



Columbia School District Strategic Plan

Columbia School District Strategic Plan

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Columbia School District Strategic Plan

Letter from the Superintendent

As a school family, we are proud to be a part of this community. Our outstanding teachers and staff members strive for excellence as we diligently work with your student to increase his or her educational abilities. The Columbia School District, in partnership with the community, provides a safe and positive learning environment, which prepares all students to contribute and compete in a global society.

Our points of pride include strong academics which have produced high test scores, an award winning band program, high school pre-engineering courses which use project based learning to enhance each student's skills, Advanced Placement courses that challenge our students and provide an opportunity for them to earn college credit, free GSRP preschool for four year olds that provides a firm and enjoyable educational base for our youngest learners, child care and tuition preschool for three and four year olds, and our excellent athletic programs which give our student athletes an opportunity to succeed. Columbia Central High School was awarded the Silver and Bronze Medallion by U.S. News & World Reports, was chosen as a Reward School by the Michigan Department of Education and was honored as top school in Jackson County by Bridge Magazine.

Columbia School District has remodeled all of our classrooms with new flooring, new ceilings, new windows and doors, all buildings have a secure entry vestibule to keep our students safe, new heating and air conditioning systems at all buildings, updated technology infrastructure and hardware, and updated playgrounds.

The Columbia School District Strategic Plan is the result of over a year of discussion, research, surveying, and planning. Board members, school improvement team and administration have worked diligently and collaboratively to produce this plan focusing on the future academic success of our students. This strategic planning process started with the vision of the Board of Education to examine the Columbia School District and begin shaping our school district to meet the needs of our students today and into the future. It is with appreciation that I thank the Board of Education for their vision and leadership and all who took part throughout the 2016-2017 and 2017-2018 school years.

As we implement the strategies, assessment of our work may require modifications and alterations to this plan. This is a normal and necessary part of any implementation process. Regular reports shared with the Board of Education and our stakeholders will enlighten the community as to the progress and adjustments that may be necessary. This plan is updated annually or more often as needed, and was updated September 30, 2020.

Educationally yours,

Pamela Campbell, Ph.D.
Superintendent

Columbia School District
Strategic Plan 2017-2022
District Characteristics and Demographics

The Columbia School District lies in a rural area that stretches into four southeast Michigan counties. Within the district one finds a multitude of inland lakes and plenty of recreational opportunities. The beautiful and picturesque atmosphere has attracted many new residents from urban areas. This influx from the cities has provided our school district with a richly diverse population and a rapidly growing business community.

In the late 1960's the current school district was formed through the consolidation of the Brooklyn, Cement City and Clarklake schools systems. The Columbia School District provides educational services for more than 1,500 students and is a Class B school system.

The Columbia School District believes that ALL students can learn and achieve mastery of essential skills. The district, to the extent it is financially able to provide physical and human resources required to meet these responsibilities, is dedicated to providing an environment that fosters self-esteem, self-motivation, and responsibility in our students. The district also believes that education is a cooperative effort between home, school and the community.

Columbia School District Vision:

Learning Today, Leading Tomorrow

Columbia School District Beliefs:

- Columbia School District provides innovative learning opportunities encouraging students to pursue their dreams!
- Columbia will offer unique experiences for students to become lifelong learners.
- Partnerships with Columbia stakeholders will empower students to become problem-solving leaders in our society.
- Columbia School District will provide a diverse and nurturing environment to engage students and meet the needs of all learners.

Mission Statement:

Nurture Dreams. Empower All. Create a Better World. (**Nurture!** **Empower!** **Create!**)

Our mission is to provide your child an academic learning environment where their dreams will be nurtured, they will be empowered to create a better world, and grow into leaders in our community!

The vision, mission and beliefs of Columbia School District will focus our work through the strategic planning process.

- The vision statement is a narrower, future-oriented declaration of the Columbia's purpose and aspirations.
- The mission provides a brief overview of how we will accomplish our vision, what the district does and our overall purpose. The mission statement supports the vision and serves to communicate purpose and direction to employees, community members, vendors and other stakeholders.
- The beliefs statements describe what the district has confidence in both teaching and learning, which can have a major impact on the school environment.

