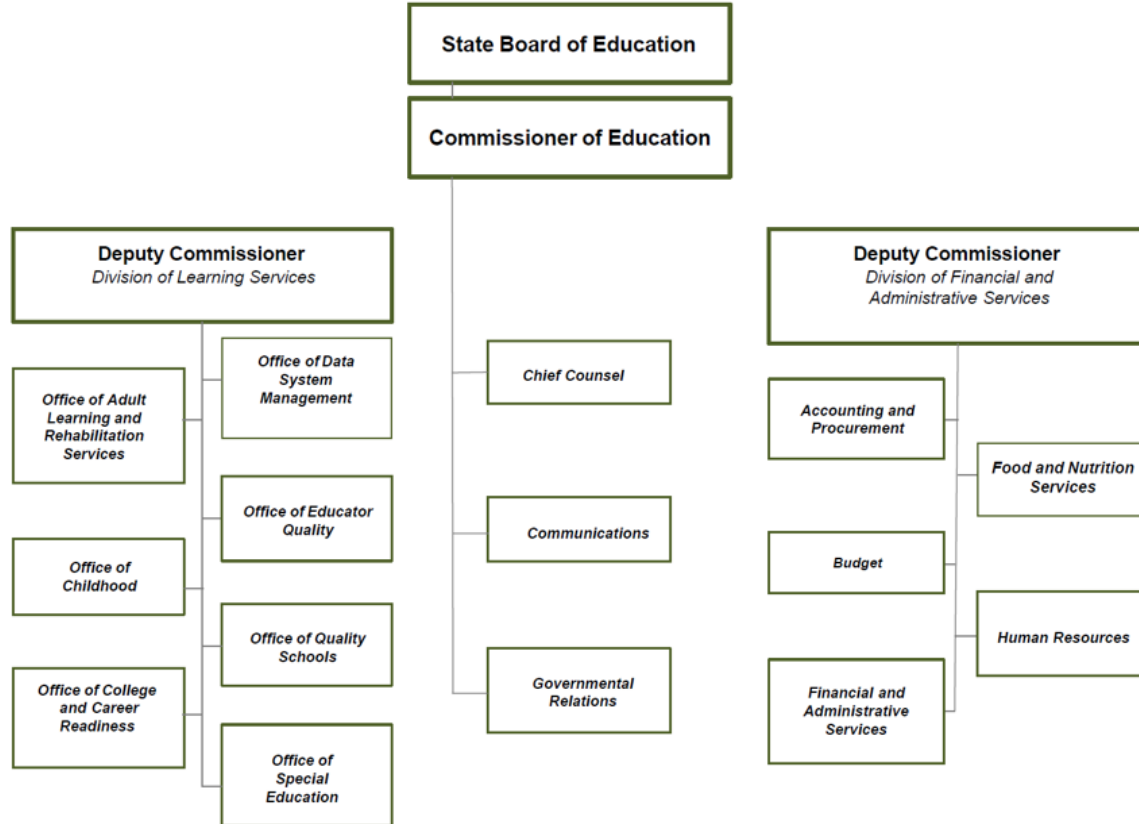
Jessica Quinn
Subject Matter Expert

Welcome and Thank You!

