



Putting Scholars First: Growth, Innovation and Achievement

2022-2027 Continuous School Improvement Plan



Columbia
PUBLIC SCHOOLS

December 12, 2022

The Future of Columbia Public Schools Continuous School Improvement Plan (CSIP)

Importance of Missouri School Improvement Plan 6

- Assure continuous improvement in all schools
- Promote practices that lead to healthy school systems
- Provide conditions essential to student learning
- Review and accredit the public school district in Missouri as mandated by state law and the State Board of Education



The Future of Columbia Public Schools Continuous School Improvement Plan (CSIP)

MSIP 6 Scoring:

- Student Performance accounts for 70%
- Continuous Improvement Planning accounts for 30%



The Future of Columbia Public Schools

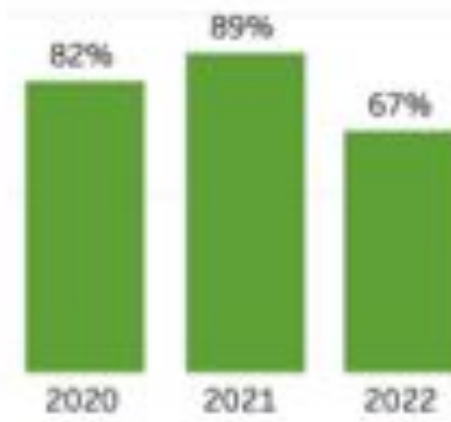
Continuous School Improvement Plan (CSIP)

- Reviewed/revise every five years
- SMART Goals & action steps required
- Focused on improving student outcomes at the district level
- Board of Education must approve the plan
- Used as part of Missouri's education accountability system
- Must be data-driven and include stakeholder input



Attendance

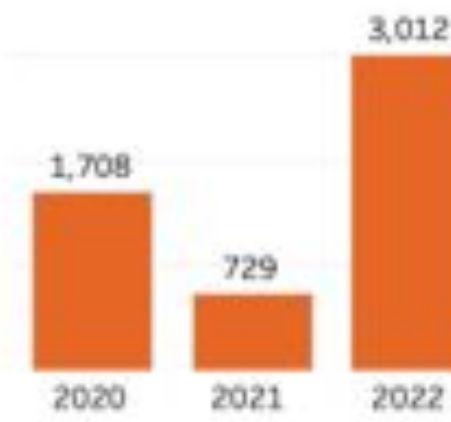
Percent of Scholars with 90% attendance



	2020	2021	2022
All	82%	89%	67%
EL	88%	90%	69%
IEP	69%	79%	57%
Lunch	73%	83%	55%
Am. Indian	75%	84%	63%
Asian	90%	98%	82%
Black	72%	79%	54%
Hispanic	77%	87%	61%
Multi-Racial	78%	88%	63%
Pac. Islander	85%	68%	38%
White	85%	93%	73%

Suspensions

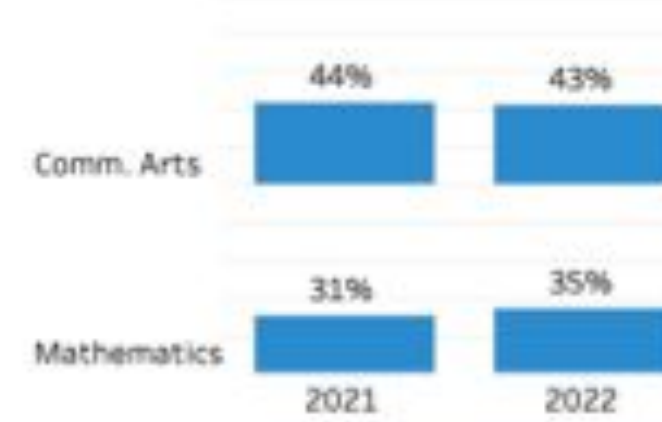
Number of Out of School Suspensions



	2020	2021	2022
All	1,708	729	3,012
EL	32	16	132
IEP	547	329	951
Lunch	1,443	592	2,291
Am. Indian	8		5
Asian	7		31
Black	860	351	1,589
Hispanic	104	26	153
Multi-Racial	249	125	454
White	479	216	763

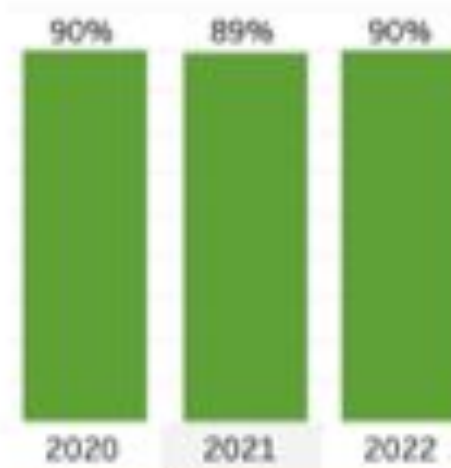
MAP

Percent Proficient/Advanced



	2021	2022
All	44%	43%
EL	32%	27%
IEP	12%	13%
Lunch	24%	
Am. Indian	39%	44%
Asian	64%	61%
Black	13%	14%
Hispanic	33%	33%
Multi-Racial	36%	37%
Pac. Islander	13%	32%
White	55%	54%

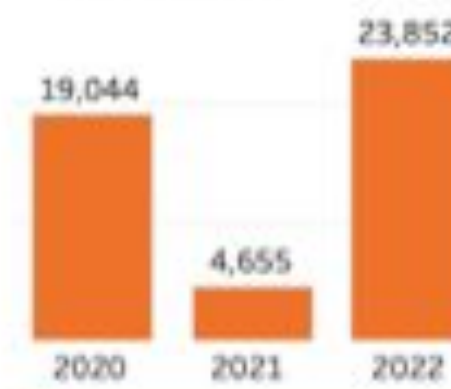
Graduation Rate



	2020	2021	2022
All	90%	89%	90%
EL	72%	90%	73%
IEP	78%	75%	79%
Lunch	80%	80%	79%
Am. Indian			
Asian	96%	98%	97%
Black	79%	81%	83%
Hispanic	90%	86%	85%
Multi-Racial	88%	93%	81%
Pac. Islander			
White	94%	91%	93%

Behavior Incidents

Number of behavior incidents resulting in referral to office



	2020	2021	2022
All	19,044	4,655	23,852
EL	583	140	1,008
IEP	5,049	1,697	5,971
Lunch	14,704	3,637	16,152
Am. Indian	42	8	90
Asian	117	47	175
Black	9,142	2,184	11,783
Hispanic	1,184	212	1,460
Multi-Racial	2,273	638	2,959
Pac. Islander	35	27	82
White	6,251	1,539	7,303