Strategic Planning Team

Columbia School District Board of Education Members:

Robert Wahr, President
Mark Fish, Vice President
Lindsey Schiel, Trustee
Garrick Zuver, Treasurer

Dave Slusher, Trustee
Chris Holbart, Secretary
Brian Knapp, Trustee

Columbia School District Improvement Team Members:

Melissa Adams
Amanda Aguilera
Steve Beck
Tiffany Brinkman
Pamela Campbell
Cindy Caryl
Storm Caryl
Jeff Clanton
Maria Cook
Terri Crawford
Sarah Cripe
Bill Cryderman
Travis Cushman
Alicia Dickens
Jennifer Elliott
Annette Friday
Donna Guernsey
Wendy Hawkins
Carmen Hinkle
Angie Hogle

Chris Holbert
Jennifer Howland
Ray Howland
Derek Jackson
Kathy Jenness
Lisa Klink
Bonnie Korn
Josh Kubiak
Tyler Lake
Ashley Laverty
Karen Libeau
Cory May
Dave McDevitt
Brian Meschke
Nate Moore
Christi O'Neil
Ashley Phelps
Jacob Politowicz
Deb Powell
Katherine Reaume

Rob Riedel
Josh Ritchey (Liaison)
Krista Schatzle
Tara Schatzle (student)
Holly Schmidt
Michelle Sexton
Kendon Smith
Alex Snow
Adrienne Thompson
Phillip Timmerman
Courtney Toteff
Jennifer VanWagnen
Craig Vitale
Robert Wahr (Board Member)
Jessica White
Nate Williams
Karina Wisneski
Trudy Wright

Columbia School District

Strategic Plan 2017-2022

Future District Focus

Columbia School District stakeholders believe that rigorous academic instruction and a positive learning environment is extremely important.

Integration of up to date and cutting edge technology into the curriculum and access to technology for all students is necessary for a successful educational environment.

High achievement comes through innovative positive teachers who use best practices in every lesson to engage each child and teach courses that are relevant to students through providing authentic learning opportunities.

Stakeholders value a learning environment rich with activities that encourage a student's natural curiosity, include problem-solving strategies and innovative practices providing choices for students.

Positive Opportunities for Future Success and Growth:

Columbia School District has experienced past success with high test scores, devoted staff members, and renovated facilities provide a positive platform to increase future success.

Advanced Placement courses, dual enrollment, and junior high student access to enrichment through high school courses contribute to successful students.

Participation in the JAC3 Early Middle College Program and Jackson County Early College (JCEC), along with other Jackson County K12 districts, has given Columbia Central High School students an opportunity to attend an extra year and earn college credits or a certificate in Precision Machining and Welding, Engineering (Project Lead the Way), Computer Programming, Computer Networking, along with the Jackson College academic associate degree programs.

National Honor Society, National Junior Honor Society, Student Senate, Leadership, Key Club, Builders' Club, K-Kids, youth sports, varsity sports, and student access to the Columbia Community Fitness Center provide opportunities for leadership and personal growth for Columbia students.

Enthusiastic and highly qualified staff members are assets.

Updated instructional and classroom technology is an asset.

Safe, clean and well maintained facilities, a positive and safe work environment and positive community relationships provide opportunities for future success and growth at Columbia School District.

Obstacles:

Columbia School District has limited funding for purchasing curriculum and supplies, including future replacement of technology.

In addition, limited funding for reducing class sizes and hiring additional support staff is a concern.

Limited funding for facility and grounds staff is a concern.

Board of Education Goal Areas

The following goal areas were established and accepted by the Board of Education for 2020. The Board of Education approved the District School Improvement Goals.

Board Development:

- That all Board Members complete two MASB classes per year with a minimum of MASB CBA 101
- Hold three study sessions with a focus on reviewing the strategic plan and one on a sinking fund

Communications:

- Develop opportunities for feedback from the community, parents, and students
- Standard testing scores, academic performance (Twitter, Facebook, Webpage)
- Promote Columbia School District pride and brand through various opportunities (Twitter, Facebook, ect.)
- Participate in two school events (Crab Races, Back to School, Concessions...)

Finances & Facilities:

- Review Building maintenance reports annually (School Dude)
- Fund equity balance of at least 5%
- Review Columbia Fitness Center annually
- Review Bond Debt

District School Improvement Team Goal Areas (Appendix A)

Columbia School District staff, teachers and administrators has focused on increasing student proficiency in the following curricular areas:

- All students will increase their proficiency in writing.
- All students will become proficient in science.
- All students will become proficient in mathematics.
- All students will become proficient in reading.
- All students will become proficient in social studies.
- All students will have an opportunity to explore fine arts.

The Process

This strategic planning process began through the visualization and goal setting process by the Board of Education. The theory of the board was to focus and guide the district over the next three to five years.

