



QUARTERLY REPORT

COLUMBIA PUBLIC SCHOOLS



ENGLISH LANGUAGE LEARNERS | STUDENT POPULATION ON THE RISE

English is not the first language for more than 1,000 Columbia Public Schools students. The school district's English Language Learners (ELL) program is working to eliminate language as a barrier to learning.

"These are students where either their first language spoken is something other than English or they come from a home where English is not the language spoken," said Shelly Fair, coordinator of the ELL program.

The number of students in the ELL program has risen dramatically in the last few years, going from 584 for the 2009-10 school year to 1,000 this spring. Columbia Public Schools has the fifth largest ELL population in the state and 56 languages are spoken by its students.

"ELL numbers are up across the country, not just in Columbia," Fair said. "We are seeing students from refugee camps, but we also see students whose families have come to Columbia for opportunities connected to the university or hospitals."

The ELL program differs based on grade level. Schools try to group ELL students into the same regular classroom so that an ELL teacher can be present to lend support. Elementary school students spend the majority of the day in regular classrooms and also attend a pull-out ELL session. Middle and high school students are split based on their English skills. Those brand new to the language attend an intensive immersion program at Jefferson Middle School or Douglass High School. Students in the program spend half the day in immersion and the rest of the school day in regular classes. The immersion program is the

smallest ELL offering, with around 20 students taking part. The rest of the secondary level students take one ELL English class a day alongside their regular class schedule.

"It can be hard to express knowledge in English," Fair said. "Some may have a deep academic background with more learning than American students of the same age, but it is hard for them to express it, so we use some alternate ways to demonstrate mastery. Sometimes we use pictures or they create a PowerPoint presentation to show knowledge."

"I am amazed how the students support each other," said Jane Wellman, an ELL teacher at Paxton Keeley Elementary School, a school with a large ELL population of around 125 students. "It is always an eclectic group of students who receive great support from the native language speakers."

The district also has a significant refugee population, nearly 100 students as of the spring. Refugee students can attend Douglass Academy, an intensive program for 18-21 year olds. The district has recently seen a number of refugees from Burma, Iraq and Africa.

"It is hard to state how valuable this population is to our district and to our students," Fair said of the ELL students. "They are here for different reasons, but each student brings with them culture that would be missing from the district without them. Having different cultures right there in the classroom is invaluable. Developing an understanding of other people and cultures is important for children."



Jane Wellman's ELL class at Paxton Keeley Elementary School works on language skills related to this winter's snowfall.

The students are, from left side: Maryam from Iraq, Maria from Kenya, Jaerynn and Ian from South Korea and Faridullah from Afghanistan.

BOND & LEVY ELECTION UPDATE

QUESTIONS & ANSWERS

DATES TO REMEMBER

March 9 – Voter Registration Deadline
April 2 – Last Day to Request an Absentee Ballot
April 4 – Last Day to Vote Absentee
April 5 – Election Day

The Columbia Board of Education has called a special election on Tuesday, April 5, 2016, to submit a proposal for a no-tax-rate-increase bond issue and an operating levy increase to Columbia voters. The bond issue proposal requires 57 percent approval. The levy proposal requires simple majority approval.

Q. What is the difference between a tax levy and a bond issue?

A. Bond issues only provide funds for new construction, renovation of existing facilities and the purchase of capital technology and equipment. Tax levy funds are used to pay for operating costs such as salaries, benefits, utilities, materials and supplies.

Q. What is the amount of the proposed operating levy increase?

A. 65 cents per \$100 of assessed valuation.

Q. Why does the school district need a tax levy increase?

A. The tax levy increase is necessary to keep up with growth and to continue current operations. Local assessed valuation is nearly flat. Federal and state revenues are declining and unreliable.

