The Vision of MSDB is …

To be Montana's leading resource for the stakeholders of MSDB by providing supports & services that empower individuals to attain their highest potential.

The Mission of MSDB is …

To foster the learning and growth of the whole-child with a hearing and/or vision loss, preparing them to become successful citizens.

MSDB believes …

All children are capable and confident and will receive an education through the whole-child education philosophy, which includes sensory specific access to communication and curriculum in safe learning & living environments.

2022 – 2025 Improvement Priorities

Organizational Effectiveness -- An organization that fosters new learning and builds capacity of leaders and staff at all levels can promote innovation and creative problem solving in school improvement efforts.

Consisting of 3 Objectives (Color Coded Orange)
Consisting of 7 Critical Initiatives (Color Coded Gray)

Communication -- Providing consistent and responsible communication to all stakeholders creates positive partnerships in supporting students' learning and growth.

Consisting of 2 Objectives (Color Coded Orange)
Consisting of 3 Critical Initiatives (Color Coded Gray)

Instructional Effectiveness -- Instructional staff who have clear expectations, understand processes, and are supported can improve instructional practices and outcomes for students.

Consisting of 5 Objectives (Color Coded Orange)
Consisting of 8 Critical Initiatives (Color Coded Gray)

Student Growth and Support -- Having established learning goals and meaningful assessments can inform student academic and functional support efforts.

Consisting of 1 Objective (Color Coded Orange)
Consisting of 5 Critical Initiatives (Color Coded Gray)

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Progress Monitor of Critical Initiatives

Organizational Effectiveness

Objective: Create and sustain an organizational culture that fosters new learning by all staff.

• Organize and advance an organizational mentoring program.	July 2024
• Create a structure that will allow for leadership opportunities @ MSDB.	July 2023
• Utilize PLCs to work collaboratively to build capacity of all staff.	July 2023

Objective: Create and sustain a maintenance program that will promote proactive maintenance.

• Implement Maintenance Software to track work orders, inventory, and preventative maintenance.	July 2025
• Realign maintenance staff to fit cleaning and work order needs.	July 2023
• Hire a Maintenance Supervisor to move the department forward.	July 2023
• Revise long range building plan with preventative needs.	July 2025

Objective: Develop an Outreach Program that will meet the needs of all students in Montana.

• Develop a system that will help inform decision making efforts.	January 2025
• Develop a database system that can be utilized in the field.	August 2023

Effectiveness Statements:

- MSDB will create a mentoring and orientation program that will support a positive work environment as measured by climate and culture survey's as well as developed materials.
- MSDB will increase staff collective efficacy by developing leadership opportunities and PLC structures as measured by a calendar of activities and climate and culture surveys.
- MSDB will increase the effectiveness of the general services program by expanding personnel that will be responsible for fully implementing a maintenance software that will be used to measure work order, inventory, and long range planning completion.
- MSDB will meet the needs of the students served in the outreach program as measured by utilizing a workload tool that will identify the number of consultants needed.
- MSDB will develop an adequate system to track outreach services that will incorporate data reporting features that will be used to make informed decisions.

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Communication

Objective: Communicate pertinent information to all stakeholders consistently.

- Identify and build relationships with key stakeholders. — July 2023
- Utilize a communication plan to enhance stakeholder involvement. — July 2024

Objective: Enhance sponsored family engagement activities.

- Identify all current family engagement strategies. — July 2023

Effectiveness Statement:

- MSDB will increase stakeholder engagement activities to a sustained practice by 20% as measured by the OPIs Literacy Comprehensive Needs Assessment.

Instructional Effectiveness

Objective: Improve instructional practices and outcomes for students.

- Provide professional development specific to SPED, VI, DHH, curriculum, and instruction. — July 2023
- Set clear expectations related to both academic and functional instruction and teacher feedback. — August 2023
- Establish processes related to staffing and student placement based on instructional levels. — July 2024
- Enhance collaboration for specified staff needs. — July 2024

Objective: To meet the needs of our outreach program babies thru school age referrals who are needing a high intensity level of service.