The Board of Education identified four goal areas important to the success of the district, and the District School Improvement Team identified an improvement goal, based on five curricular areas important to student success (page 9), to be included in the district's plan.

The committees ensured stakeholders were heard through various surveys and verbal feedback. Surveys were available online and at parent teacher conferences.

The analysis and goal recommendation process started in August 2016 and concluded with the presentation of the recommended Columbia School District Strategic Plan at the December 11, 2017 Board of Education meeting. The Strategic Plan guides the work of the district and will be revised, overseen and adjusted at least annually. The Board of Education, the Administrative Team and the School Improvement Committee will provide guidance to ensure the district maintains its emphasis and achieves its goals.

Strategic Goals

The Columbia School District used a platform based on a revised Vision, Mission, and Beliefs, a review of the Instructional Plan and School Improvement Plan, Funding, General Operations, and the new Maintenance Plan for Properties and Facilities.

The strategic goals for Columbia School District will ensure that students are successful, achieve positive levels of academic learning and growth, and graduate students who are college and career ready.

To achieve a high level of student success, Columbia School District will focus on increasing proficiency on assessments, both standardized and local, continue to support the social, emotional, and behavioral needs of students, engage students through appropriate interventions, enable staff to receive appropriate curricular support through updated information and needed items, and appreciate staff members through regular financial increases.

Focus on integration of technology through the curriculum to support learning is necessary for our students to achieve success.

1. Strategic Goal: Ensure instruction and related programs and services align with what students must know and be able to achieve (curriculum and instruction).
2. Strategic Goal: Ensure resources to support compensation for staff.
3. Strategic Goal: Staff members feel valued, appreciated, respected and supported.
4. Strategic Goal: Increase the number and variety of communication and marketing tools.
5. Strategic Goal: Demonstrate high levels of student learning and growth.

Columbia School District

Strategic Plan 2017-2022

2017-2020

Instructional Plan and Programs and Services

Strategic Goal: Ensure instruction and related programs and services align with what students must know and be able to achieve (curriculum and instruction).

- Create a five (5) year instructional plan that defines needs and any gaps between our current and desired outcomes, and includes a “standard protocol” of requirements for all grades, schools, personnel, etc.

Action Steps	Due Date	Person/Group Responsible												
<p>Set up a rotating schedule for each department to review and align curriculum from K-12 once <u>every 5 years</u>.</p> <table border="0"> <tr> <td><u>School Year</u></td> <td><u>Subject</u></td> </tr> <tr> <td>2020-21</td> <td>Social Studies</td> </tr> <tr> <td>2021-22</td> <td>Mathematics</td> </tr> <tr> <td>2022-23</td> <td>World Language, PE, Art, Technology, Music and Health</td> </tr> <tr> <td>2023-24</td> <td>Language Arts</td> </tr> <tr> <td>2024-25</td> <td>Science</td> </tr> </table>	<u>School Year</u>	<u>Subject</u>	2020-21	Social Studies	2021-22	Mathematics	2022-23	World Language, PE, Art, Technology, Music and Health	2023-24	Language Arts	2024-25	Science	<p>July 31 each year</p>	<p>Administration Include vision and mission</p>
<u>School Year</u>	<u>Subject</u>													
2020-21	Social Studies													
2021-22	Mathematics													
2022-23	World Language, PE, Art, Technology, Music and Health													
2023-24	Language Arts													
2024-25	Science													
<p>Schedule district wide department meetings in October <u>each year</u> to review and introduce new teachers to curriculum. *½ day paid subs, stagger depts.</p> <ul style="list-style-type: none"> - Curriculum Review half day in October 2020 	<p>October 21</p>	<p>Administration Department Chairs Special Education Staff Mentors & mentees</p>												
<p>Meet to align the new teacher mentor program across the district and determine dates and requirements for new teachers. Completed</p>	<p>Ongoing</p>	<p>Administration Mentors & mentees Met with new teachers and mentors on a quarterly basis 2019-20. Scheduled for 2020-21</p>												