Q. How will funds from the levy increase be spent?

A. The tax levy increase will generate an additional \$14 million in annual revenue. Those funds will be used to:

- Maintain continued operations and stop planned deficit spending as the school district continues to grow
- Operate new buildings including increased costs for utilities, transportation and required staffing
- Comply with unfunded state and federal mandates, such as homeless student transportation and federal nutrition requirements
- Support student needs for access to achievement and enrichment opportunities
- Recruitment and retention of high quality employees

Q. How will the bond funds be spent?

A. The \$30 million bond will address three main areas:

- 1. CONSTRUCTION** - \$20 million will be used for new construction and future growth plans, including:
 - \$6 million to purchase land and design a new middle school to alleviate middle school overcrowding in south Columbia.
 - \$11 million for elementary school addition(s) to address continued community growth and eliminate trailers.
 - \$3 million for a kitchen expansion at Gentry Middle School to address growth and allow for more freshly prepared food. Currently, two middle schools, Smithton and Lange, are equipped with regional kitchen space for the school district.

COLUMBIA PUBLIC SCHOOL FACTS

Did you know...

- Student enrollment has increased by more than 1,000 students in the last 10 years; another 1,000 students are projected over the next five years.
- 18,012 students PreK-12 are enrolled, making CPS the 7th largest school district in Missouri.
- To date the school district has eliminated 63 trailers. In 2010, there were 164 trailers in use; today there are 101. When the elementary school in east Columbia is completed in 2018 there will be an estimated 67 trailers left.
- There are 35 school buildings and 3 support facilities.
- The district maintains 3.23 million square feet of building space and 2.3 million square feet of roof space.
- More than half the buildings are 40 years old or older. Only three schools are less than 10 years old.

- 2. BUILDING IMPROVEMENTS** - \$8 million will be used for building improvements.
 - \$5 million for safety and security improvements, renovation and repair of buildings, HVAC systems, exterior paving and electrical systems.
 - \$2 million for roof replacements and repairs.
 - \$1 million for outdoor athletic improvements at Gentry, Lange and Smithton middle schools. The middle schools are in need of tracks in order to be equitable with Jefferson, Oakland and West middle schools.
- 3. TECHNOLOGY** - \$2 million for wireless network infrastructure expansion, replacement of network switches, servers and storage area networks.

Q. Why is there a need for these items?

A. In Columbia Public Schools our vision is to be the best school district in Missouri and our mission is to provide an excellent education for all students. Strong programs and class sizes, up-to-date classroom technology, and safe and secure buildings contribute to that vision and mission. The bond issue proposal is to maintain and improve our facilities and to meet the needs of our growing community as outlined in the school district's long-range facilities and bond plan. The Board of Education has adopted the following goals based on a study and evaluation of district facilities:

- Reduce overcrowding in schools, including reducing the number of trailers
- Improve the learning environments in all schools and all facilities
- Increase the functional life and operational/efficiency of district buildings

ESTIMATED COST OF A 65-CENT OPERATING LEVY INCREASE TO A HOMEOWNER

Actual Value of Home	Annual Cost	Monthly Cost
\$100,000	\$123.50	\$10.29
\$150,000	\$185.25	\$15.44
\$200,000	\$247.00	\$20.58

ESTIMATED COST OF A 65-CENT OPERATING LEVY INCREASE TO A BUSINESS OWNER

Actual Value of Business	Annual Cost	Monthly Cost
Per \$1,000,000 Actual Value (\$320,000 Assessed Value)	\$2,080	\$173.33

COLUMBIA PUBLIC SCHOOLS

FACILITY AND BOND PLAN

The 10-year plan, developed with community engagement, determines priorities based on an evaluation of each building's ability to support current and future programs.