- Provide appropriate services within our current family advisor program. — December 2023

Objective: Provide staff access to national trends that can only be acquired at national trainings and conferences, as these developments are not available in Montana, in order to meet the needs of the low-incidence population served.

- Seek and provide professional development opportunities that pertain to our population. — July 2024

Objective: To hire a certified staff member that will lead the school's transition program.

- Hire a transition coordinator. — July 2023

Objective: MSDB students need managed, supported, and accessible opportunities to participate in extracurricular activities similar to same aged peers.

- Provide opportunities for students to participate in extracurricular activities. — July 2023

Effectiveness Statements:

- MSDB will strategically select professional development activities for the staff that will be increased by 25% as measured by Q15 on OPIs Literacy Comprehensive Needs Assessment.
- MSDB will provide professional development for all employees and increase Q14 by 15% as measured by OPIs Literacy Comprehensive Needs Assessment.
- MSDB will increase the effectiveness of our transition program by expanding personnel that will be responsible to expose and fill gaps between our life skills program, work place programs, Independent Living Skills Program (ISLP), and the Life Skills, Employment, Academics, Post-High School (LEAP) Program.

Student Growth and Support

Objective: Determine school wide and individual learning goals connected with meaningful assessment.

Utilize accessible sensory specific assessments from established lists at a predetermined frequency.	July 2023
Develop a clear and concise scope and sequence of all student learning expectations including academic, life, functional, and social skills.	July 2024
Include key team members in identifying student needs, development of student goals, monitoring, and reporting of student progress.	Jul 2024
Establish a process for students to be able to explain and showcase their present level of academic and functional performance.	July 2024
Develop a system for EOY reporting that will aid the team for the next school year.	July 2024

Effectiveness Statements:

- MSDB will have an assessment system in place that will help increase data decision making by 15% by designing individualized instruction mechanisms as measured by OPIs Comprehensive Needs Assessment Q7 and Q16.

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Improvement Category: Organizational Effectiveness

Objective: Create and sustain an organizational culture that fosters new learning by all staff.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 - Administration	• Organize and advance an organizational mentoring program.	Superintendent Mentor Lead	General Fund 3 / 4	Position Filled Program Developed Survey's Budget Created	July 2024
	1. Identify lead staff member to guide implementation. 2. Identify effective mentoring programs. 3. Implement activities for education school staff. 4. Implement activities for education outreach staff. 5. Implement activities for cottage staff.				
	• Create a structure that will allow for leadership opportunities @ MSDB.	Superintendent Accreditation Lead	General Fund Program 1	Flow Chart Developed Budget Created Survey's Calendar of Events	July 2023
	1. Develop flow chart of information to/from leaders. 2. Develop funding structure to support leader's time. 3. Identify areas/initiatives for MSDB leaders.				

	4. Identify staff ready and willing for leadership roles.				
	5. Implement identified area needs with facilitators.				
	• Utilize PLCs to work collaboratively to build capacity of all staff.	Superintendent PLC Lead	General Fund Program 3 / 4 ESSER III	Positioned Filled PLC Structure Identified Calendar of Meetings Survey's	July 2023
	1. Identify lead to help guide PLC implementation.				
	2. Find PLC program structure suitable for MSDB.				
	3. Implement topics for PLC+ Consideration.				

Objective: Create and sustain a maintenance program that will promote proactive maintenance.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 2 – General Services	• Implement Maintenance Software to track work orders, inventory, and preventative maintenance.	Business Manager Maintenance Staff	General Fund Program 2	Implement Software Staff Training Dates Work Order List Inventory List	July 2025
	1. Research maintenance software packages.				
	2. Identify program for implementation.				
	3. Use program to begin tracking work orders.				
	4. Use program to begin tracking inventory.				