Action Steps	Due Date	Person/Group Responsible
Host a full day new teacher welcome meeting prior to Fall professional development. Review: <ul style="list-style-type: none"> - policies & procedures (development comprehensive list to review) - PowerSchool - Capturing Kids Hearts - overview - New Teacher Academy - Evaluation - Opportunities for Observation/ Enrichment - Hands only CPR - Q & A 	Annually	Building Principals & Mentor Teachers
Implement pay for Mentor Teachers who attend mentee meetings outside of regular school hours. Completed	Repeat annually	Administration
Three-Four times yearly, mentor/mentee meetings. Completed	Repeat Annually	Building Principals, Mentor Teachers & Mentees
Ensure we are staying current on content standards and best practices being adopted at the state and federal levels.	January PD 2021	Department Chairs Educators All curriculum areas will Annually *Completed for math and language arts through JC4 <ul style="list-style-type: none"> - Science working with Next Gen standards - Social Studies reviewing State standards - In AP social studies are using Historical Thinking Skills: <ul style="list-style-type: none"> - cause and effect - change of continuity - argumentation - comparison
Utilize digital communication partnered with physical meetings for department communication.	Annually	Department Chairs Educators *Department meetings on the first Monday of the month at CCHS.

		<p>*CUES meet monthly - six+ times per year as grade-level and/or school improvement teams</p> <p>*Department chairs will Schedule department meetings - Will meet Oct 21, 2020</p>
Determine PD funding availability and develop a schedule to encourage participation at the local, state, and national level conferences in specific content or subject areas.	Annually	<p>Administration Department Chairs</p> <p>*As long as the PD follows the school improvement process and fits into Title 2 funding</p> <p>2020-2021 year to review social studies CES - math, reading, science, social emotional CUES - math, reading, science, Career and Social/Emotional COHS - science, math, informational reading CCHS - reading, math, writing</p>

- Assess and support the social, emotional, and behavioral needs of students.

Action Step	Due Date	Person/ Group Responsible
Convene a work group(s) to identify immediate and short term outcomes, standards of learning and related programs, services and supports (in place and/or needed) that ensure social, emotional and behavioral success within the school setting for all students.	Completed June 30, 2018	<p>Staff</p> <p>*K-2 has one full time counselor. Family services supplies time for groups and individual counseling.</p> <p>*K-6 - Powerful You, Career Awareness. Assemblies - character building, and Childrenz Challenge. Use Nurtured Heart. Restorative Justice</p> <p>*3-6 has one counselor. Brain breaks following the UM plan. Use Nurtured Heart program</p> <p>*5-8 Girls on the Move</p> <p>*7-12 has two counselors. Dochas visits CC as needed to work with students.</p> <p>*COHS- Dochas visits Options once per week. Options may elect to use Family Services. Restorative Justice</p>

<p>Identify assessment and reporting standards for social, emotional, and behavioral learning and growth.</p>	<p>June 30, 2018</p>	<p>SI Team/Administration</p> <ul style="list-style-type: none"> - There is a screening tool that counselors may use. - Wellness Committee - MiPhy - screening tool in grades 7, 9 and 11. - K-2 does a special State screener: Healthy Schools Action Tools - HSAT School Core Assessment. - Mindfulness training
<p>Using program evaluation, assess current programs and services designed to support social emotional and behavioral needs.</p>	<p>June 30, 2021</p>	<p>SI Team/Administration</p> <ul style="list-style-type: none"> ● K-2 does this through the school improvement process. ● The Wellness Committee under Mrs. O’Neil will review the 7, 9, and 11 MiPhy results through their school improvement process. ● Administrative team focus on behavioral/emotional improvement through Capturing Kids Hearts - adopt Fall 2019 ● Continue working on embedding Capturing Kids Hearts 2020-21
<p>Ensure partnerships with related support services agencies.</p>	<p>Completed June 30, 2018 Review Annually</p>	<p>Admin & ISD Staff</p> <ul style="list-style-type: none"> ● Kiwanis, Family Services, Dochas, AWARE, police, Handle with Care, MSU Extension for Mindfulness, Lifeways, Lenawee CMH, U of M - Brain Break, National Guard with bullying, leadership and anger management, Marriage Matters for Healthy Relationships

Columbia School District

Strategic Plan 2017-2022

2018-2021

Instructional Plan and Programs and Services

Strategic Goal: Align instruction and related programs and services with what students must know and be able to achieve (curriculum and instruction).

- Inventory all instructional initiatives, including programs and services, for purpose, alignment to the instructional core, implementation and outcomes.

Action Steps	Due Date	Person/Group Responsible
Report District provided curricula, programs and services currently in use to School Improvement Team leader.	Ongoing	All grade level teachers, special teachers, and building counselors will document at a department meeting throughout the school year on google document.
Create a comprehensive list of all District provided curricula, programs and services currently in use.	Ongoing	School Improvement Team or Department chairs will document/update at the department meetings or SI meetings.
Evaluate comprehensive list of all District provided curricula, programs and services for alignment.	Ongoing	School Improvement District team will evaluate the curricula/program needs at the end of the year SI District meeting at the end of the year in preparation for the following year.