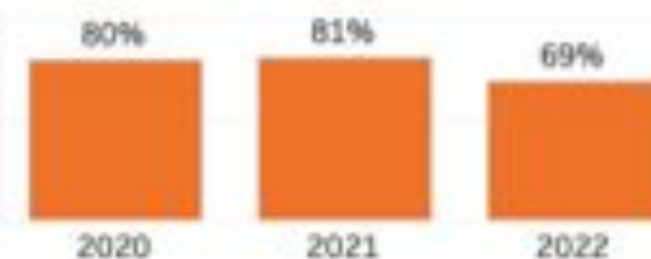
Mathematics

	2021	2022
All	31%	35%
EL	26%	27%
IEP	6%	7%
Lunch	13%	
Am. Indian	26%	32%
Asian	63%	64%
Black	6%	7%
Hispanic	19%	25%
Multi-Racial	22%	27%
Pac. Islander	6%	9%
White	40%	46%

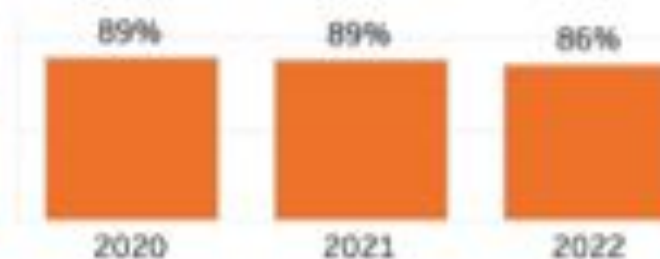
AP & Dual Credit/Enroll

	2020	2021	2022
All	1,710	1,685	1,528
EL	6	8	2
IEP	17	30	17
Lunch	283	319	203
Am. Indian	5	4	6
Asian	134	132	110
Black	109	122	105
Hispanic	86	96	95
Multi-Racial	112	107	99
Pac. Islander	3	3	4
White	1,261	1,224	1,111

Substitute Fill Rates



Teacher Retention

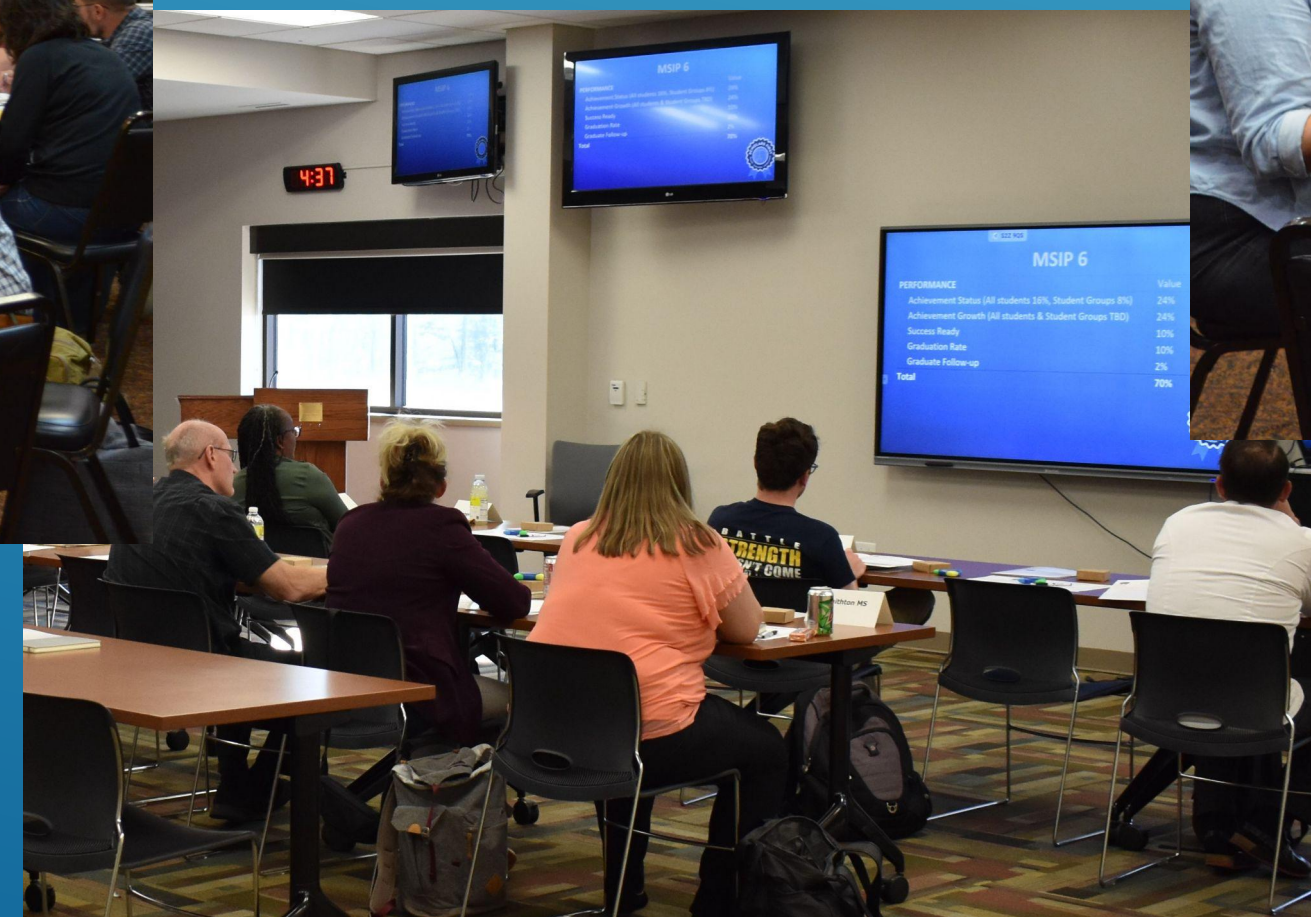


Average ACT

	2020	2021	2022
CPS	21.8	21.4	21.5
Missouri	20.7	20.8	20.3
National	20.6	20.3	19.8

The Future of Columbia Public Schools Continuous School Improvement Plan (CSIP)

- Input and Feedback
 - Climate Survey - Scholars, Families, and Employees
 - Community World Cafe
 - Mini World Cafes - Teachers, Administrators, Scholars, Parents, Community
 - Thought Exchanges - Employees, Families, Community



The Future of Columbia Public Schools

Continuous School Improvement Plan (CSIP)

Feedback says.....

