



**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

## “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 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 8<sup>th</sup> 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 3<sup>rd</sup> grade
- 1.3.2 Students taking algebra in 8<sup>th</sup> 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, 8<sup>th</sup> grade graduation trajectory data
- AASA “Redefining Ready!” Guide
- AVID College Readiness System schoolwide
- Implementation of Foundations K-2
- Implementation of Everyday Math K-5



## 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

**Columbia Public Schools will involve stakeholders to become a student-focused team**

## 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

**Columbia Public Schools will be a stakeholder-focused culture that demonstrates responsible management to add value to the system for the benefit of students, staff, and patrons of the district**

## 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