Dr. Mark Wheatley
Assistant Commissioner

State Board of Education

Commissioner of Education

Deputy Commissioner
Division of Learning Services

Office of Adult Learning and Rehabilitation Services

Office of Data System Management

Office of Childhood

Office of Educator Quality

Office of College and Career Readiness

Office of Quality Schools

Office of Special Education

Chief Counsel

Communications

Governmental Relations

Deputy Commissioner
Division of Financial and Administrative Services

Accounting and Procurement

Food and Nutrition Services

Budget

Human Resources
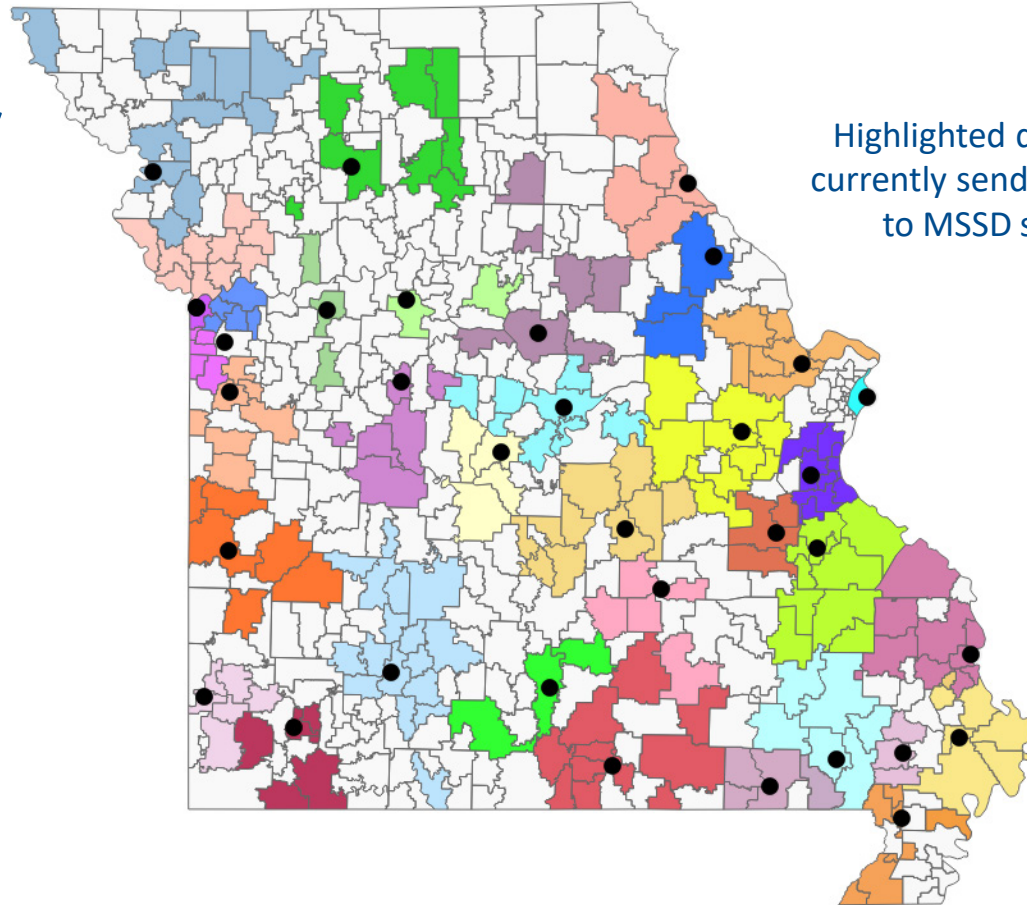
Financial and Administrative Services
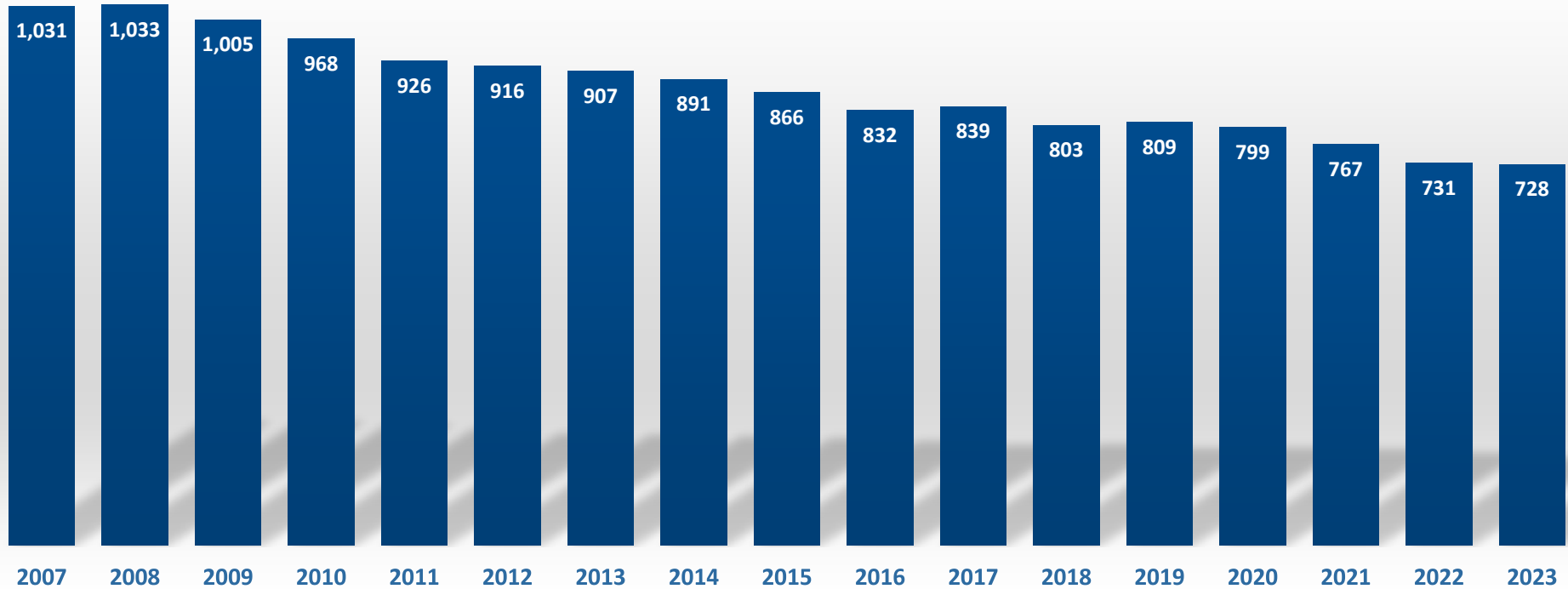
MSSD: An Overview

- Established by state law in 1957
- Serves students between the ages of 5 and 21
- Serves eligible students with severe developmental disabilities requiring intensive supports to access a free and appropriate public education (FAPE) in the least restrictive environment (LRE)
- Focuses learning on functional academic skills
- Unique to Missouri

MSSD currently serves approximately 700 students in 34 schools located throughout the state.
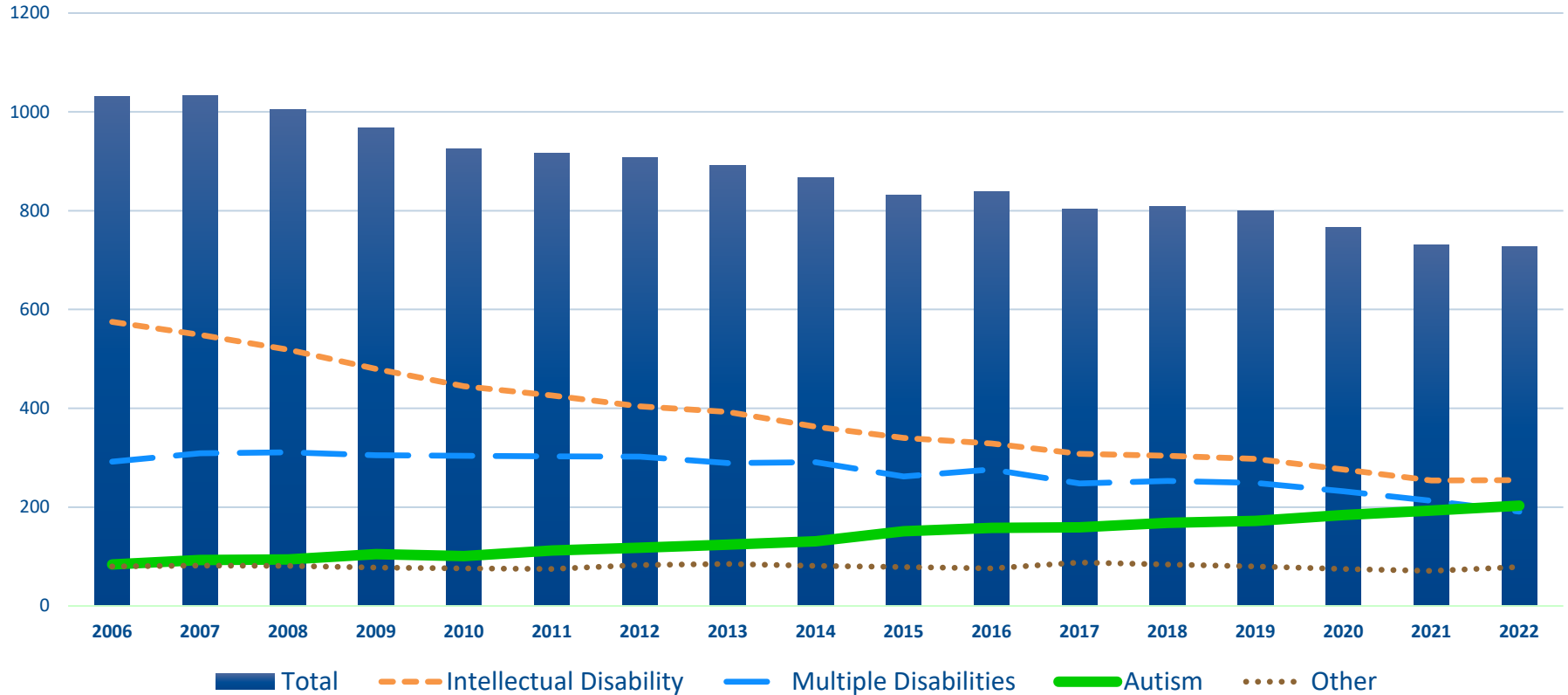
Highlighted districts are currently sending students to MSSD schools.