- Evaluate all programs and services according to the current program evaluation plan

Action Step	Due Date	Person/ Group Responsible
Analyze grade level and department achievement data	Annually by June 30, 2021	School Improvement Committees/Administration
Meet in District teams to find common achievement gaps	Annually by June 30, 2021	SI Team/ Administration
Determine causes and solutions to achievement gaps	Annually by June 30, 2021	SI Team/Administration October PD teams

Purchase materials or provide training to close gaps in student achievement Lucy Calkins - Fall 2018 Big Ideas Math (7-9) Fall 2019 Big Ideas Math (Algebra II and Geometry) Fall 2020 iReady - Annually Accelerate - Fall 2020	On going	SI Team/Administration
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- Assess and support the social, emotional, and behavioral needs of students.

Action Step	Due Date	Person/ Group Responsible
Align resources to ensure student success through effective social, emotional and behavioral programs and services.	Completed Ongoing	Staff, Administration Resource- ISD Staff

Columbia School District

Strategic Plan 2017-2022

2018-2021

Funding

Strategic Goal: Ensure resources support staff compensation.

- Prioritize spending of all funds district-wide.
- Strategically align all funds to support prioritized K-12 education initiatives.
- Review contracts and programs for cost saving opportunities.
- Continue to implement and enhance budget transparency and information sharing with associations, all employees and community.
- Regularly monitor funding and resource allocations.
- Provide employees with competitive wages and benefits.
- Budget staff salary increases.
- Enhance non-compensation recognitions, awards, etc.

Action Steps	Due Date	Person/Group Responsible
Identify <u>current</u> non-compensation recognitions, awards, etc. <ul style="list-style-type: none">- Teacher of the Year- Make A Difference Award- Superintendent Recognition- Teacher of Month- Birthday Cards- Recognition based upon news clipping- Shout-Out for peers - WOW cards	Ongoing	Building Principals Superintendent
Brainstorm ideas for non-compensation recognitions, awards, etc. Examples: <ul style="list-style-type: none">- Meet the Staff Monday (flood staff with kindness with help from parents)- Free chair massage (Baker College students)- Suggestion box in each office for people to recognize peers for positive activities outside and inside	Ongoing	School Improvement Team and/or at Building Staff Meetings

Columbia. One person will be drawn from the suggestion box for a gift card.		
Identify potential community partners for non-compensation recognitions, awards, etc. Subway card, McDonalds, Jackson Fudge Factory, Banana Republic, Staples, CP Federal Credit Union, Village Creamery, The Loft, Ann Taylor,	June 30, 2021	All staff Recognize the Stakeholders in the Educationally Speaking column. Recognize the Stakeholders through Social Media.
Approach identified community partners about providing staff recognitions, awards, etc.	June 30, 2021	School Improvement Team Administration -

- Provide teacher/administrator leadership opportunities, career ladders, extra work opportunities.

Action Steps	Due Date	Person/Group Responsible
Provide a grant writer resource	August 22, 2021	Work with local grant writers to provide guidance to teachers and administration
Establish a Public Relations Coordinator	August 22, 2018	Administration: Dr. Campbell and Monika, assisted by principals
Presenters at PD or other school events	On going	CSD staff being represented at local, state and national conferences.
Community Education (For Example-Summer camps, enrichments programs for adults	Ongoing	All staff and Administration
Special projects assigned by Principal or Superintendent	August 22, 2018	Administration
Department Chair	August 22, 2018	Administration
Coaching	Ongoing	Determined by the Athletic Director as needed.

Test Coordinator	August 22, 2018	Administration
School Improvement	On going	Administration, Department Head and staff
Games Management	Seasonally	As chosen by the Athletic Director
Clubs and Other Extra-curricular	Ongoing	All Staff
Summer School Saturday School	Ongoing	All Staff

- Consider alternative compensation system. Possible options are:

Action Steps	Due Date	Person/Group Responsible
Flex PD options including days off	August 15, 2018	Administration
Free or reduced price preschool/childcare for staff kids	July 15, 2020	Administration
Free Fitness Center Family Pass (Reissue passes every year)	August 20, 2018	Administration
Free Family Sports pass for staff	August 20, 2018	Administration
One free lunch at Christmas and Thanksgiving, Testing Days, Snacks, Conferences	August 20, 2019	Food Service/Administration
Staff incentive for good attendance <ul style="list-style-type: none"> - Flex Hour - Investigate a gift card for people without absence on semester basis 	August 20, 2021	Administration

- Determine feasibility of a sinking fund to support financial building upkeep and improvements needs.