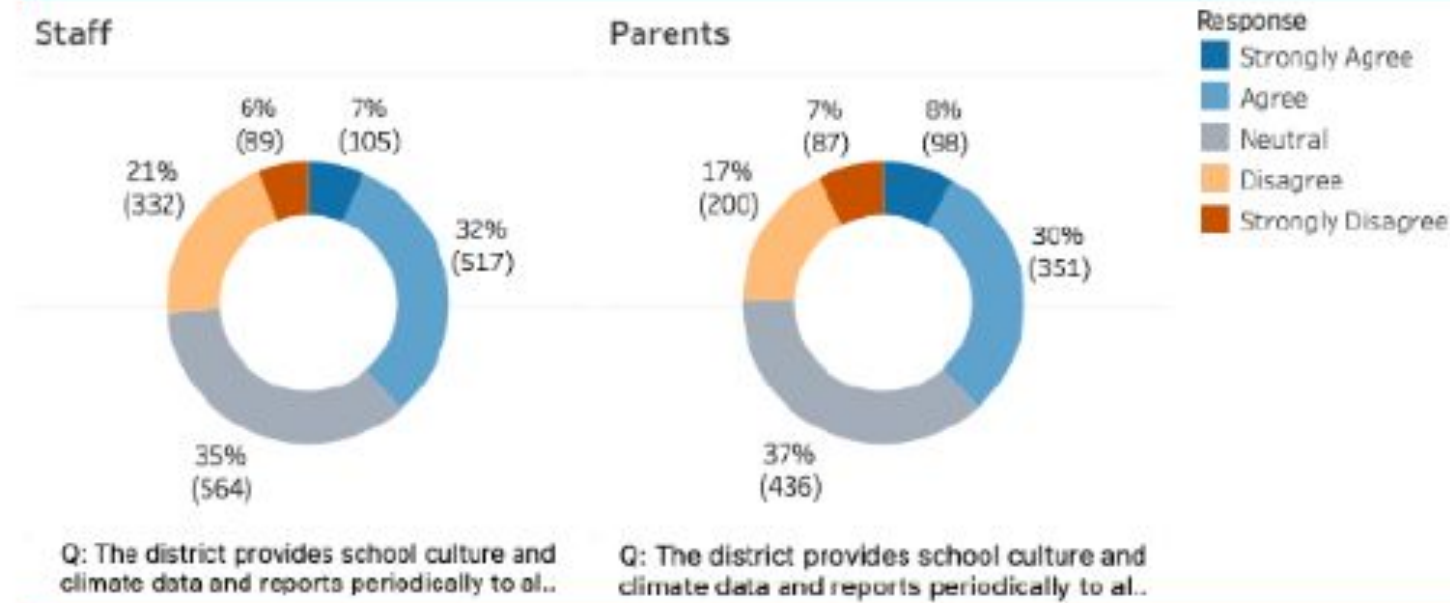
- Employee recruitment and retention
- Substitute recruitment and retention
- Student discipline
- Student achievement
- Safety and student social-emotional well-being

Climate Survey

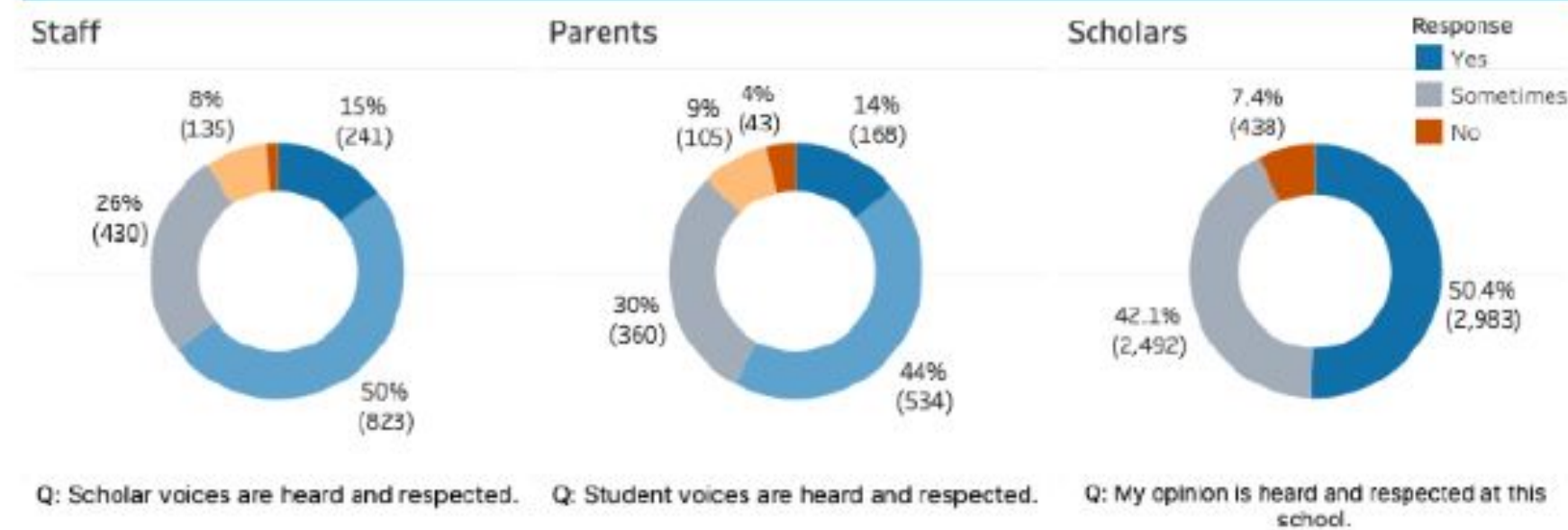
The Climate Survey was developed locally. The staff and parent survey was done via the Thought Exchange platform, which allows traditional survey questions rated 1-5 along with one open-ended question. The open-ended responses were shown to other respondents who then rated their level of agreement. The scholar survey was conducted via Survey Monkey and consisted of traditional survey questions rated 1-5. It was administered to scholars in 5th, 8th, and 11th grade.

Climate Survey

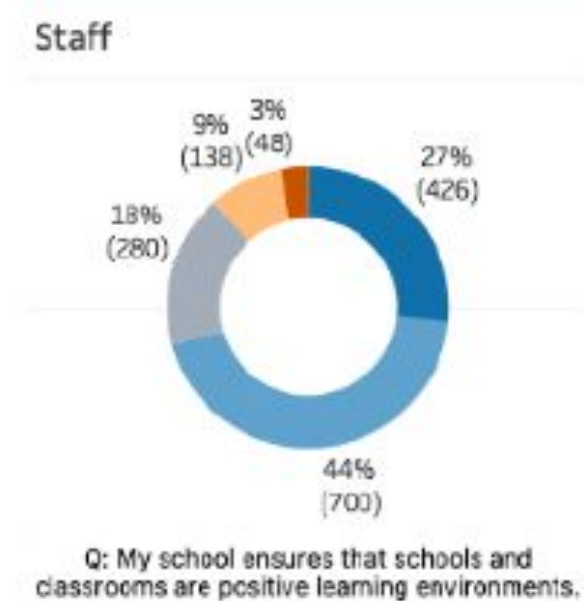
The school system provides school culture and climate data and reports periodically to all stakeholders.