Program Enrollment Trends

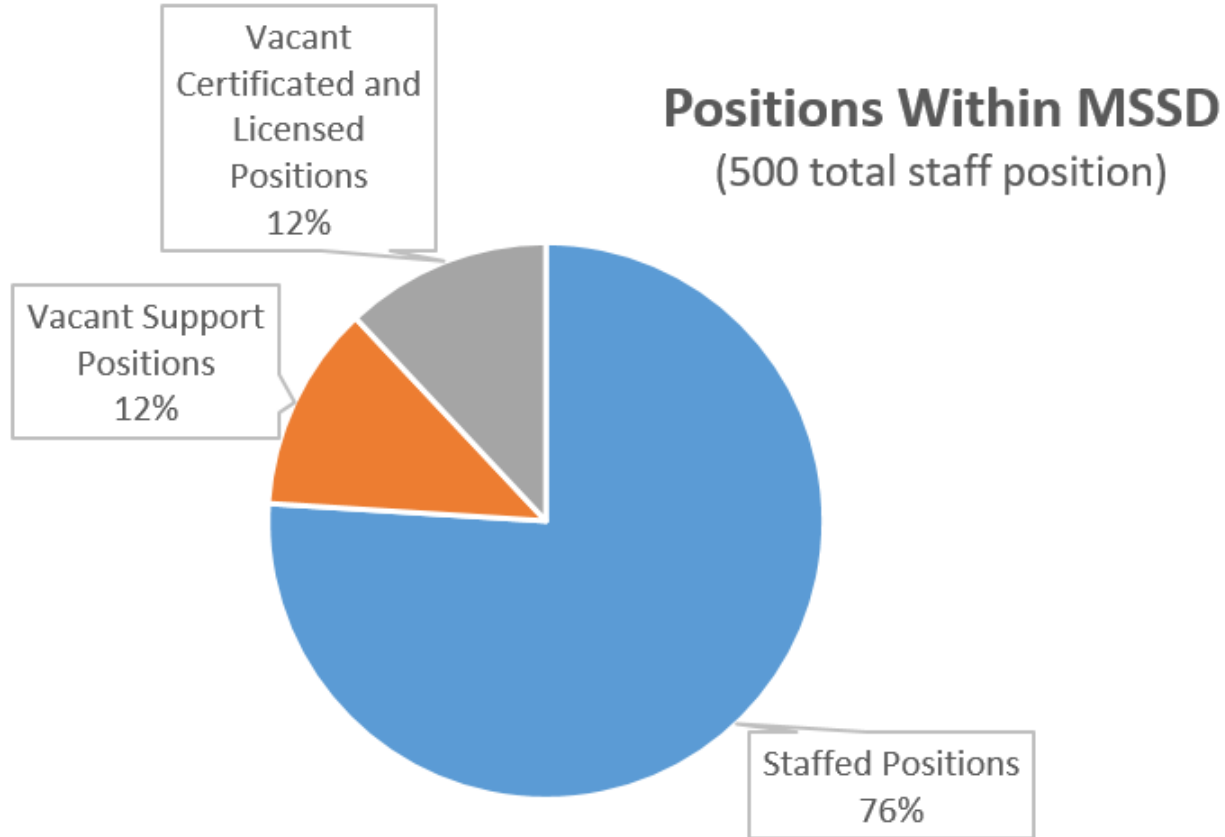| 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1,031	1,033	1,005	968	926	916	907	891	866	832	839	803	809	799	767	731	728

➢ Total child count as of December 1, of each year

Program Enrollment and Disability Category

> Total child count as of December 1, of each year

Positions Within MSSD
(500 total staff position)

Vacant Certificated and Licensed Positions 12%

Vacant Support Positions 12%

Staffed Positions 76%

➢ As of December 1, 2023

LRPAC Structure

PCG Approach

Phase 1: Operational Review

- Conducted a smaller scale facilities/operational review during the 2022-23 school year.
- Results presented to State Board of Education in December 2023 indicating need for further study to determine future of MSSD.
- Determined next study should focus on all facilities and teaching and learning practices.

Phase 2: Instructional and Operational Review

- Current study looked at the entire MSSD ecosystem.
- Designed with intensive stakeholder engagement, from data collection to LRPAC planning.
- Intent is to set a new course for the evolution of MSSD.

The study examined the following guiding questions:

1. To what extent are supports and services effective and consistently applied across MSSD sites?
2. What systems and structures are in place to ensure fidelity of process and implementation across DESE/MSSD?
3. What are the current trends in LRE and how can this be applied to the MSSD model? How do peer states educate students with significant cognitive or physical disabilities?
4. What are the educational and operational benefits and implications for the consolidation of 34 schools to: 30 schools, 25 schools, 20 schools, or regional consolidation?