Action Steps	Due Date	Person/Group Responsible
Identify needs and costs related to implementation of plans for	June 30, 2021	Administration, School Board, & Staff at all buildings should

<p>transportation, technology, instruction, and facilities. (with yearly assessment of viability)</p> <p>Focus on areas included in the 1998 bond issue:</p> <ul style="list-style-type: none"> - Roof areas at CES, CUES and Fitness Center. - Heating/cooling equipment - four units at CUES, three rooftop units at CES, and Fitness Center units, CCHS media center and auditorium units. <p>Items included in the 2013 bond issue</p> <ul style="list-style-type: none"> - Repaint track (do every five years) it was completed in 2015 - Resurface the tennis courts (do this every five years) completed in 2015 - Upgrade/refurbish security cameras <p>Additional Upgrades</p> <ul style="list-style-type: none"> - Replace recondition parking lots at CUES (west lot and upper lot) and at COHS - Update/replace areas at CES playground - Replace bus barn/storage barn - Walking path/old track at CUES football field 		<p>assist in identifying needs & wants</p> <p>Focus on the May 2021 or 2022 vote for the Sinking Fund.</p>
<p>Identify potential funding methodologies, including a bond issue, grants, donations, etc. (with yearly assessment of viability)</p>	<p>June 30, 2021</p>	<p>Administration with input from staff (according to their needs as they arise).</p>
<p>Engage Board of Education in discussion and decision-making related to funding methodology (annually).</p>	<p>June 30, 2021</p>	<p>Form a committee made up of staff & administration to open a dialogue with the School Board.</p>
<p>Solicit community support for plans, needs and financial methodology.</p>	<p>June 30, 2021</p>	<p>Administration, Staff, and PTO will work to involve the community regarding fundraising efforts</p>

Monitor implementation of funding plan and related spending (annually).	June 30, 2021	Administration
Regular reporting on funding plan and related spending.	June 30, 2021	Administration
Examine feasibility of grant writing and a grant writer v. staff	June 30, 2021	Administration & Building Administration

Columbia School District

Strategic Plan 2017-2022

2018-2022

Employee Retention and Attraction

Strategic Goal: Staff members feel valued, appreciated, respected and supported.

- Create/Implement a Talent Development System.

Action Steps	Due Date	Person/Group Responsible
Leadership Development by providing teacher opportunities to lead on special projects or assignments within the district.	June 30, 2021	Administration Interest survey <ul style="list-style-type: none">- would you like to shadow the principal/fill in for the principal- Create special project committee
Support staff "School 2 School" observation across districts "Classroom 2 Classroom" observation within our own district. <ul style="list-style-type: none">- Sixth grade team to Springport- CCHS Art to CUES- Project Based Learning- MC principal came- Observe during Classroom 2 Classroom	On going	Administration/ Department Head <ul style="list-style-type: none">- Schedule development with with department heads
Teacher Exchange (teach lessons in each other's class)	June 30, 2021	Administration/Teachers <ul style="list-style-type: none">- Teachers develop sub plans for other teachers.- offers cross-curricular instructional opportunities.
Partial Tuition Reimbursement program	June 30, 2019 Through agreement	Administration <ul style="list-style-type: none">- Provide

		information about opportunities to staff annually.
Offer college classes within the district <ul style="list-style-type: none"> - Differentiation - Restorative Justice - Dispute Resolution - Standards Based Learning 	June 30, 2022	Administration <ul style="list-style-type: none"> - Seek partnerships with university - Interest survey - Advertise
Offer web-based learning opportunities within the district	June 30, 2022	Administration <ul style="list-style-type: none"> - Research web based PD options. - Interest Survey
Offer clinics or instructional coaching development within the district	June 30, 2022	Administration <ul style="list-style-type: none"> - Seek ISD for resources - Pilot instructional coaching program in district - Observe existing instructional coaching programs at other districts.
Student teachers - allowing us to have more college observation	Ongoing	Administration <ul style="list-style-type: none"> - District contact college of education for potential opportunities. - Improve teaching quality - Long term interview - Supplement Sub. shortage
Be a host site for classes, conferences, clinics <ul style="list-style-type: none"> - Ed Tech Kickoff 	On going	Administration <ul style="list-style-type: none"> - Contact ISD's/Colleges/ Professional Organizations - Offer summer

		County Wide PD opportunities
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- Provide teacher leadership opportunities, career ladders, and extra work opportunities.