APRIL 2010

\$120 million bond (no tax increase)

Issued: June 2011 \$41m, June 2012 \$33m, February 2014 \$46m

Projects and projected completion dates:

- » Battle High School *(completed)*
- » Battle Elementary School *(completed)*
- » Ridgeway and Lee elementary school Renovation *(completed)*
- » West Boulevard Elementary School Expansion *(completed)*
- » Gyms at Hickman and Rock Bridge High Schools *(completed)*
- » Transportation Facility Upgrades *(completed)*
- » HVAC projects *(completed)*
- » Technology Infrastructure *(completed)*
- » Roofs and Other Critical Facility Needs *(completed)*

APRIL 2012

\$50 million bond and 12-cent debt service levy increase

Issue: February 2014

Projects and projected completion dates:

- » Shepard Boulevard Elementary School Expansion *(completed)*
- » Lange Middle School Kitchen *(completed)*
- » Beulah Ralph Elementary School *(August 2016: work in progress)*
- » Center for Early Learning—North *(August 2017: work in progress)*
- » Technology Infrastructure *(work in progress)*
- » Roofs and Other Critical Facility Needs *(work in progress)*
- » Douglass High School Renovation *(coming soon)*

APRIL 2014

\$50 million bond and 4-cent debt service levy increase

Issue: March 2016 \$35m

Projects:

- » New East Elementary School *(coming soon)*
- » Rock Bridge High School Stadium *(coming soon)*
- » Technology Infrastructure *(coming soon)*
- » Roofs and Other Critical Facility Needs *(coming soon)*

APRIL 2014

\$50 million bond and 4-cent debt service levy increase

Issue: April 2017 \$15m

Projects:

- » Grant Elementary School Addition *(coming soon)*
- » Technology Infrastructure *(coming soon)*
- » Roofs and Other Critical Facility Needs *(coming soon)*

APRIL 2016

\$30 million bond (no-tax-rate increase)

Issue: June 2018

Projects:

- » Middle School Land and Design
- » Elementary School Expansion(s)
- » Cafeteria Renovation/Expansion
- » Middle School Athletic Improvement
- » Technology Infrastructure
- » Roofs and Other Critical Facility Needs

APRIL 2018

\$50 million bond (estimated – no-tax-rate increase expected)

Issue: June 2020

Projects:

- » New or Renovated Instructional Space to Accommodate Growth
- » Technology Infrastructure
- » Roofs and Other Critical Facility Needs

TECHNOLOGY ENHANCES | CORE AREAS OF LEARNING

READING & WRITING

Anyone with an e-reading device knows paper and binding no longer rule the world of reading. Becky Stanley, Columbia Public Schools' K-5 language arts coordinator, points to technology as a facet changing the delivery of the subject, not the core of it.

MyOn Reader, a collection of more than 5,000 e-books, as well as iPads and Smart Boards are resources available to teachers. "Classic examples of literacy instruction will look similar to what it did in the past," said Stanley. "You'll see the teacher leading the class in a shared reading experience. They may be projecting portions of a book on the Smart Board or using their iPad to access a text to share with the students." But in the end, the experience will be a fluent, confident reader (the teacher) sharing a text with his/her students and modeling their thinking.

The biggest shift over the past years has been an effort to incorporate more nonfiction reading and writing. "For decades we focused on writing narrative or 'story' structures. We assumed that if you could write a good story, you could write an information or opinion piece. We can no longer assume that what we taught years ago still meets the needs of the 21st century learner.

"We use a balanced literacy approach incorporating reading, writing and word study. We anticipate the structure will continue to offer the best practice in teaching children how to read. What they read 'on' might change, as we do incorporate more digital resources, but the central teaching philosophy and structure will remain unchanged."

MATH

Calculators and computers are omnipresent in math instruction, but the underlying basics are much the same as they have been for decades.

"The actual content of the mathematics would be very similar," said Dana Ferguson Hibbard, mathematics department coordinator. "Some topics may have changed grade levels, but the procedures of mathematics have not changed very much. What has changed is how students should use what they know. In order for students to use the mathematics they learn they need to see the application of the math in real situations."

Technology in the classroom is simply another resource for Columbia Public Schools math teachers. No matter the technology available, districts are responsible for teaching the Missouri Learning Standards and the technology can augment those core principles.