The school system assures student voices are heard and respected.



Educator teams address positive classroom learning environments.





<p>VISION TO BE THE BEST SCHOOL DISTRICT IN OUR STATE</p>	<p>MISSION TO PROVIDE AN EXCELLENT EDUCATION FOR ALL STUDENTS</p>	<p>VALUES TRUST - INTEGRITY COLLABORATION TRANSPARENCY EMPATHY - GRACE</p>	<p>PURPOSE SCHOLARS FIRST</p> <ul style="list-style-type: none"> • EVERY CHILD IS TREATED FIRST AS A SCHOLAR • EVERY DECISION FOCUSES ON SCHOLARS FIRST • EVERY SCHOLAR RECEIVES QUALITY EDUCATIONAL EXPERIENCES
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1 GROWTH
GET THEM TO SCHOOL

PRIMARY GOAL 1: NINETY PERCENT OF SCHOLARS WILL ATTEND SCHOOL AT LEAST 90% OF THE TIME BY THE 2026-2027 SCHOOL YEAR. THE PERCENT WILL INCREASE BY 5% EACH YEAR, BEGINNING IN 2023-2024.

SUCCESS INDICATORS:

- 1.1a At least 92% of scholars will graduate within four years by the 2026-2027 school year.
- 1.1b The district will implement long-range finance and facility plans that address continued growth, maintaining high-quality facilities and consider innovative programming needs by evaluating existing facilities, building one elementary school, and renovating the Career Center - completed in 2026-2027.

ACTION STEPS:

Indicator 1.1

- Principals and secondary school counselors will create scholar attendance intervention plans - complete May, 2024.
- Home-School Communicators will increase home visits - ongoing with no completion date.
- Teachers and staff will increase positive referrals and recognitions of scholars - ongoing with no completion date.
- Elementary principals will recognize scholars with outstanding attendance - ongoing with no completion date.
- Principals will send attendance letters to families when their scholar reaches 5, 10, & 15 days of absences; staff will call families with attendance concerns - ongoing with no completion date.

Indicator 1.1a

- School counselors will follow-up with scholars who have dropped out of school - complete each school year.
- Assistant Superintendent for Secondary Education will increase access to alternative school completion, transition programs, work study, and job-related programs - complete August, 2024.
- Assistant Superintendent for Secondary Education will evaluate district graduation requirements and procedures to identify any barriers - complete May, 2024.

Indicator 1.1b

- The Board of Education, Superintendent, and Chief Financial Officer will ensure the district demonstrates fiscal responsibility by maintaining three months of expenditures in reserves - ongoing with no completion date.
- Chief Operations Officer will facilitate the ongoing evaluation of facilities and technology to determine and implement maintenance needs, efficiencies, and measures, to support high-quality learning environments - ongoing with no completion date.

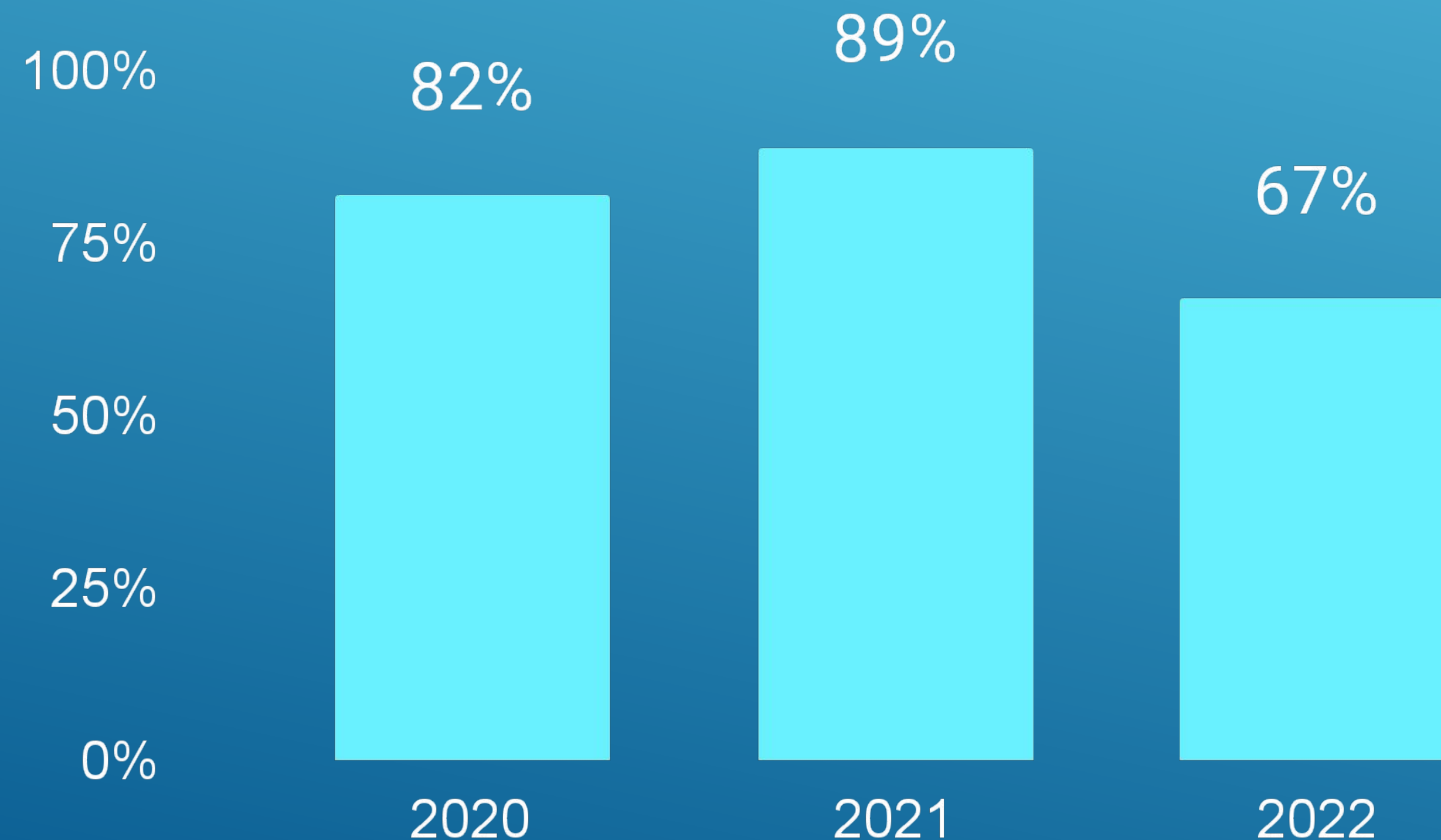
FUNDING SOURCES: Indicator 1.1 & 1.1b - Building Operating Budgets; Indicator 1.1a - Building Operating Budgets and Title I.D; Indicator 1.1b - District Bond Funds

Growth: Get them to school

Primary Goal 1.1

Ninety percent of scholars will attend school at least 90% of the time by the 2026-2027 school year. The percent will increase 5% each year, beginning in 2023-2024.