Data Collection

1 Data, Document, & Policy Review

2 Interviews and Focus Groups

3 Staff and Parent Surveys

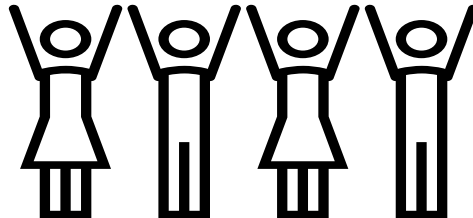**4** Virtual Individualized Education Program (IEP) File Review

5 Onsite Visits

- Arrive On Time

- Attend All Six Meetings

- Stay On Mute Unless Speaking

- Raise Your Zoom Hand to Speak

- Use the Chat Feature

- Camera On

- Participate

- Allow Everyone to Speak

- Be Open-Minded

- Be Respectful

- Global Mindset

- Local Perspective

- Show Captions

Meeting #	Topic	Date	Time	Location
Meeting 1	Welcome / MSSD Overview / Phase 1 & 2 Report / Theory of Action	9/30/24	10-2	Virtual
Meeting 2	Technology / Academics / Instruction / Transportation / Enrollment	10/21/24	10-2	Virtual
Meeting 3	Facilities Projects / School Condition / Educational Adequacy / Finance / Local Education Agency (LEA)	11/18/24	10-2	Virtual
Meeting 4	Capacity & Utilization / Legislation / Human Resources / Reimagining Models	12/16/24	10-2	Virtual
Meeting 5	Major Changes & Improvements / Intro to Consolidation	TBD	8-4	In-Person
Meeting 6	Finalize Consolidation / Major Changes / Implementation Plan	2/24/25	8-4	In-Person
Board Update	LRPAC Recommendations to State Board of Education	TBD	TBD	In-Person

- Shared Google Drive:
  - https://drive.google.com/drive/u/2/folders/1-1YwY-AN8uR8lWSAPXYUEkEP3MDwbv8J
- Save This Website - add as a bookmark
- Small Group Exercises

Break

Small Group Exercise

Materials in Shared Drive

Small Group Exercise #1

Return at <mark>XX:XX</mark>

Google Drive Link:
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PUBLIC CONSULTING GROUP™

CAPITAL AE
— BUILDING SOLUTIONS —
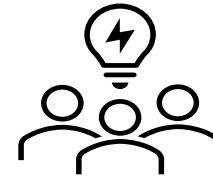
What are you most excited for this committee to accomplish?

Why did you want to join this committee?

If you could reimagine MSSD, what would you change?

Break (10 min)

Grab a Snack!

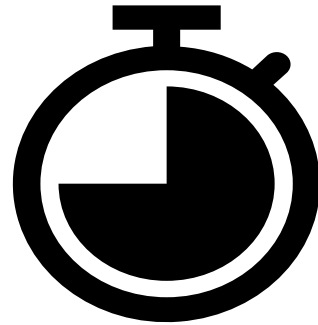## Return at XX:XX

Report Summary

Reimagining (verb): to think about again especially, in order to change or *improve*.

Merriam-Webster Dictionary

Foster a culture of innovation: Encourage a shift towards fostering a culture of innovation, experimentation, and creative problem-solving.

Encourage adaptability: Emphasize the importance of trying new approaches and adapting to changing needs.

Encourage collaboration and co-creation: Underscore the value of collaborative work and partnerships to foster a sense of shared responsibility and co-creation.

Cultivate a growth mindset: Encourage a mindset that sees challenges as opportunities for growth, promoting resilience, and adaptability.

Student-Centered Decision Making: Prioritize all decisions in a way that puts students at the forefront of all decisions, policies, and practices.

Students must remain at the center of every decision we make in education; their voices, needs, and aspirations should guide and shape our path forward.

Strengths and Opportunities for Improvement

Strengths

- Dedicated Leadership
- Organizational Structure
- Virtual Learning Platform
- New Leadership Positions
- LEA Support for MSSD

Opportunities for Improvement

- Barriers to Change Implementation
- Leadership Turnover
- Professional Learning
- LEA Perceptions of Services
- LEA Guidance
- Communication Channels
- Roles and Responsibilities
- Building Administrators
- Teacher Evaluation Process
- Regional Professional Development Centers (RPDCs)

Strengths	Opportunities for Improvement
• Eligibility Determination Guidance • Population Served in MSSD	• Eligibility Transparency and Equity • Acceptance into MSSD • Behavioral Needs

Strengths	Opportunities for Improvement
• Staff Care and Compassion • Functional Academics • Model Schools	• High Expectations • Literacy Instruction • Curricular Resources • IEP Development • Behavior Support and Services • Progress Monitoring • Augmentative/Alternative Communication (AAC) • Related Service Providers • Transition Planning

Strengths

- Interpretation Services for Parents
- Perceptions of MSSD
- High Expectations
- Safe Environment
- Building Administrators
- Home/School Coordinators

Opportunities for Improvement

- Translation of Special Education Documents
- Augmentative/Alternative Communication (AAC) Training for Parents
- Transition Planning
- Staffing
- School/Community Partnerships
- Related Service Provider Participation in IEP Meetings

Strengths

- Financial Control Systems
- Superintendent and Special Education Director Salaries
- Sufficiency of Funding
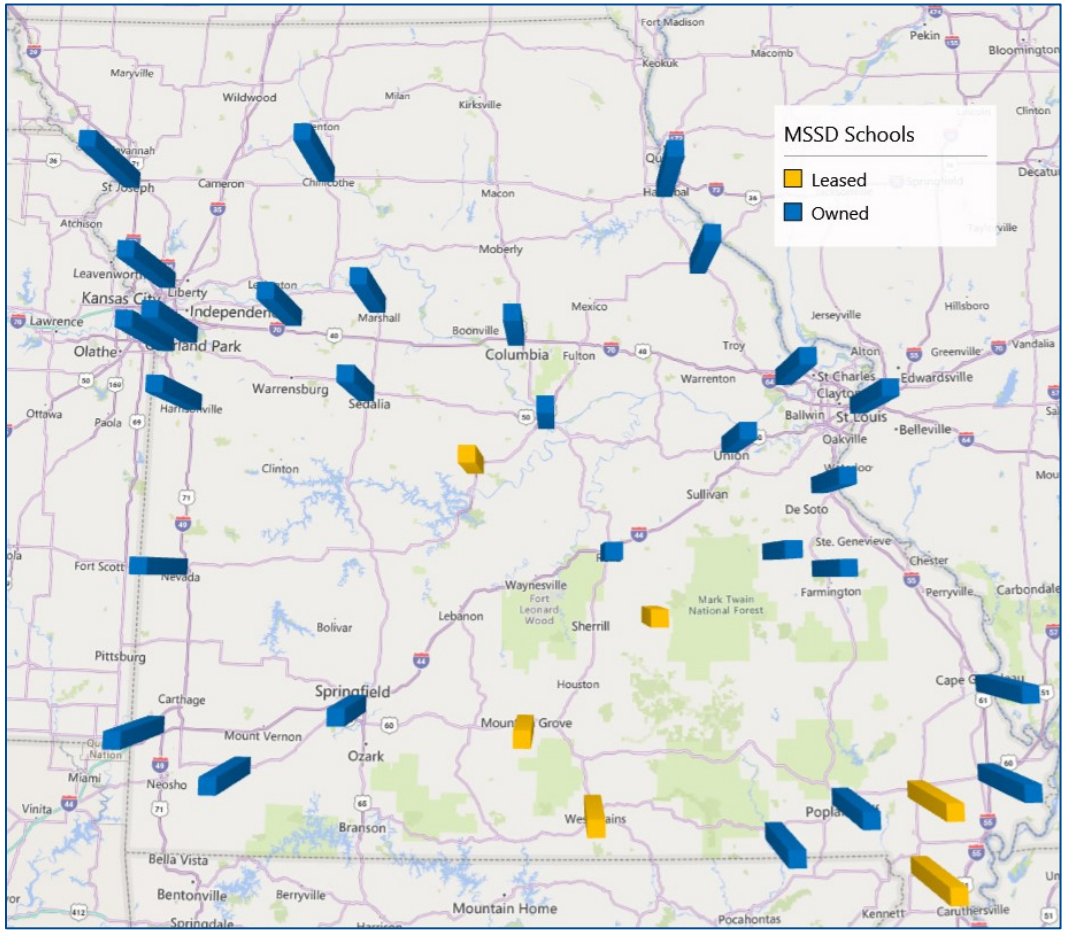
Opportunities for Improvement