"As a teacher is planning, he/she now considers the technology that is available. Are there real world applications of the mathematics that could be found and used for demonstration? Could I ask for students to design a project using the mathematics that they could showcase with the help of technology? Can I, as the teacher, use technology to aid students in taking notes? Have students electronically send in assignments?"

Teachers are always growing and learning. Overall, we should be teaching students to be critical thinkers – to take the content, whatever curriculum area, and apply it to real life problems."



SCIENCE

The vast field of science instruction is changing as new methods and technologies come into the field and classroom; but the age-old hands-on aspect of science is the instructional bedrock and is not going away any time soon.

"Technology is an important part of science," said Mike Szydlowski, Columbia Public Schools' science department coordinator. "However, we are careful not to allow technology to replace real science. A hands-on experiment will always take precedent over a computer simulation."

The presence of technology has shifted some of the learning away from memorization techniques. "Our curriculum emphasizes the understanding of systems and how they interact together rather than memorizing minute facts. This is partly because we cannot be certain of what jobs our students will face in the future. However, what is certain is that those jobs will require curiosity, problem solving, analysis and communication of solutions.

"Our standards have cut the number of discrete topics we teach so that we can go more in depth on the ones that are most important," said Szydlowski. "The other really big trend is the understanding that so many of the world's problems are going to be centered on environmental science. We face many challenges in this area including climate change, ecosystem collapses, energy problems, water problems, spreading viruses, pollution and more. Columbia Public Schools is ahead with our focus on student science trips that have an emphasis on these issues."

SOCIAL STUDIES

Social Studies teaches students about the world around us, which is a constantly changing world with the advent of technology in our everyday lives. That technology, when used in the classroom, has brought efficiency to the students' learning. The biggest difference has been how students are accessing that learning.

"Instant, daily universal access to the Internet and to digital composition tools is transformative for social studies instruction," said Nick Kremer, coordinator of the Columbia Public Schools' social studies department.

"One-to-one technology in the classroom bolsters a teacher's ability to help students engage in timely, authentic research, to access a wide variety of texts of varying complexity levels across varying media, and to communicate their learning through word-processed writing, social networking and/or multimodal products (videos, songs, presentations, apps, etc.). All of these aim to help promote skill sets that are vital to 21st century academic, professional and civic life.

"Instead of having to rely on only those printed materials that exist in your classroom and those physical supplies (paper/pencil) that your students carry with them, students now have a single device with nearly limitless potential for inputting/outputting information. There's a real efficiency (both in terms of time on task and monetary cost to provide resources) that technology has afforded us, which allows for even more time for learning to occur."

WEST BOULEVARD | CLASSROOM ADDITION



Members of the Columbia Chamber of Commerce, Columbia Public Schools' administrators and students and staff of West Boulevard Elementary School cut the ribbon to dedicate the new 20,740 square foot addition to the school. The \$4 million project was funded by the 2010 voter-approved bond issue and contains 14 new classrooms, eliminating six trailers from the school.

SHEPARD BOULEVARD | CLASSROOM ADDITION



Shepard Boulevard Elementary School students lead tours of their school's new addition. The \$5.5 million expansion added nearly 28,000 square feet of space and 18 classrooms, eliminating 12 trailers from the school.