90/90 Attendance

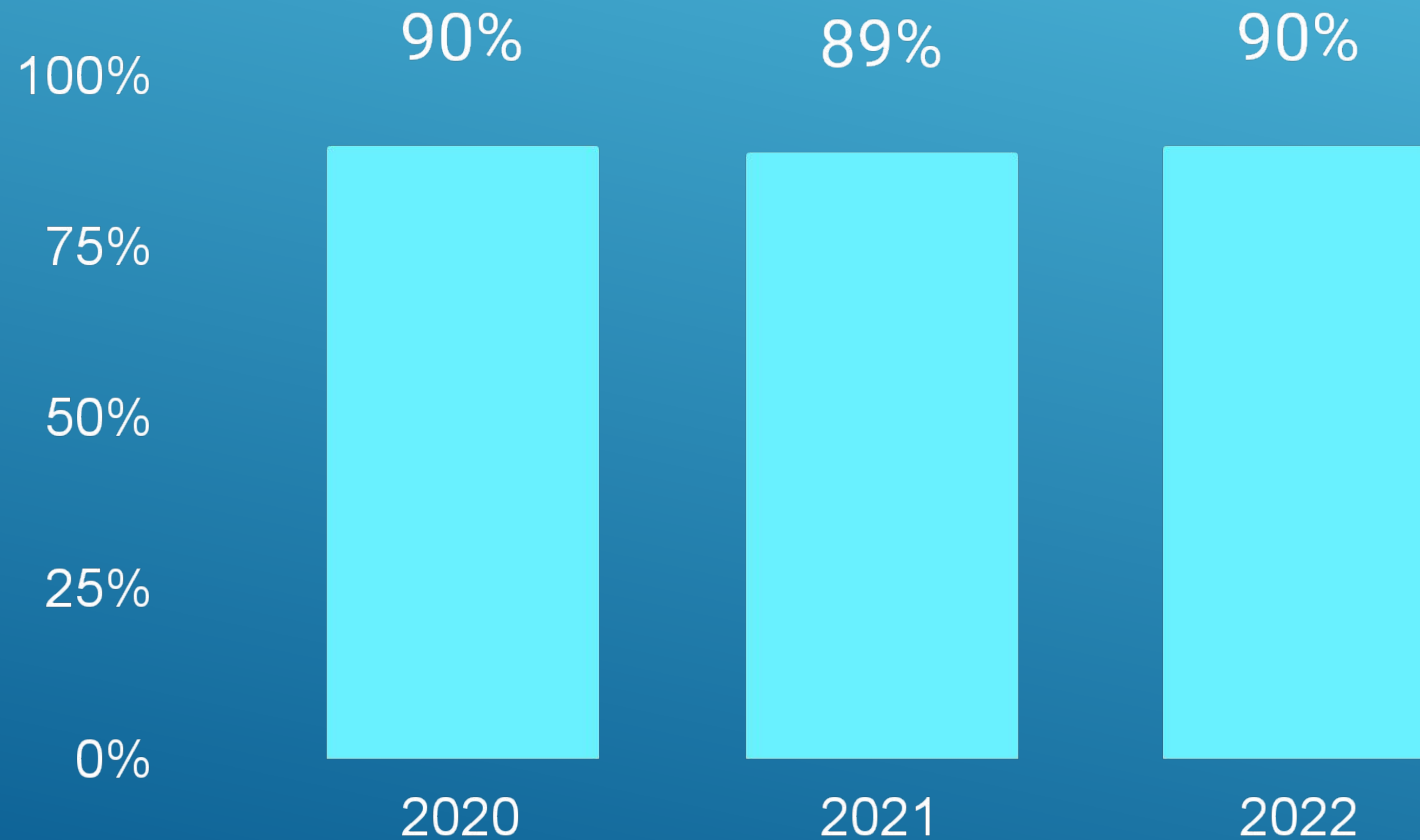


Growth: Get them to school

Indicator 1.1a

At least 92% of scholars will graduate within four years by the 2026-2027 school year.

