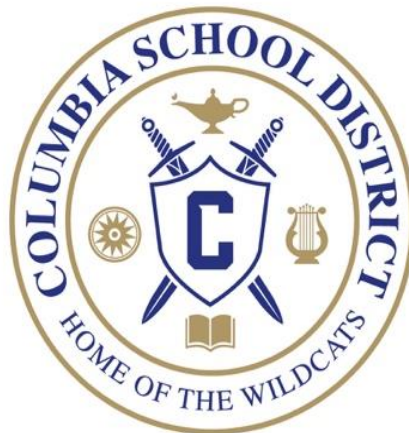


**Five-Year**

**Strategic/Improvement**

**Plan**

**SY 2022 - 2026**



# TABLE OF CONTENTS

<b>FROM THE SUPERINTENDENT .....</b>	<b>3</b>
<b>STRATEGIC PLANNING TEAM .....</b>	<b>5</b>
<b>SCHOOL DISTRICT VISION AND MISSION STATEMENT.....</b>	<b>6</b>
<b>GOAL 1: .....</b>	<b>7</b>
<b>GOAL 2: .....</b>	<b>9</b>
<b>GOAL 3: .....</b>	<b>11</b>
<b>GOAL 4: .....</b>	<b>13</b>
<b>GOAL 5: .....</b>	<b>15</b>
<b>OVERALL GOALS CHART .....</b>	<b>17</b>

## From the Superintendent

Dear Parents and Families, Students, Staff, Community Members and Friends of Columbia School District,

Our previous Strategic Plan has guided the Columbia School District for several years, but as education is ever changing, it is time to reflect on our strengths, challenges, and opportunities for the future to create a new plan. With the beginning of the 2017-2018 school year, the Columbia School District began the process of developing a new strategic/improvement plan. The purpose of a strategic plan is to provide a clearly defined and focused road map for all of us to serve the needs of our students. The Strategic Planning processes has helped us to narrow our organizational focus on a series of deliverable goals that strengthen our core beliefs and ensure that all our students graduate high school ready to enter college and a career with skills they need to succeed in this century. It also afforded us the opportunity to work with our community to gain their input and feedback. Columbia is OUR community, and the best way to forge ahead is to do it in the spirit of collaboration.... together!

Our new Strategic/Improvement Plan will function as both the district's blueprint for success and as a powerful communication tool in the community to clearly define the CSD vision, goals, and strategic objectives. It will guide us into the future and support all of us in assuring that our students reach their full potential.

I would like to extend a special thanks to the School Board for their support with this process, the Excellence Group, as well as to all the community and staff members who took the time to respond to the surveys. I would also like to thank the Strategic Planning Team for working together to contribute to the development of this important plan that will pave the way for the future success of Columbia School District.

Team members include:

Dr. Jason Harris	Superintendent
Dr. Robert White	Director of Curriculum and Instruction
Mrs. Kim Rogers	Business Manager
Mrs. Amy Lee	Director of Federal Programs
Mrs. Renea Rayborn	Director of Special Services
Dr. J.P. Beaudoin	Director of Accountability

School Board Member Representatives:

Mrs. Eric Lucas	President
Ms. Tabitha Nelson	Vice President
Mr. Chris Wallace	Secretary
Mrs. René Dungan	
Mrs. Catherine Woodward	

Sincerely,



Jason Q. Harris, Ph.D.  
Superintendent  
Columbia School District

# **2022-2026 STRATEGIC/IMPROVEMENT PLAN**

**With**

## **District Goals**

**Five Year Plan for Identifying and Accomplishing Prioritized  
Needs**

### **Strategic Planning Team**

**Dr. Jason Harris, Superintendent**  
**Dr. Robert White, Director of Curriculum, Instruction, Assessment**  
**Mrs. Kim Rogers, Business Manager**  
**Mrs. Amy Lee, Director of Federal Programs**  
**Mrs. Renea Rayborn, Director of Special Services**  
**Dr. J.P. Beaudoin, Director of Accountability**

#### **School Board Member Representative**

**Mr. Eric Lucas, President**  
**Ms. Tabitha Nelson, Vice-President**  
**Mr. Chris Wallace, Secretary**  
**Mrs. René Dungan**  
**Mrs. Catherine Woodward**

# **School District Vision and Mission Statement**

## **Vision**

**The vision of the Columbia School District is to provide an educational system which enables all students to become productive citizens who contribute to the betterment of society.**