- Purchasing Decisions and Guidance
- Building Administrator, Teacher, and Teacher Aide Position Attrition
- Principal and Special Education Teacher Salaries
- Staff Injuries and Worker's Compensation Claims
- Caseload Standards
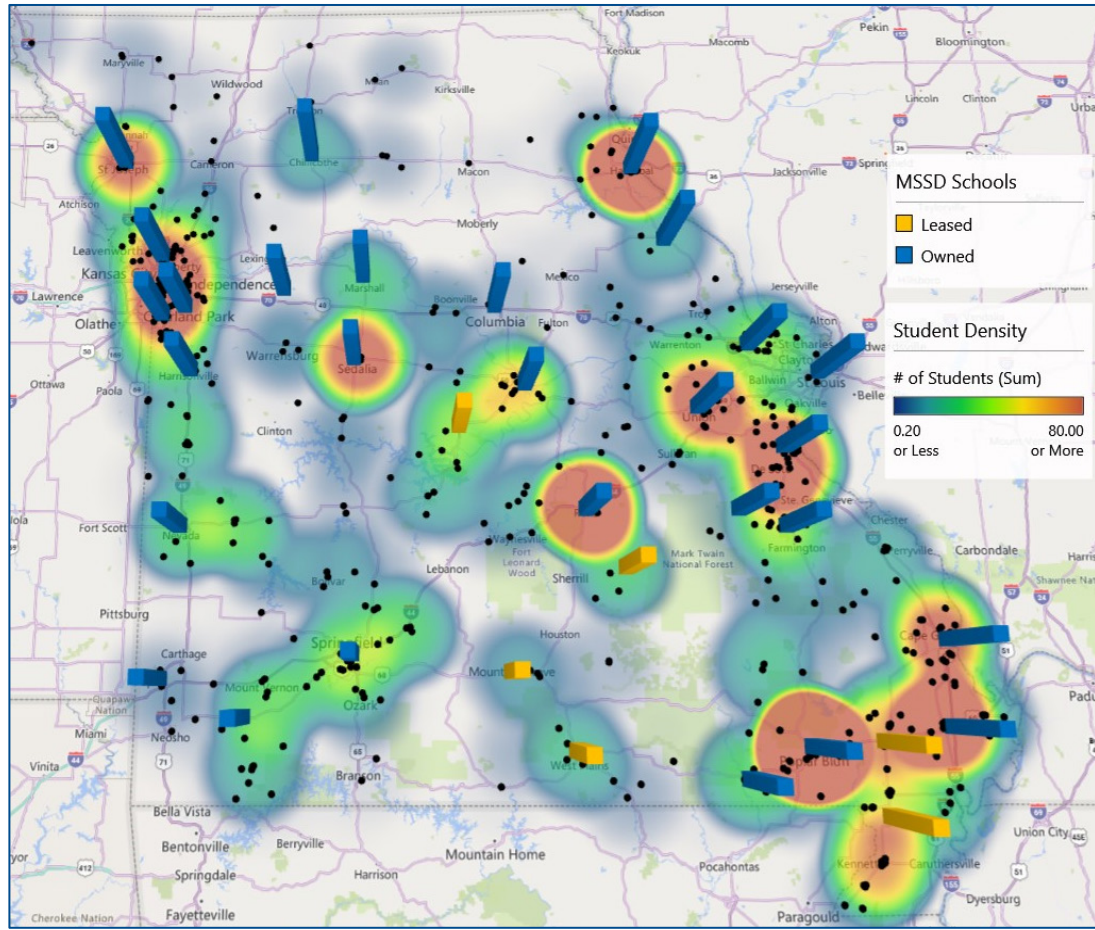- Split Building Administrator Positions