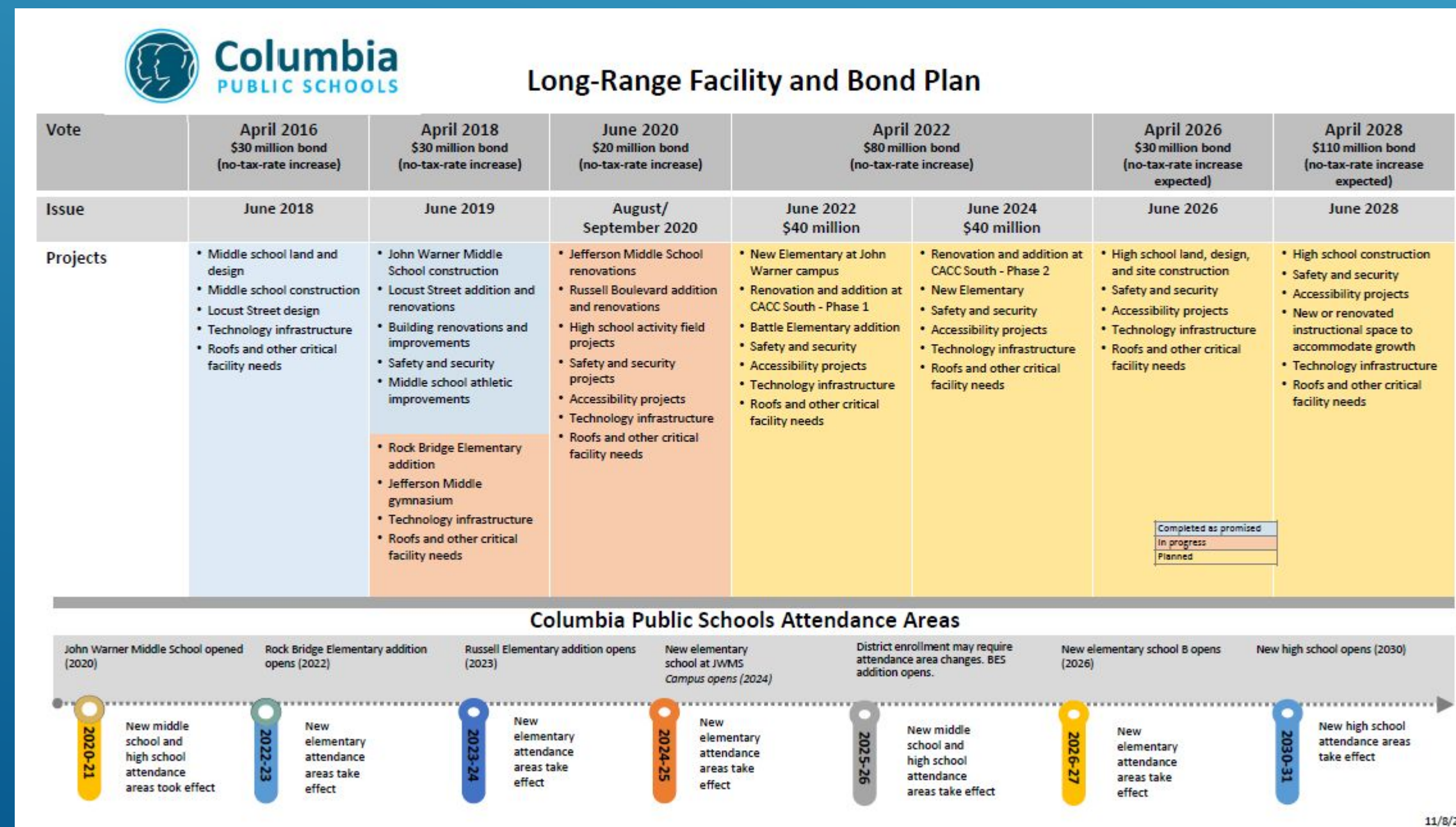
Graduation Rate



Growth: Get them to school

Indicator 1.1b

The district will implement long-range finance and facility plans that address - continued growth, maintaining high-quality facilities and consider innovative programming needs by evaluating existing facilities, building one elementary school and renovating the Career Center - completed 2026-2027.



COLUMBIA PUBLIC SCHOOLS 2020-21 BUDGET

LONG RANGE CAPITAL IMPROVEMENT AND FINANCING PLAN FOR 10 YEARS 2019-20 THROUGH 2029-30

Bond Issuance	Estimated Project Cost/Request	Desired Project Completion	Voter Authorization and Bond Issuance Proposal to Board of Education						Total
			April 2018 - \$30,000,000	April 2020 - \$20,000,000	April 2022 - \$80,000,000	April 2026 - \$30,000,000	April 2028 - \$110,000,000	April 2028 - \$110,000,000	
Project			Spring 2019	Spring 2020	Spring 2022	Spring 2024	Spring 2026	Spring 2028	
New Middle School Construction	\$ 5,000,000	July 2020	\$ 5,000,000						\$ 5,000,000
Middle School Athletic Field Projects	\$ 2,000,000	July 2020	\$ 2,000,000						\$ 2,000,000
High School Athletic Field Projects	\$ 3,300,000	July 2021		\$ 3,300,000					\$ 3,300,000
Jefferson Middle School Renovation Project	\$ 12,000,000	July 2023	\$ 6,000,000	\$ 6,000,000					\$ 12,000,000
Locust Street Expressive Arts Elementary Addition	\$ 6,500,000	Dec 2020	\$ 6,500,000						\$ 6,500,000
Rock Bridge Elementary Addition	\$ 7,000,000	July 2022		\$ 7,000,000					\$ 7,000,000
Russell Boulevard Elementary Addition	\$ 7,500,000	July 2022		\$ 7,500,000					\$ 7,500,000
Building Additions	\$ 4,500,000	July 2024			\$ 4,500,000				\$ 4,500,000
Land for New School									
New Elementary School Building	\$ 53,000,000	July 2026			\$ 25,000,000	\$ 28,000,000			\$ 53,000,000
Land and Design for New High School	\$ 25,000,000	July 2030					\$ 25,000,000		\$ 25,000,000
New High School	\$ 105,000,000	July 2030						\$ 105,000,000	\$ 105,000,000
Career Center Addition and Renovation	\$ 15,000,000	July 2026			\$ 7,000,000	\$ 8,000,000			\$ 15,000,000
Safety and Security Enhancement Projects	\$ 5,750,000		\$ 750,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,750,000
Technology Projects	\$ 5,312,500		\$ 1,062,500	\$ 1,000,000	\$ 1,000,000	\$ 750,000	\$ 1,500,000	\$ 1,500,000	\$ 5,312,500
Roofs, Tuckpointing, HVAC and Other Critical Projects (Critical projects may include but are not limited to, upgrade older facilities, ADA compliance, deferred maintenance, athletic facility upgrades, outdoor processes, solar panels)	\$ 11,450,000		\$ 1,450,000	\$ 2,000,000	\$ 1,250,000	\$ 1,750,000	\$ 3,000,000	\$ 2,000,000	\$ 11,450,000
Bond Fees	\$ 1,687,500		\$ 237,500	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 500,000	\$ 1,687,500
Total Issued	\$ 270,000,000		\$ 30,000,000	\$ 20,000,000	\$ 40,000,000	\$ 40,000,000	\$ 30,000,000	\$ 110,000,000	\$ 270,000,000

SUCCESS INDICATORS:

2.1a The number of office referrals for behavior will decrease by 10% by the 2026-2027 school year.

2.2a To increase morale and maintain excellent operations, the annual substitute teacher fill rate will increase to 80% by the 2026-2027 school year.

ACTION STEPS:

Indicators 2.1 & 2.1a

- School administrators will implement the district's Behavior Education Plan when assigning a consequence - complete in May, 2023.
- Chief Equity Officer will institute a regular review cycle of the Behavior Education Plan and provide ongoing implementation training - ongoing with no completion date.
- Chief Equity Officer will evaluate behavior support needs, including staffing needs, to provide assistance for schools - ongoing with no completion date.
- Principals will implement discipline-oriented Multi-Tier Systems of Support teams to mitigate discipline issues - ongoing with no completion date.
- Chief Equity Officer will require two equity trainings for each school each year and offer opportunities for Restorative Practices training - ongoing with no completion date.
- School and district administrators, in conjunction with the Boone County Schools Mental Health Coalition, will administer a checklist that focuses on the social and emotional well-being of each scholar - ongoing with no completion date.
- District and school administrators will ensure a safe and nurturing learning environment that meets the needs of all scholars - ongoing with no completion date.

Indicator 2.2

- Director of Assessment, Intervention, and Data will conduct an annual staff climate and culture survey - complete December, 2022.
- Assistant Superintendent for Human Resources, Chief Financial Officer, and Board of Education will review compensation rates for employees to attract and retain high-quality staff - ongoing with no completion date.
- Assistant Superintendent for Human Resources will establish a retention committee and a staff appreciation committee - complete August, 2023.
- Assistant Superintendent for Human Resources will review and refine the internal transfer process - ongoing with no completion date.
- Assistant Superintendent for Human Resources and Director of School Improvement will evaluate the effectiveness of the Teacher Induction Program - complete May, 2024.