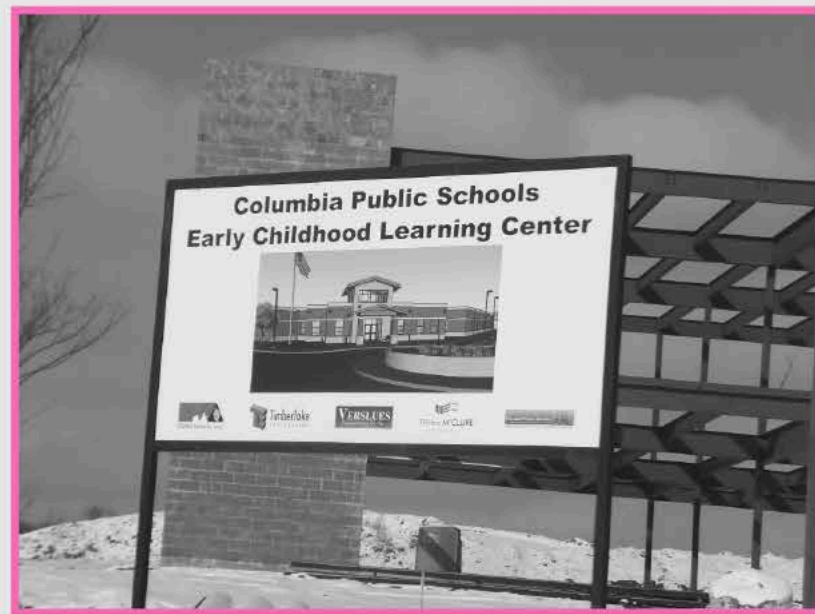
BOND | UPDATE

Beulah Ralph Elementary School and the Early Childhood Learning Center are two large bond projects currently underway. Beulah Ralph Elementary, located at the corner of Scott Boulevard and Highway KK, is on schedule to open in August. The students who will attend the school will have a chance to tour the building this summer. The project, funded by the 2012 voter-approved bond issue, has a total cost of about \$20 million and is around 80 percent complete.

The Early Childhood Learning Center, next to Lange Middle School, is around 40 percent complete. The \$9.5 million project is on pace to be completed in December or January and also comes from funds authorized by voters in 2012.

The 2012 bond is also funding projects at Hickman and Rock Bridge high schools. At Rock Bridge a \$1.3 million roof project is underway now and will be completed in June. Hickman will see a \$1.8 million, full building tuckpointing project beginning in April that is expected to last six months.

The 2014 voter-approved bond is starting to fund projects across the district, with work at Rock Bridge's football stadium set to begin. The project includes renovating the school's press box, seating, concessions and restrooms. The \$6 million project will begin in June and be completed in the fall of 2017.





HICKMAN HIGH SCHOOL STUDENT EARNS ACTING SCHOLARSHIP

Hickman High School student **Sifa Bihimora** was awarded a \$1,000 scholarship by the Missouri Thespians chapter of the International Thespian Society for her acting and singing performance at the Missouri State Thespian Conference in Kansas City. Bihimora was one of only four performers to receive the honor.

FOUR BATTLE HIGH SCHOOL STUDENTS NAMED TO CHEER HAWAII USA TEAM

Battle High School students **Sydnee Anderson**, **Shelbie Dennis**, **Hannah Godbey** and **Kaiya Kelley** have been selected for the Cheer Hawaii USA team. The girls will attend a skills camp in Hawaii this summer as part of the team experience. The girls are members of the Battle High School cheerleading squad coached by Corey Cathey.

OAKLAND MIDDLE SCHOOL RECEIVES JAMES PATTERSON GRANT

Oakland Middle School has received a \$3,500 grant from bestselling author James Patterson to support its school library. In addition, Scholastic Reading Club will match each dollar of Patterson's donation with "bonus points" that teachers can use to acquire books and other materials for their classrooms. Oakland Middle School was selected from 27,924 applications for funding grants. As part of an ongoing effort to keep books and reading a number one priority in the United States, James Patterson, together with Scholastic Reading Club, made a commitment to help save school libraries nationwide. This year alone, Patterson personally donated \$1.75 million to school libraries nationwide, with grants ranging from \$1,000 to \$10,000 allocated to each of the 467 selected schools.

HICKMAN ACADEMIC TEAM WINS TOURNAMENT

The Hickman High School Academic Team placed first at the MOQBA Fall Academic Tournament at Columbia College. The competition included a field of 18 teams from 13 schools. **Alex Harmata** took second place in the individual awards. A Team included **Harmata**, **Owen Pasley**, **Amanda Su** and **Dinis Trindade**.