	5. Use program to produce preventative maintenance work orders.				
	• Realign maintenance staff to fit cleaning and work order needs.	Superintendent Maintenance Staff	N/A		July 2023
	1. Hire part time maintenance staff. 2. Assign maintenance campus areas. 3. Track daily activities in each areas. 4. Readjust areas based on needs.				
	• Hire a Maintenance Supervisor to move the department forward.	Superintendent	HB 2 -2023	Position Filled	July 2023
	1. Ask Governor/Legislature for position. 2. Recruit for position. 3. Hire Supervisor Position.				
	• Revise long range building plan with preventative needs.	Maintenance Supervisor Superintendent	General Fund Program 2 HB 5 - 2025	Software Updated with Preventative Needs Long Range Plan Updated	July 2025

Objective: Develop an Outreach Program that will meet the needs of all students in Montana.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 4 – Education Outreach	• Develop a system that will help inform decision making efforts.	Superintendent Outreach Director Consultants	General Fund Program 4 HB 2 – 2023 HB 2 – 2025	Identify and Modify Appropriate Tool Create Outreach Report Hire Outreach Consultants	January 2025
	1. Identify data that is currently available. 2. Identify caseload tools to utilize.				

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
	3. Choose one caseload tool that is similar to our situation in Montana. 4. Using the tool selected create desired level of need. 5. Ask Governor and Legislature to Support Staff Needed.				
	• Develop a database system that can be utilized in the field.	Superintendent Outreach Director	ESSER 1 / 2	Identify Database Implement Database	August 2023
	1. Identify the needs of the database and information to store. 2. Survey other state schools for their database use. 3. Explore vendors to develop database 4. Select vendor. 5. Conduct a beta test with database. 6. Implement database system.				

Improvement Category: Communication					
Objective: Communicate pertinent information to all stakeholders consistently.					
Involved Programs	**Critical Initiative**	**Who**	**Possible Funding**	**Measure**	**Completion Date**
1 – Administration 3 – Student Services 4 – Education School 4 – Education Outreach	• Identify and build relationships with key stakeholders.	Superintendent Stakeholder Lead	General Fund Program 4	Stakeholder List Position Filled	July 2023
	1. Collect current stakeholder list-create database. 2. Explore hiring liaison for communication efforts. 3. Develop list of potential stakeholder relationship.				
	• Utilize a communication plan to enhance stakeholder involvement.	Stakeholder Lead	General Fund Program 3 / 4	Created Plan	July 2024

		Principal Outreach Director Director of Student Services		Implement Plan CNA	🟥

Objective: Enhance sponsored family engagement activities.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 3 – Student Services 4 – Education Outreach	• Identify all current family engagement strategies.	Director of Student Services Outreach Director	HB 2 - 2023	Calendar of Engagement Activities Survey's CNA	July 2023
	1. List all education outreach activities. 2. Ask Governor and Legislature to support funding all current activities. 3. Survey parents/guardians about activities that they would like considered. 4. Write grants to meet the needs of parents and guardians that are not currently hosted.				

Improvement Category: Instructional Effectiveness

Objective: Improve instructional practices and outcomes for students.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 3 – Student Services 4 – Education School 4 – Education Outreach	• Provide professional development specific to SPED, VI, DHH, curriculum, and instruction.	All Administration Department Leads	General Fund Program 3 / 4 Foundation	Professional Calendar List CNA	July 2023

	1. Define professional development types/expectations/roles.				
	2. Clarify, document, communicate PD process/needs.				
	• Set clear expectations related to both academic and functional instruction and teacher feedback.	Principal Outreach Director	General Fund Program 3 / 4	Cognia Walkthroughs Evaluations Student Schedules Professional Development Calendar CNA	August 2023
	• Establish processes related to staffing and student placement based on instructional levels.	Superintendent Principal	General Fund Program 4	Master Schedule Calendar of Events EdHub CNA	July 2024
	• Enhance collaboration for specified staff needs.	Principal Outreach Director Director of Student Services	General Fund Program 3 / 4	CNA	July 2024

Objective: To meet the needs of our outreach program babies thru school age referrals who are needing a high intensity level of service.					
Involved Programs	**Critical Initiative**	**Who**	**Possible Funding**	**Measure**	**Completion Date**
1 – Administration 4 – Education Outreach	• Provide appropriate services within our current family advisor program.	Outreach Director Consultants	HB 2 – 2023	Employee Advisor List	December 2023

				Calendar of Activities Survey's	
	1. Identify children that have permanent hearing or vision loss. 2. Identify the current level of service in areas the student resides. 3. Create a funding stream that will help sustain the program. 4. Recruit and retain qualified individuals. 5. Provide professional development for hired staff. 6. Outreach consultant works with hired advisor to develop family plan.				