Indicator 2.2a

- Assistant Superintendent for Human Resources and Director of Assessment, Intervention, and Data will analyze substitute data to identify challenge areas - complete December, 2022.
- Assistant Superintendent for Human Resources, Chief Financial Officer, and Board of Education will review compensation rates for substitutes to attract and retain high-quality substitute staff - ongoing with no completion date.
- Assistant Superintendent for Human Resources and the district's substitute services provider will continue aggressive recruitment and marketing, including incentives to increase fill-rates, job fairs, and soliciting feedback from substitutes - ongoing with no completion date.
- Assistant Superintendent for Human Resources and principals will develop flexible scheduling, allowing substitutes to job-share - ongoing with no completion date.

FUNDING SOURCES:

Indicator 2.1, 2.1a - District Professional Development Funds, District Salary Fund, Building Operating Funds, District Bond Funds

Indicator 2.2 - Title IIA and District Professional Development Funds, Human Resources Operating Budget, AID Operating Budget, District Salary Budget

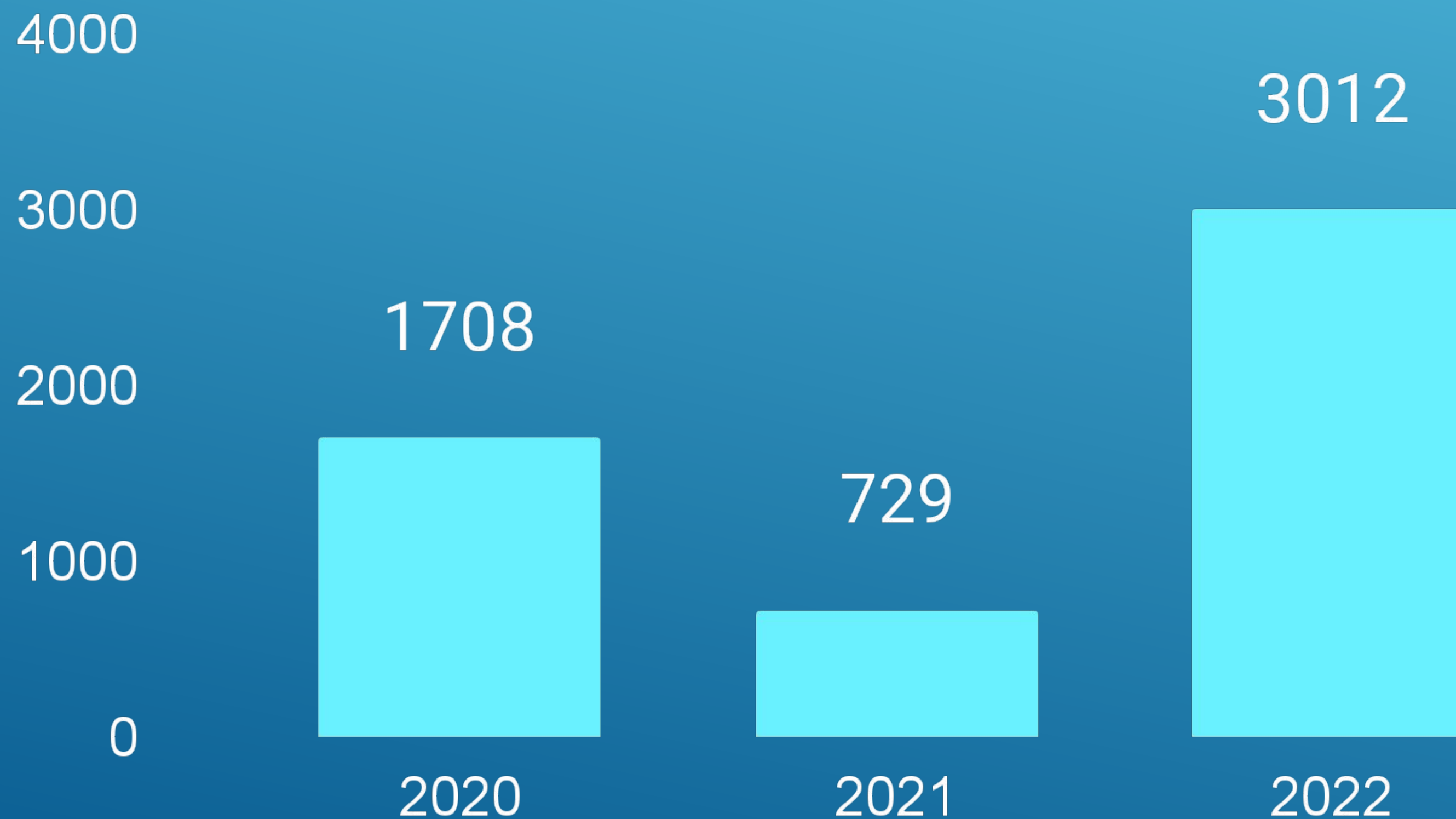
Indicator 2.2a - District Substitute Budget and Human Resources Operating Budget

Innovation: Keep them in class

Primary Goal 2.1

The number of out-of-school suspensions will decrease by 50% by the 2026-2027 school year. The number will decrease by 10% each year.