CAREER CENTER GRADUATE NAMED MASTERS GOLF PASTRY CHEF

Austin Scoles, a 2014 Columbia Area Career Center graduate, will be the pastry chef for the Berckmans Place VIP area for the upcoming 2016 U.S. Masters Tournament located at the Augusta National Golf Club. In 2014 while attending CACC, Scoles was crowned the SkillsUSA Missouri state champ and runner-up on the national level for commercial baking. Now

attending Johnson and Wales University as a sophomore in the baking and pastry food management program, Scoles continues his training and success. He recently competed for JWU by traveling to Munich, Germany, for the IBA Bakers Cup, one of the world's most prestigious baking competitions. Scoles is also looking forward to his internship in France this spring.

CPS EMPLOYEES INDUCTED INTO MISSOURI SPORTS HALL OF FAME

Congratulations to **Jerome Sally**, **Ben Loeb** and **John Henage** (retired) on their recent induction into the Missouri Sports Hall of Fame.

ROCK BRIDGE STUDENTS RECOGNIZED AT NATIONAL JOURNALISM CONVENTION

The following Rock Bridge High School students were honored by the Journalism Education Association: Superior: Newswriting - **Rochita Ghosh**; Editorial Cartooning - **Shelby Yount**; Literary Magazine: Layout - **Grace Vance**. Excellent: Feature Writing - **Nikol Slatinska**; Review Writing - **Elad Gov-Ari**; Newspaper: Layout - **Kat Sarafianos**; Graphic Design: Infographic - **Joy Park**. Honorable Mention: YB Copy/Caption: Academics - **Elizabeth Zenner**; Graphic Design: Logo - **Erin Barchet**; Graphic Design: Advertising - **Caitlynn Noltie**; Newspaper News/Feature Photos - **Abby Blitz**; First-Year Photo - **Cassi Viox**; Editorial Writing - **Jenna Liu**

3M FOUNDATION AWARDS \$20,000 TO CPS FOR STEM PROGRAMS

Columbia Public Schools was awarded with \$20,000 to support science, technology, engineering and math programs (STEM) by the 3M Foundation. These funds will be used toward the CPS STEAM bus, which is a mobile lab for students to explore STEM and the arts. Learn more about the STEAM bus by visiting <http://www.cpsk12.org/steambus>.

HICKMAN HIGH SCHOOL RECOGNIZED FOR EXEMPLARY SUPPORT OF STUDENTS

Hickman High School has been named a Professional Learning Communities Exemplary School by the Missouri Department of Elementary and Secondary Education. The school is being recognized for its outstanding performance in promoting collaborative learning and effectively using data to increase student achievement. Hickman was recognized during the state's Powerful Learning Conference Jan. 25-26. Hickman participated in a thorough evaluation and selection process to achieve this honor. The process included meeting achievement performance growth benchmarks set by the state, demonstrating evidence of implementation of the PLC concepts and an on-site evaluation.

2016 GRANT FUNDS | EXPAND HANDS-ON LEARNING FOR STUDENTS



A student at Battle Elementary School demonstrates how she is able to control the computer using the circuit she made with Play-Doh. It is a part of the Makerspaces program, which was made possible through two grants: \$35,000 from the Columbia Public Schools Foundation and \$35,000 from the Veterans United Foundation. Makerspaces are now located in ten elementary schools in the school district.



2016 SUMMER SCHOOL PROGRAMS

WWW.CPSK12.ORG

PROGRAMS AND DATES ARE:

JUNE 6 - JUNE 30

Columbia Summer SUNsations offers free summer school for students entering kindergarten through eighth grade.

The Secondary Summer School High School Credit program is available for Columbia Public Schools students entering 9th through 12th grades. This program offers opportunities for credit advancement and credit recovery and in the form of online or classroom course options.

Fashion: Trends to the Runway (June 6-17) for entering 7-8. This course is offered to female students as collaborative programs on the Stephens College campus. Students work on creating their own fashion designs.