Facilities

MSSD Schools
- Leased
- Owned

(28) Owned

(6) Leased

Facility Name	Area	Condition Rank	Deferred Maintenance	Educational Adequacy	Facilities Maintenance	Safety & Security	Enrollment 2023-2024	Capacity @ 90%	Sq Ft Per Student	Utilization
MSSD - Owned Buildings										
AUTUMN HILL STATE SCHOOL	3	13	$ 678,204	60%	59%	60%	34	38	361	90%
B.W. ROBINSON STATE SCHOOL	2	33	$ 812,598	74%	53%	74%	31	32	362	98%
BOONSLICK STATE SCHOOL	3	5	$ 4,599,269	69%	56%	69%	22	63	1,218	35%
BRIARWOOD STATE SCHOOL	1	22	$ 244,921	60%	90%	60%	0	19		
CEDAR RIDGE STATE SCHOOL	2	30	$ 1,592,383	68%	68%	68%	22	44	819	50%
CITADEL STATE SCHOOL	3	21	$ 238,995	59%	86%	59%	4	13	740	32%
COLLEGE VIEW STATE SCHOOL	2	11	$ 2,472,288	60%	71%	60%	7	63	3,457	11%
CURRENT RIVER STATE SCHOOL	2	17	$ 140,414	54%	68%	54%	13	19	261	69%
DALE M THOMPSON (TRAILS WEST) STATE SCHOOL	1	14	$ 4,091,386	75%	79%	75%	35	95	936	37%
DELMAR COBBLE STATE SCHOOL	1	16	$ 823,057	71%	72%	71%	9	38	1,002	24%
E.W. THOMPSON STATE SCHOOL	1	7	$ 2,660,073	85%	72%	85%	12	32	1,422	38%
GATEWAY (HUBERT WHEELER) STATE SCHOOL	3		$ 2,177,396				6	183		
GREENE VALLEY STATE SCHOOL	2	27	$ 1,888,871	66%	96%	66%	41	95	743	43%
H. KENNETH KIRCHNER STATE SCHOOL	2	31	$ 501,363	75%	72%	75%	18	32	518	57%
HELEN M. DAVIS STATE SCHOOL	1	12	$ 1,763,207	62%	53%	62%	43	57	455	76%
LAKEVIEW WOODS STATE SCHOOL	1	26	$ 1,484,560	56%	89%	56%	30	88	1,055	34%
LILLIAN SCHAPER STATE SCHOOL	3	9	$ 558,005	56%	68%	56%	14	19	274	74%
MAPAVILLE STATE SCHOOL	3	24	$ 1,939,143	67%	71%	67%	36	63	707	57%
MAPLE VALLEY STATE SCHOOL	1	8	$ 3,653,170	71%	67%	71%	39	63	677	62%
MISSISSIPPI VALLEY STATE SCHOOL	3	18	$ 1,657,728	61%	71%	61%	24	44	754	54%
NEW DAWN STATE SCHOOL	3	10	$ 2,024,126	54%	69%	54%	33	44	502	75%
OAKVIEW STATE SCHOOL	2	23	$ 731,033	60%	93%	60%	19	38	507	50%
PARKVIEW STATE SCHOOL	3	15	$ 1,701,106	71%	87%	71%	30	50	642	60%
PRAIRIE VIEW STATE SCHOOL	1	29	$ 1,775,487	68%	94%	68%	7	63	2,704	11%
ROLLING MEADOW STATE SCHOOL	1	25	$ 1,882,375	69%	67%	69%	5	44	3,985	11%
SHADY GROVE STATE SCHOOL	2	28	$ 1,621,022	73%	72%	73%	39	32	443	124%
SPECIAL ACRES STATE SCHOOL	3	32	$ 804,082	70%	98%	70%	24	32	235	76%
VERELLE PENISTON STATE SCHOOL	1	20	$ 462,172	62%	51%	62%	15	19	395	79%
MSSD - Leased Buildings										
BOOTHEEL STATE SCHOOL	3	3	$ 628,633	53%	64%	53%	26	25	237	103%
CROWLEY RIDGE STATE SCHOOL	3	6	$ 100,961	51%	69%	51%	13	13	410	103%
DOGWOOD HILLS STATE SCHOOL	2	4	$ 489,443	64%	63%	64%	15	19	322	79%
OZARK HILLS STATE SCHOOL	2	1	$ 614,032	58%	90%	58%	6	13	730	48%
OZARK HORIZON STATE SCHOOL	2	19	$ 243,717	56%	91%	56%	20	25	334	79%
SKYVIEW STATE SCHOOL	2	2	$ 507,505	57%	50%	57%	5	13	691	40%
Totals			**$ 47,562,726**				**697**	**1,525**		**46%**

Strengths

- Critical Infrastructure
- Heating, Ventilation, and Air Conditioning
- Structural Integrity
- Roofing

Opportunities for Improvement

- Leased Buildings
- Low Criticality Building Systems
- Lighting
- Playground Equipment
- Parking Lots

College View

Playground Fall Surface

Facilities – Capacity and Utilization

Strengths

- Geographic Proximity
- Recent Consolidation Activity
  - Briarwood
  - Gateway (MSB)
  - Rolling Meadows
  - Lakeview Woods
- Some Highly Utilized Schools

Opportunities for Improvement

- Under-Utilization
- Decreasing Enrollment
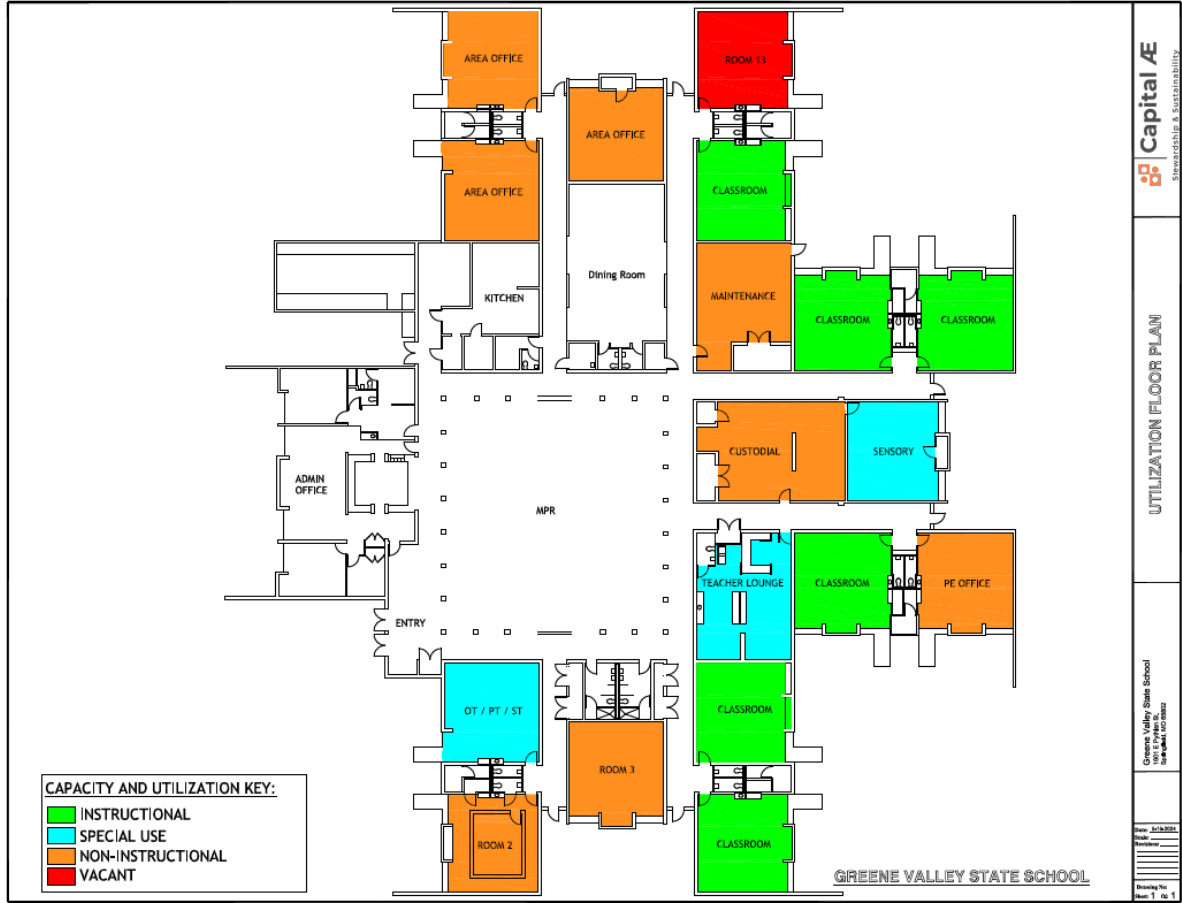- Consolidation
- Leased Schools
- Small Schools