## **Mission**

**The mission of the Columbia School District, an educational organization with active community involvement, is to ensure that all students reach their potential and become responsible, productive citizens through quality education that provides challenging academic and extra-curricular activities.**

## **Core Values**

**Believe, Achieve, Succeed**

## GOALS 2022 – 2026



### Goal 1:

**All students read on or above grade level**

**Responsible Parties: Dr. Robert White, Mrs. Renea Rayborn, and Principals**

#### **STRATEGY:**

- Plan lessons aligned with State Standards designed to meet the diverse needs of students
- Actively engage students in the learning process
- Provide quality differentiated instruction with remediation, enrichment and interventions based on student data
- Collect and analyze student assessment data and adjust teaching strategies accordingly
- Conduct horizontal and vertical curriculum meetings to ensure smooth transitions with no gaps in teaching and learning
- Provide professional development needed to ensure quality
- Create district and school wide literacy plans to ensure all staff are committed to students' literacy development
- Partner with parents and community members to create home and community environments that value literacy
- Communicate and continuously reinforce the district's literacy goal throughout the community

#### **INDICATORS OF SUCCESS:**

- Attain a 95 % pass rate on 3rd grade Mississippi K-3 Assessment Support System summative assessment
- All students score proficient or show growth on ELA state assessments
- Test  $\geq$  to 95% of all eligible students on state assessments
- Achieve a graduation rate of 88% based on a 4-year cohort
- Improve ACT scores to ensure students are college and career ready
- Increase % of graduates who participate in dual credit, dual enrollment, or advanced placement courses

#### **TIMELINE:**

---

7

Believe - Achieve - Succeed

On-going

**FUNDING:**

Local, State, Federal

**EVALUATION:**

- State Assessment, Benchmark Assessments, and screener results
- Disaggregated data reports from the state
- Principal walkthrough observations from School Status
- Canvas lesson plans
- Documentation from Interventions using a sign in sheet
- Documentation of data meetings
- PLC and professional development – agendas and sign-in sheets





## Goal 2:

**Attain a high level of student achievement by closing achievement gaps among races, educational programs (regular education, special education, English Learners), socioeconomic status, and gender**

**Responsible Parties: All administrators and staff**

### **STRATEGY:**

- Plan lessons aligned with State Standards designed to meet the diverse needs of students
- Ensure that all students have access to rigorous academic content
- Eliminate the predictability of academic achievement based upon socioeconomic class, race, gender, or educational program
- Actively engage all students in the learning process
- Provide quality differentiated instruction with remediation, enrichment and interventions based on student data
- Collect and analyze student assessment data and adjust teaching strategies accordingly
- Conduct horizontal and vertical curriculum meetings to ensure smooth transitions with no gaps in teaching and learning
- Provide professional development needed to ensure quality instruction with focus on effective strategies for closing achievement gaps and cultural competency
- Build trusting collaborative relationships among teachers, families, and community members, recognizing, respecting, and addressing families' needs, as well as class and cultural difference
- Ensure every learner is safe, connected, supported, and socially and emotionally healthy.

### **INDICATORS OF SUCCESS:**

- Percentage of students in Levels 1 and 2 will decrease and percentage of students in Levels 3 – 5 will increase
- Decreased level of disparity among socioeconomic class, race, gender, and educational program in academics and behavior
- Attain scores at or above state average on 3rd grade Mississippi K-3 Assessment Support System summative assessment.
- Increase % of students meeting growth
- Test  $\geq$  to 95% of all eligible students on state assessments
- Achieve a graduation rate of 88% based on a 4-year cohort
- Improve ACT scores to ensure students are college and career ready
- Increase % of graduates who participate in dual credit, dual enrollment

**TIMELINE:**

On-going

**FUNDING:**

Local, State, Federal

**EVALUATION:**

- State Assessment results
- Disaggregated data reports from the state
- Principal walkthrough observations from School Status
- Canvas lesson plans
- Documentation from Interventions using a sign in sheet
- Documentation of data meetings, both academic and behavior
- PLC and professional development – agendas and sign-in sheets



