VISION: To be the best school district in our state

MISSION: To provide an excellent education for all our students

VALUES: Honesty; transparency; equity; teamwork; adaptability; mutual respect; persistence; focus on what works; commitment

STAKEHOLDERS: Students, teachers/staff, parents, taxpayers, and community

GOAL 1: All students graduate college, career and life-ready

GOAL 1 ACTION: Develop a five-year student-centered plan to demonstrate readiness in literacy, numeracy, and behavioral skills

Columbia Public Schools will be a valuable asset for our community by preparing our children so that they will be competitive in an ever-changing, unpredictable world

SUCCESS INDICATORS:
1.1 Get them to school
   1.1.1 Ninety percent of students will attend school at least ninety percent of the time

1.2 Keep them in class
   1.2.1 Out-of-school suspension numbers will decrease for all student groups
   1.2.2 Referral numbers will decrease for all student groups
   1.2.3 Ninety percent of 8th grade students will enter high school with a 2.5 GPA and zero out-of-school suspensions

1.3 Catch them up
   1.3.1 Student readiness in literacy and math, particularly in 3rd grade
   1.3.2 Students taking algebra in 8th grade
   1.3.3 Students earning qualifying scores for Advanced Placement, Dual Credit, Technical Skills Assessment, or ACT WorkKeys
   1.3.4 All students will achieve academic progress

STRATEGIES, EVALUATION METHODS AND TOOLS:
• Response to Intervention
• Academic, behavior (disproportionality rates), attendance, and student survey
• Missouri Assessment Program (MAP), End of Course assessment (EOC), American College Testing (ACT), Scholastic Assessment Test (SAT), STAR Reading, STAR Math, PALS-K, 8th grade graduation trajectory data
• AASA “Redefining Ready!” Guide
• AVID College Readiness System schoolwide
• Implementation of Fundations K-2
• Implementation of Everyday Math K-5

“WE ARE ONE” MEANS . . .
• We all practice the district’s values
• Students and adults build relationships
• We pursue a culture of deep learning

• We all look at issues through an AEO lens
• Excellence through equity
### GOAL 2: Every teacher becomes the best

**GOAL 2 ACTION:** Develop a five-year plan that establishes a culture of dignity and empowers stakeholders to take ownership of learning, monitor growth, and seek continuous feedback

**SUCCESS INDICATORS:**

2.1 Columbia Public Schools’ staff will foster student-centered relationships
   - 2.1.1 Student satisfaction/perception of relationships and leadership in their school
   - 2.1.2 Positive stakeholder feedback regarding teaching and support staff
   - 2.1.3 Student needs are met, especially through personalized learning where students have voice and choice

2.2 Columbia Public Schools will recruit, develop, and retain quality staff
   - 2.2.1 Staff showing ownership of learning, growth, and seeking feedback
   - 2.2.2 District and site level staff satisfaction
   - 2.2.3 Classrooms meeting classroom model expectations
   - 2.2.4 Administrator, teacher, and staff retention

2.3 Columbia Public Schools will support students with technology tools and instructional resources
   - 2.3.1 Equity of resources K-12 through quality and quantity
   - 2.3.2 Student knowledge and use of technology to impact learning
   - 2.3.3 Students will master communication, collaboration, critical thinking, and creativity in and out of the classroom
   - 2.3.4 Students will master digital literacies, which includes digital citizenship and reading and writing in digital formats

**STRATEGIES, EVALUATION METHODS AND TOOLS:**

- NEE teacher feedback tool and administrator evaluation model
- System reviews, self-assessments, stakeholder feedback through focus groups, World Café forums, and surveys
- Participation in Equity Training, Restorative Practices, and Executive Functioning/Poverty training
- Participation in AVID Path trainings

### GOAL 3: Our operations make our mission possible

**GOAL 3 ACTION:** Develop strategies focused on supporting learning

**SUCCESS INDICATORS:**

3.1 Columbia Public Schools will prioritize learning time
   - 3.1.1 Prioritize effective use of learning time

3.2 Columbia Public Schools will ensure a safe and nurturing environment (Safety and Security)
   - 3.2.1 Provide supports that meet the physical needs of all students
   - 3.2.2 Provide supports that meet the emotional needs of all students
   - 3.2.3 Provide supports that meet the behavioral needs of all students

3.3 Columbia Public Schools will inform and engage stakeholders to increase transparency and support for the classroom
   - 3.3.1 Communicate district data and information to support learning
   - 3.3.2 Communicate district financial and budget data and information
   - 3.3.3 Engage stakeholders in long-range facility and financial planning

3.4 Columbia Public Schools will demonstrate fiscal responsibility
   - 3.4.1 Maintain a minimum of 18% to 20% reserves
   - 3.4.2 Ensure a systematic, systemic, and balanced deployment of resources
   - 3.4.3 Identify and implement efficiencies district-wide while meeting the needs of students

**STRATEGIES, EVALUATION METHODS AND TOOLS:**

- Goal setting, budgets aligned to district goals, stakeholder feedback, analytic data, safety audit, and Board of Education committees
- Schools responsible for data integrity and security of their students’ information
- Ten-year Long Range Facility Plan