Green Valley

CAPACITY AND UTILIZATION KEY:

- INSTRUCTIONAL
- SPECIAL USE
- NON-INSTRUCTIONAL
- VACANT

$$Utilization\ Rate = \frac{\#\ of\ Students}{\#\ of\ Seats}$$

GREENE VALLEY STATE SCHOOL

UTILIZATION FLOOR PLAN

Strengths

- Owned Schools are Better Equipped
- Equipment and Furniture
- Biophilic Design

Opportunities for Improvement

- Excess Equipment and Furniture
- Leased Schools – Room for Specials
- Leased Schools – Support Spaces
- Leased Schools – Playgrounds
- Lighting
- Parent Spaces
- Wayfinding

Dogwood Hills
Multi-Purpose Room

- Physical Education
- Cafeteria
- Kitchen
- Laundry
- Conference Room

Strengths	Opportunities for Improvement
• Landscaping • Bus Loading Zones • Fencing – Playgrounds • Internal Cameras • Video Doorbells • Emergency Egress Route Maps	• Fencing – Exterior Doors • Communication • Signage – Entry • Fire Extinguishers • Egress Routes • Locking Doors • Security Alarms • Line of Sight for Intruders • Fire Sprinkler Systems

Mississippi Valley

Lack of Fencing

Overarching Themes and Recommendations

MSSD has experienced a decrease in enrollment leading to the need to create a new mission and clear vision that includes rebranding and renaming MSSD schools.

1 Determine the type of programs offered and the profile of students

2 Establish clear processes and guidance for LEAs

While MSSD staff excel in creating caring and supportive environments, their varied approaches to a growth mindset must be consistently paired with high expectations to fully unlock students' academic and functional potential.

1

Establish high expectations for and presume competence of all students

Instructional Framework

While MSSD's focus on functional academics is essential, the lack of a structured literacy program for students with significant disabilities highlights an urgent need to integrate literacy into the curriculum to ensure a comprehensive education that fosters both functional and literacy skills.

1. Select and implement high-quality curricular resources

2. Establish higher standards for IEP development and robust progress monitoring

3. Implement best practices for students with significant behaviors

4. Expand resources for and focus on assistive technology (AT) and AAC

5. Hire related service providers and require IEP participation

6. Expand post-secondary transition planning

With limited technical assistance and insufficient professional development, MSSD must create specialized support for staff to enhance teaching for students with extensive needs, improve staff retention, reduce injury risks, and focus on academic and functional outcomes.

1

Leverage RPDCs

While teaching and learning are paramount, MSSD must address critical infrastructure issues, including recruiting and retaining qualified staff, ensuring their safety, optimizing school buildings, and eliminating underperforming leased sites to enhance efficiency and provide students with a high-quality education.

1. Improve staff retention rates

2. Develop clear budgeting and streamlined purchasing guidelines

3. Close schools located in leased facilities

4. Conduct consolidation analysis from a portfolio perspective with the LRPAC

5. Improve educational adequacy

6. Improve facilities maintenance processes

7. Improve safety and security measures

To ensure high-quality service delivery across all schools, MSSD must balance school-level autonomy with cohesive standards, while increasing parental involvement through tailored training to foster partnerships and empower parents as their children transition out of school.

1 Develop clear communication channels and roles and responsibilities

2 Increase access to IEP documents and conduct parent trainings

Peer State Research

State education agencies support schools and districts in meeting the needs of students with extensive support needs through **three primary methods**

| High-Need Funds	Cooperative Models	Statewide Technical Assistance Programs

Defining MSSD's Mission: As enrollment patterns change, clearly define the population MSSD serves and ensure facilities are adequate to meet their needs.

Encouraging Cooperative Models: Missouri could benefit from incentivizing LEAs to join or establish cooperative service models, especially in rural areas.