Objective: Provide staff access to national trends that can only be acquired at national trainings and conferences, as these developments are not available in Montana, in order to meet the needs of the low-incidence population served.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 3 – Student Services 4 – Education School 4 – Education Outreach	• Seek and provide professional development opportunities that pertain to our population.	Superintendent Director of Outreach Principal Director of Student Services	General Fund Program 3 / 4 Foundation HB 2 – 2023	Calendar of Trainings List of Appropriate PD Request for PD Policy CNA	July 2024
	1. Identify the needs of the staff and students. 2. Identify existing and future training. 3. Identify funding for development. 4. Send staff to training to become proficient in trends and create a connection to national partners.				

5. Have trained staff present concepts to appropriate groups within the school.

Objective: To hire a certified staff member that will lead the school's transition program.					
Involved Programs	**Critical Initiative**	**Who**	**Possible Funding**	**Measure**	**Completion Date**
1 – Administration 4 – Education School	• Hire a transition coordinator.	Superintendent	HB 2 - 2023	Position Filled	July 2023
	1. Ask Governor/Legislature for position. 2. Recruit for position. 3. Hire Transition Specialist.				

Objective: MSDB students need managed, supported, and accessible opportunities to participate in extracurricular activities similar to same aged peers.					
Involved Programs	**Critical Initiative**	**Who**	**Possible Funding**	**Measure**	**Completion Date**
1 – Administration 3 – Student Services 4 – Education Outreach	• Provide opportunities for students to participate in extra curricular activities .	Director of Student Services Stakeholder Lead	General Fund Program 3 Foundation HB 2 - 2023	Activity List Created Handbook Developed Numbers of Staff Involved Numbers of Students	July 2023
	1. Identify activities of interest to the students. 2. Create partnerships with community organizations that offer activities. 3. Identify staff members to provide support. 4. Provide training to community organizations on working with low incidence populations.				

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Improvement Category: Student Growth and Support

Objective: Determine school wide and individual learning goals connected with meaningful assessment.

Involved Programs	Critical Initiative	Who	Possible Funding	Measure	Completion Date
1 – Administration 3 – Student Services 4 – Education School 4 – Education Outreach	• Utilize accessible sensory specific assessments from established lists at a predetermined frequency.	Assessment Lead Assessment Cmte Principal Outreach Director	General Fund Program 4	Committee Formed List of Current Assessments List of Possible Assessments CNA	July 2023
	1. Develop Committee that includes Cottage/education/outreach/support staff. 2. Review current assessments in use: what, who, why, how, disability specific. 3. Explore other assessment options. 4. Use new assessments.				
	• Develop a clear and concise scope and sequence of all student learning expectations including academic, life, functional, and social skills.	Assessment Lead Assessment Cmte Principal Outreach Director	General Fund Program 3 / 4	Assessment Plan Profile CNA	July 2024
	• Include key team members in identifying student needs, development of student goals, monitoring, and reporting of student progress.	Assessment Lead Assessment Cmte Teachers Consultants	General Fund Program 4 ESSER III	Student Individuals Plans EdHub Programs Created and Monitored CNA	Jul 2024

• Establish a process for students to be able to explain and showcase their present level of academic and functional performance.	Principal Teachers Specialists	General Fund Program 4	IEP Meetings Student Lead	July 2024
• Develop a system for EOY reporting that will aid the team for the next school year.	Principal Teachers Specialists	General Fund Program 4 ESSER I / III	EdHub Profile Brolly Profile Standards Reporting CNA	July 2024