Gifted Education (EEE) for grades 2-5 at The Gifted Center, Eugene Field School, and 6-8 at West Middle School.

Special Education Extended School Year (ESY) at Rock Bridge High School.

Early Childhood Special Education at the Early Childhood Education Center, 4001 Waco Road.

JUNE 6 - JULY 29

FUN CITY Youth Academy partners with Columbia Public Schools to offer half day summer school curriculum (math, science, social studies, reading and writing) and half day FUN CITY programming. The program is located at West Boulevard Elementary School.

Boys & Girls Club of Columbia partners with Columbia Public Schools to offer half day summer school curriculum (math, science, social studies, and writing) and half day Boys & Girls Club programming. The program is located at 1200 N. 7th Street.

JUNE 13 - JULY 29

The Columbia Area Career Center Summer Enrichment Experience for Youth is a tuition-based program for youth ages 10-14. No sessions held the week of the July 4 holiday.

JUNE 6 - JUNE 23 and JULY 6 - JULY 23

The Columbia Summer Enrichment Preschool at Fairview Elementary is a tuition-based program available for students ages 3-5. This is the first of two sessions.

JUNE 15 - JUNE 30

Arts Explorers' Program at Smithton Middle School is for selected elementary students entering grades 4-5. Enrollment is by recommendation only.

JULY 6 - JULY 20

Secondary Choral and Instrumental Music at West Middle School offers enrichment instruction in choir, orchestra and band courses for secondary music students entering grades 7-9.

JULY 5- JULY 22

The Columbia Summer Enrichment K-8 program at Fairview Elementary is a tuition-based program. Students participate in courses selected from a wide variety of offerings.

2016 MAC SCHOLARS SUMMER PROGRAMS

MAC Scholars Honors Summer Academy is an academic and enrichment experience for entering 10th grade high potential multicultural students. June 23 – July 1 at Columbia College.

MAC Scholars First Time Advanced Placement (AP) Retreat is a two-day retreat for multicultural students taking Advanced Placement classes for the first time. July 13-14 at Boys and Girls Club.

The MAC Scholars High School Transition Retreat is a three-day retreat that enhances academic skills, focuses on effective study habits, increases multicultural student participation in rigorous course work, and helps students develop a four-year high school graduation plan. This program is at Boys and Girls Club Teen Center, July 6-8, 8:55-4:05 by invitation only.

MAC Scholars Transition to Middle School Retreat is a collaborative two-day retreat with Boys & Girls Club of Columbia for rising 6th graders. July 11-12, 9 a.m.-1 p.m.

Summer Expedition is a four-week program for high potential multicultural students who have been historically under-represented at the college level and not enrolled in the gifted program. This program is June 6 - 30 at Hickman High School.

Anytown Leadership Institute for High School Youth (9-12) is a collaborative partnership with the National Conference for Community and Justice of Metropolitan, St. Louis, focusing on student leadership to help address issues of social justice in our community and our schools. Dates TBA. This program is limited to ten students.

BEFORE- AND AFTER-SCHOOL CARE

Adventure Club is an extended day program at elementary schools delivered by the University of Missouri - College of Education. It provides a supervised before- and/or after-school program during Summer SUNsations and Summer Enrichment programs. A full-day program is available during the month of July. A non-refundable registration fee is required. Enrollment flyers will be provided at the elementary schools in late February.

A+ TUTORING

Opportunities for tutoring in summer school may be arranged for secondary students enrolled in the A+ program. A+ students should contact the A+ coordinator in their high school building for additional information.

ADDITIONAL SUMMER PROGRAMS

Information regarding summer camps/programs sponsored by various organizations, colleges and universities is available in school guidance and/or principal offices.



SPRING 2016



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www.CPSK12.org

SMITHTON MIDDLE SCHOOL | 20TH ANNIVERSARY



Smithton Middle School celebrates its 20th Anniversary.

ECRWSS
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