Action Steps	Due Date	Person/Group Responsible
Provide off campus professional development	Ongoing	Admin, staff -Principals will invite school leaders to attend leadership programs through MEMSPA, MASSP, or MASA
Afterschool programs - Book study SCECHS	Ongoing	Admin - Administrators will work with teachers and staff members to

- Create a pipeline for recruitment of teachers/administrators.

Action Steps	Due Date	Person/Group Responsible
Partner with colleges to increase pre-student teacher experiences	June 30, 2022	Administration
Post jobs on professional websites like MASB, MEMSPA, LinkedIn and MASP	Ongoing	Administration
Participate in Job Fairs	Ongoing	Administration
Utilize the ISD for Countywide recruitment	Ongoing	Administration
Recruiting high school grads to work in summer program.	Ongoing	Administration

- Continue implementation of Charlotte Danielson Evaluation System (teacher) and School Advance (administrators).

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2018-2022

Strategic Goal: Increase the number and variety of communication and marketing tools.

- Increase Communication Department focus on marketing district programs/services.
- Create a promotional campaign tied to the Vision, Beliefs and Mission.

Action Steps	Due Date	Person/Group Responsible
Learning Today, Leading Tomorrow! window clings, can koozies, license plate frame, magnets	Ongoing	Administration
Partner with businesses to promote the vision and mission of “Nurture Dreams. Empower All. Create a better world.”	June 30, 2021	All Stakeholders
Magnets with Sports schedules	June 30, 2022	Administration - Athletic Department
Poster of Sports team with schedule of games	June 30, 2022	Administration - Athletic Department
QR codes in local businesses *Example: Reading Month Publicize	June 30, 2022	Parents/Teachers, Administration
Wall signs posted in all buildings with vision, mission and beliefs “Learning Today, Leading Tomorrow” on photos and post them online	On going	Administration

- Revise district website

Action Steps	Due Date	Person/Group Responsible
Establish point person for making updates (pictures of current students & staff as staffing changes are made, mission, vision & values) <ul style="list-style-type: none"> - Facilitate teacher posts by teaching it in a staff meeting (Fall 2019) 	August 3, 2018 Completed 9/1/19 Ongoing	Administration - Superintendent and Assistant <ul style="list-style-type: none"> - Website contracted to Appetgy Co - Website will be up and running on August 3, 2018
Enhance website through a refresh or new company	August 3, 2018	Administration - Superintendent and Assistant <ul style="list-style-type: none"> - Website launched on August 3, 2018

- Continue promotion of district events via various media.

Action Steps	Due Date	Person/Group Responsible
Vinyl Clings "Learning Today, Leading Tomorrow" for cars.	August 17, 2018	Administration

- New vision statement on everything that is printed in the district.

Action Steps	Due Date	Person/Group Responsible
Window decals & License plate covers	August 17, 2021	Administration - Superintendent and Assistant
T shirts	August 17, 2018 Annually	Administration - Superintendent and Assistant

Strategic Goal: Demonstrate high levels of learning and growth.

- Identify and use various measures to assess and report student learning and growth.

BUILDING	TOOLS USED
CES	SLO's Math: <ul style="list-style-type: none"> ● I Ready overall average score ● i Ready Numbers & Operations ● Grade Level Fluency Assessment ELA: <ul style="list-style-type: none"> ● I Ready overall average score ● I Ready phonics ● Fountas & Pinnell ● STAR ● KEA Science: <ul style="list-style-type: none"> ● Pre-post Test Engineering Process ● Pre-post Test Scientific Process ● Plant Life Cycle Test
CUES	I-Ready (Math & Reading), Renaissance (Math & Reading), M-STEP, SLO, Fountas and Pinnell
Junior High	iReady, PSAT, MStep, SLO's
High School	PSAT, SAT, Exit Interviews, Senior Trans Exit Interviews, ASVAB, SLO's, MStep, ACT
COHS	iReady, PSAT, SAT, MStep, ASVAB, SLO's

- Develop an implementation plan to ensure learning and growth is assessed, reported and evident for all students.

Develop Growth Criterion	June 30, 2019 - Ongoing	Admin/Teachers
Develop Testing Schedule	June 30, 2019 - Ongoing	Admin

Review Data	June 30, 2020 - Ongoing	Admin/Teachers
Report Results	June 30, 2020 - Ongoing	Admin
Intervention Plan	June 30, 2020 - Ongoing	Teachers
Intervention Effectiveness Assessment (post test)	June 30, 2020 - Ongoing	Admin/Teachers

- Graduate students who are “college” and career ready.