Providing State Supported Technical Assistance: DESE should consider developing targeted technical assistance to build capacity of districts serving students with complex needs. This could include programmatic standards and operational practices.
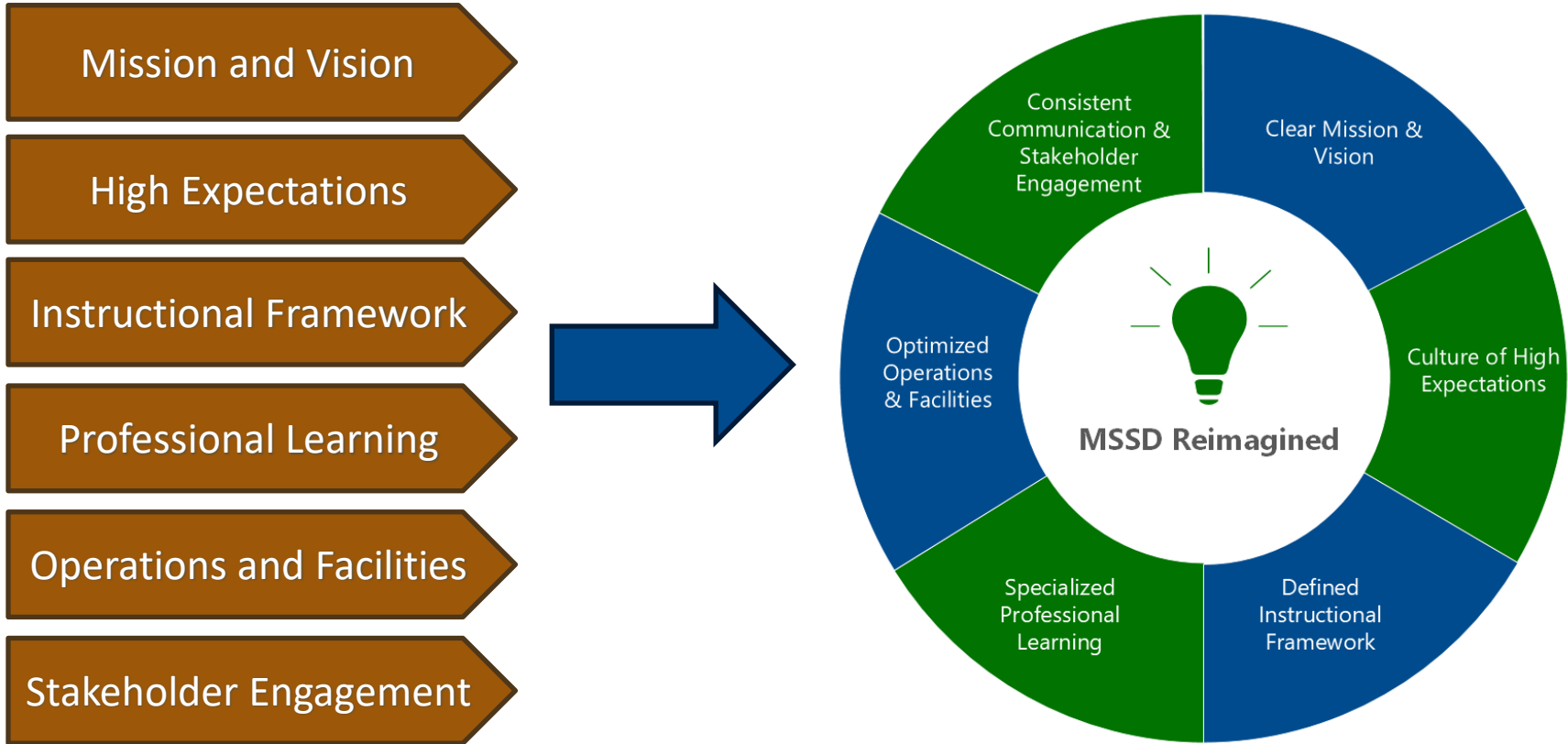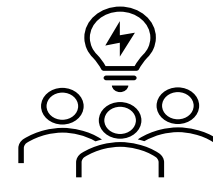
Small Group Exercise #2

Return at <mark>XX:XX</mark>

Lunch now through the break after this exercise.

Google Drive Link:

https://drive.google.com/drive/u/2/folders/1-1YwY-AN8uR8lWSAPXYUEkEP3MDwbv8J

What stood out to you in the report?

Now that you have reviewed the report, what is the most important outcome you believe should come out of this work?
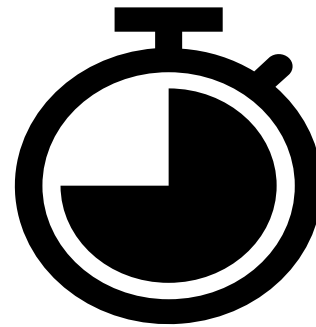
What is one question you still have about how to reimagine MSSD?
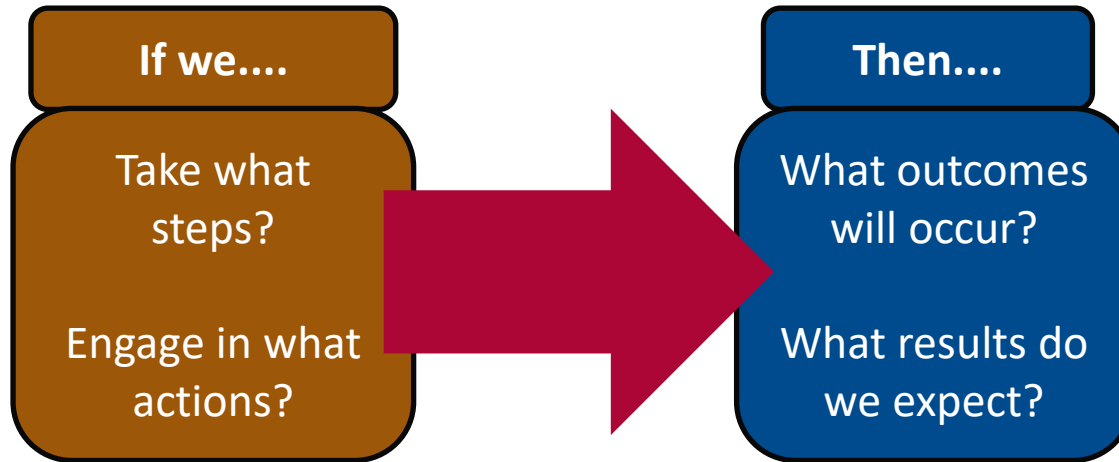
Break (10 min)

Lunch

Return at XX:XX

Develop Theory of Action

- A simplified programmatic road map connecting intended courses of action with desired results
- Illustrates the logical relationships between activities, resources, and changes/benefits
- Describes the fundamental rationale for a program or initiative
- Supports the development of strategic, aligned goals

If we....

Take what steps?

Engage in what actions?

Then....

What outcomes will occur?

What results do we expect?

Arkansas Division of Elementary and Secondary Education. (n.d.). *Theory of action*.

University of Wisconsin-Madison Division of Extension. (n.d.). *Enhancing program performance with logic models*.

If we:

- Engage students to learn a rigorous standards-based curriculum
- Invest in the professional learning of teachers, leaders, and school staff
- Enlist our partners and engage families in a community schools approach
- Align school and central office supports and resources to our Six Strategies for Success

Then:

- Then every student who enrolls in our schools will graduate ready for college, career, and life

New York State Education Department. (n.d.). *Theories of action: Principal project*.

If we:

- If we engage in continuous improvement (set high standards, evaluate based on those standards, collect evaluation information, and provide support based on that data)
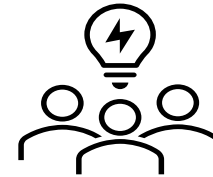
Then:

- All educators will become more effective, all students will have more equitable access to great educators, AND student outcomes will improve.

New York State Education Department. (n.d.). *Theories of action: Principal project*.

Small Group Exercise #3

Return at XX:XX

Google Drive Link:
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What should be our Theory of Action?

Next Steps / Next Meeting

10 AM – 2 PM Virtual (Zoom)

- ❑ Finalize Theory of Action

- ❑ Academics/Instruction

- ❑ Technology

- ❑ Transportation

- ❑ Enrollment Trends