## Goal 3:

### **Attract and maintain quality and diverse staff**

**Responsible Parties: All administrators**

#### **STRATEGY:**

- Assemble teams of administrators, teachers, and Central Office personnel to recruit/promote a high quality and diverse staff
- Establish partnerships with high-quality teacher education programs at regional universities in person and virtually
- Provide recruiting/retention incentives
- Establish and promote partnerships with local businesses to provide discounts and/or incentives for Columbia School District teachers
- Provide district and School level support in order to establish a standard for success for all staff
- Regularly communicate with staff to address and improve school and classroom cultures and climates
- Establish co-teaching partnerships between novice teachers and high-quality veteran mentors or retired teachers
- Provide professional development based on needs and to ensure quality instruction and curricular alignment
- Provide consistency in evaluations and expectations
- Professional Learning Communities will be used to increase communication within and between the schools
- Address classroom needs (equipment and supplies)
- Provide training that includes district policies and procedures
- Develop a system to regularly recognize and celebrate teacher successes

#### **INDICATORS OF SUCCESS:**

- Employment of quality and diverse teachers
- Professional Development for teachers including both vertical and horizontal alignment
- Professional Development will occur between schools
- Provide teacher induction/mentor program for all new teachers
- Establishment of a strong school-community relationship to help incentivize teachers to come to Columbia School District

**TIMELINE:**

On-going

**FUNDING:**

Local, State, Federal

**EVALUATION:**

- Reduction in annual turnover rate
- Increased teacher morale as indicated on CNA surveys
- Principal Evaluations



**Ensure a safe, healthy, positive K-1 school climate  
(Culture)**

**Responsible Parties: All Staff**

**STRATEGY:**

- Students actively engaged throughout the day
- Ensure a wide range of opportunities for student participation in extracurricular activities
- Provide positive behavior incentives
- Conduct training on bus safety/appropriate behavior
- Maintain all facilities, services, and equipment to provide a safe, clean, and healthy environment for all students and staff
- Involve student organizations in promoting a safe and healthy school climate
- Conduct monthly safety audits and emergency drills on each campus
- Utilize school nurses and counselors to implement programs that promote student well-being
- Digital Citizenship Cyber/Social Media Policy
- Maintain up-to-date policies and procedures
- Utilize SRO's and other agencies (law enforcement, fire, medical, EMA) to help ensure a safe environment and for training purposes for staff and students
- Ensure every learner is safe, connected, supported, and socially and emotionally healthy

**INDICATORS OF SUCCESS:**

- Reduce number of serious discipline problems at each school
- Reduce number of bus discipline referrals
- Increase participation in positive behavior incentive programs
- Increase number of students eating healthy school lunches
- Increase number of students participating in collaborative school community projects
- Increase opportunities for student participation in planning and participating in school activities promoting good citizenship
- Update Policy Manual continually

**TIMELINE:**

On-going

**FUNDING:**

Local, State, Federal

**EVALUATION:**

- Administrative Walk-throughs
- Discipline reports
- Junior and Senior Community Projects
- Daily Participation Report from Food Service
- Clubs and organization participation records of verified hours of work
- Policy Manual Updated continually
- Maintenance Reports



## Goal 5:

**Ensure the best deployment of money/resources to maintain fiscal integrity and accountability**

**Responsible Parties: Mrs. Kim Rogers, Mr. John Sabine**

### **STRATEGY:**

- Meet with principals/administrators, teachers, other staff, and community members to determine budget priorities/needs
- Develop a budget based on district needs while remaining within allocated funds
- Ensure budget includes resources for contingency and long-range building needs
- Ensure all aspects of finance meet or exceed state/federal requirements
- Continue to develop long range building plans
- Require multiple quotes on purchases (follow federal purchasing guidelines)
- Develop long range plan for facilities maintenance and the continuance of 1:1 program
- Provide monthly report of funds maintained by the district
- Ensure transparency

### **INDICATORS OF SUCCESS:**

- Maintain a balanced budget based on district needs and available funds
- Meet local, state, and federal financial requirements (fixed assets)
- Implemented long-range plans

**TIMELINE:**

On-going

**FUNDING:**

Local, State, Federal

**EVALUATION**

- Monitor funds maintained by district
- Evaluate and approve expenditures (Purchase orders, services, etc.)
- Monthly board summary report to include finance, facilities, and technology
- Annual Audit Report
- Assessment of annual financial statements from outside organizations (Booster Clubs, PTAs)



# Overall Goals Chart



2022-2026



## Overall Goals

### Strategies

### Measurable Indicators of Success