Action Steps	Due Date	Person/Group Responsible
Identify and use various measures to assess and report college and career readiness.	August 30, 2019 - Ongoing	Administration, Staff, College and Career Access Center
Develop a plan to ensure all students are college and career ready for the 2021-2022 school year.	August 30, 2021	Administration, Staff -Collaborate with CCAC
NOTE: “College” in this document refers to any post-secondary education such as, career technical education, apprenticeships, college or university enrollment.	August 30, 2021	
<p>Graduate students who are prepared to enter successful careers or are college ready.</p> <ul style="list-style-type: none"> - Identify and use various measures to assess and report career interest - Report existing measures for students participating in work-based learning activities through Jackson Area Career Center. - Report number of work permits completed annually by high school students. - Report number of students who are employed through community partnerships. 	August 30, 2019- Ongoing	<p>Administration, Staff, ISD Staff, Special Ed staff</p> <p>Senior transition course, Career Center data Job shadow experience, Career Center Continue college and career day</p> <p>Continue College and Career center visits in 8th grade</p>

<p>Meet to review absence and tardy policies to ensure they are consistently enforced.</p> <ul style="list-style-type: none"> - Completed. - Exam policy three or less first/second semester (two tardies = one absence) and 85% or better per class and no required exam per class. - If you met the attendance incentive, but not the grade, you could get 5% increase on the final. - At CUES - perfect attendance awards - At CCHS - \$5 gift card for perfect attendance. 	<p>June 30, 2019 Ongoing</p>	<p>Administration Teaching Staff</p>
<p>Review make up hour program to decide what students would be eligible and what their make up time would consist of so that it does NOT devalue classroom instruction.</p> <ul style="list-style-type: none"> - Completed - Use Saturday School rather than make up hour program 	<p>June 30, 2019 - Ongoing</p>	<p>Administration Emily Wallace Staff</p>
<p>Senior Transitions Class: Review the objectives and goals to see if we can expand to cover more college and career readiness skills. Completed.</p>	<p>Ongoing</p>	<p>Administration Senior Trans Teachers Department Chairs</p>
<p>Review state policy, other school programs that address readiness concerns.</p>	<p>October 31, 2019 - Ongoing</p>	<p>Administration</p>

Columbia School District

Strategic Plan 2017-2022

2019-2022

Instructional Plan and Programs and Services

Strategic Goal: Ensure instruction and related programs and services align with what students must know and be able to achieve (curriculum and instruction).

- Ensure individualized learning for all students that is inclusive of life skills, and vocational and career related skills.

Action Steps	Due Date	Person/Group Responsible
Design courses to provide life skills to students, including those on a college-bound track. <ul style="list-style-type: none"> - Math class Financial Literacy - Senior Trans 	June 30, 2019 - Ongoing	Admin, SI Team
Evaluate options for life skills, vocational and career related offerings	June 30, 2019 - Ongoing	Admin, SI Team
Determine financial impact of additional courses.	June 30, 2019 - Ongoing	Administration

- Individualize learning for all students by implementing interventions to enhance student success.

Action Steps	Due Date	Person/Group Responsible
Continue to implement current MTSS models.	Ongoing	Classroom teachers and support staff
Inventory and assess the impact of interventions provided in current MTSS models.	June 30, 2019 - Ongoing	Classroom teachers, support staff, interventionists, and administration
Identify systemic needs related to intervention data (needs, provision and outcomes).	June 30, 2019 - Ongoing	Classroom teachers, support staff, interventionists, and administration

- Integrate a student assistance team at CCHS	Fall 2019	Additional teachers taking CPI Administration and teachers
Align resources to ensure needed provision of interventions.	Ongoing	Administration

- Enhance and create flexible and student centered programs and services for attaining graduation requirements, preparation for college, life skills, and vocational and career technical skills.

Action Steps	Due Date	Person/Group Responsible
Inventory all instructional initiatives, including programs and services, for purpose, alignment to the instructional core, implementation and outcomes.	June 30, 2022	SI Team/Admin
Assess student/family interest in and perceived value of programs and services offered and desired.	June 30, 2022	SI Team/Admin
Assess structure of instructional delivery to support implementation (class sizes, groupings, grading, mastery, etc.).	June 30, 2022	Admin

Appendix