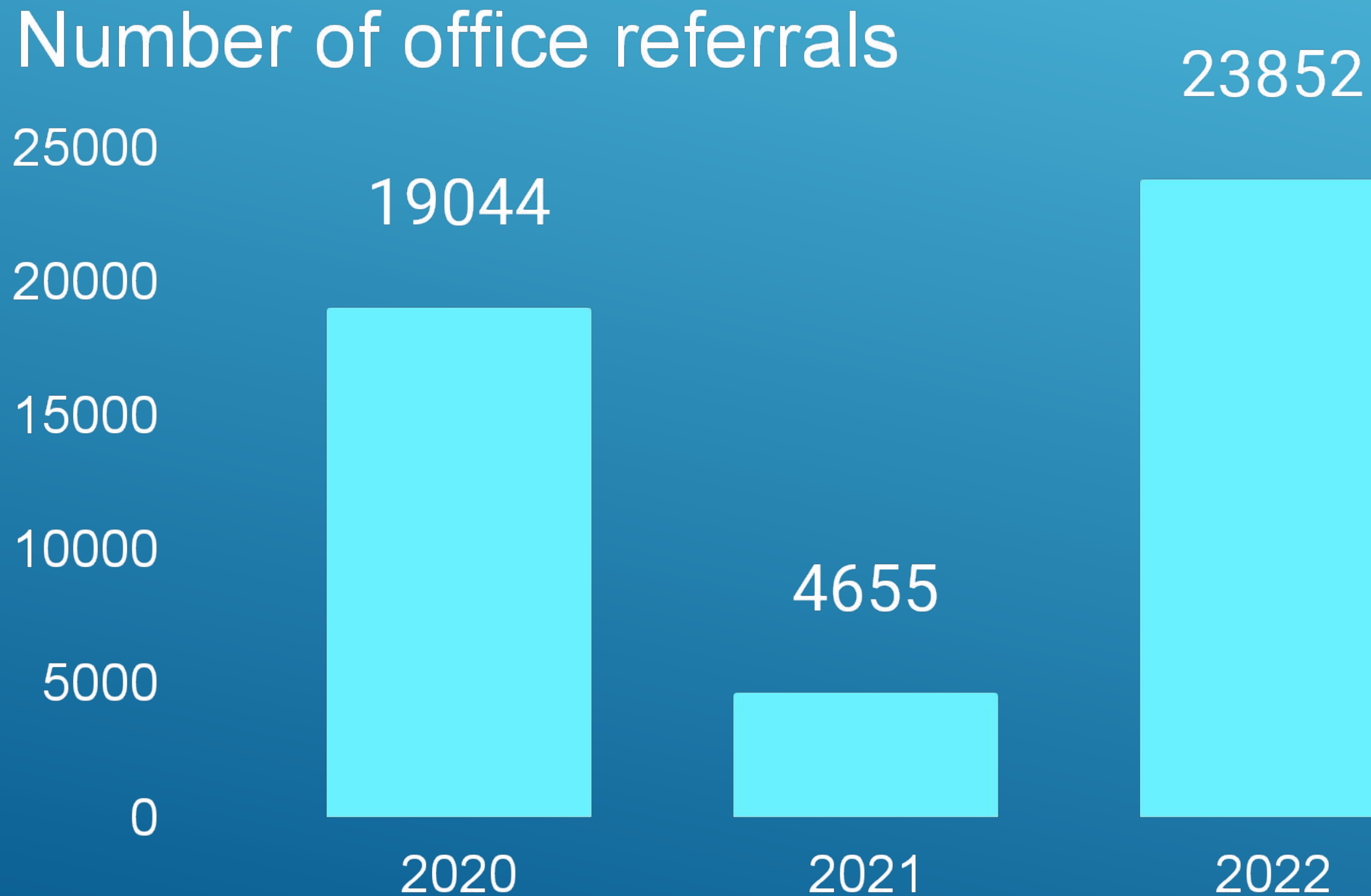
Number of OSS Incidents



Innovation: Keep them in class

Indicator 2.1a

The number of office referrals for behavior will decrease by 10% by the 2026-2027 school year.

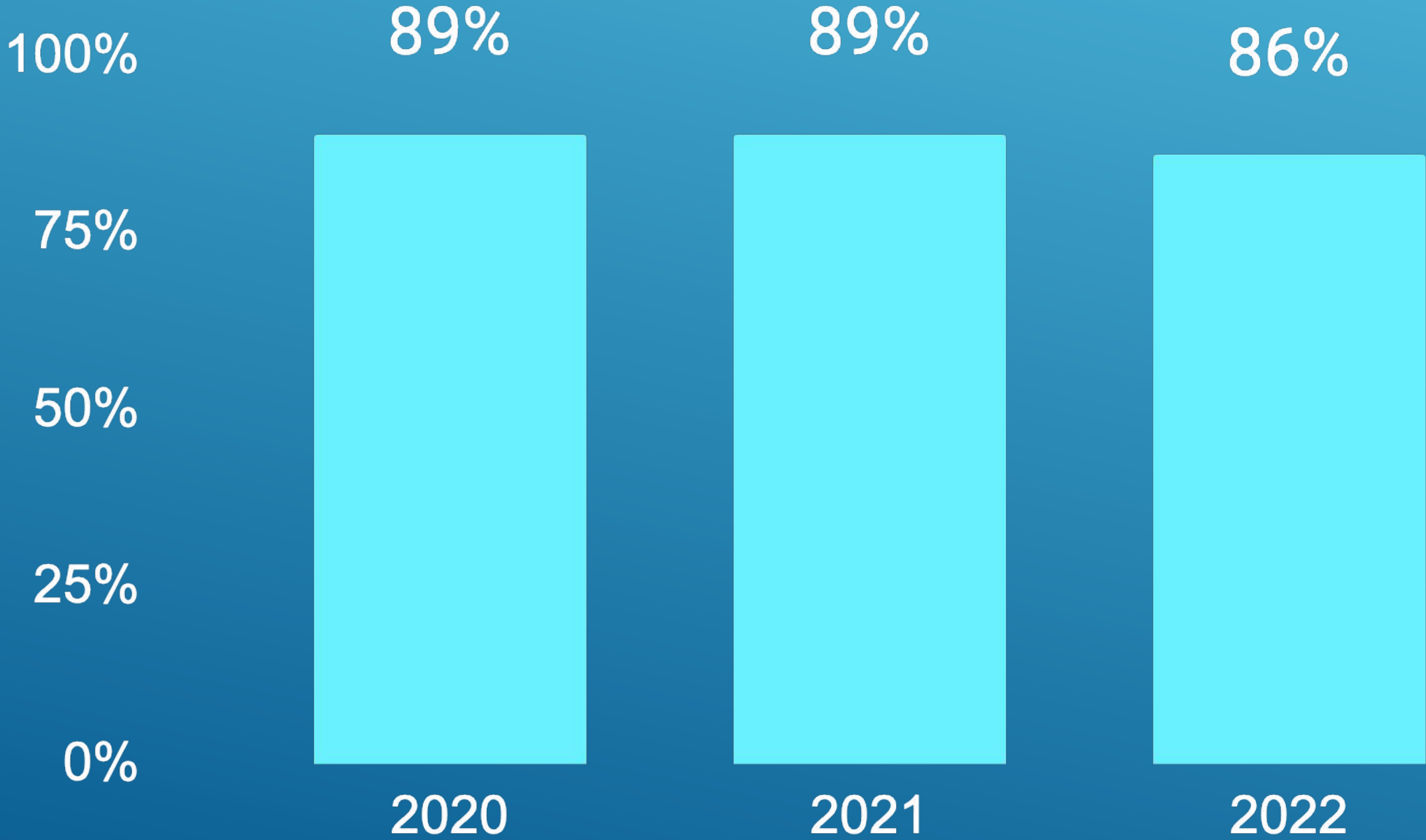


Innovation: Keep them in class

Primary Goal 2.2

The percent of teachers retained each school year will increase to 90% by the 2026-2027 school year.

Teacher Retention

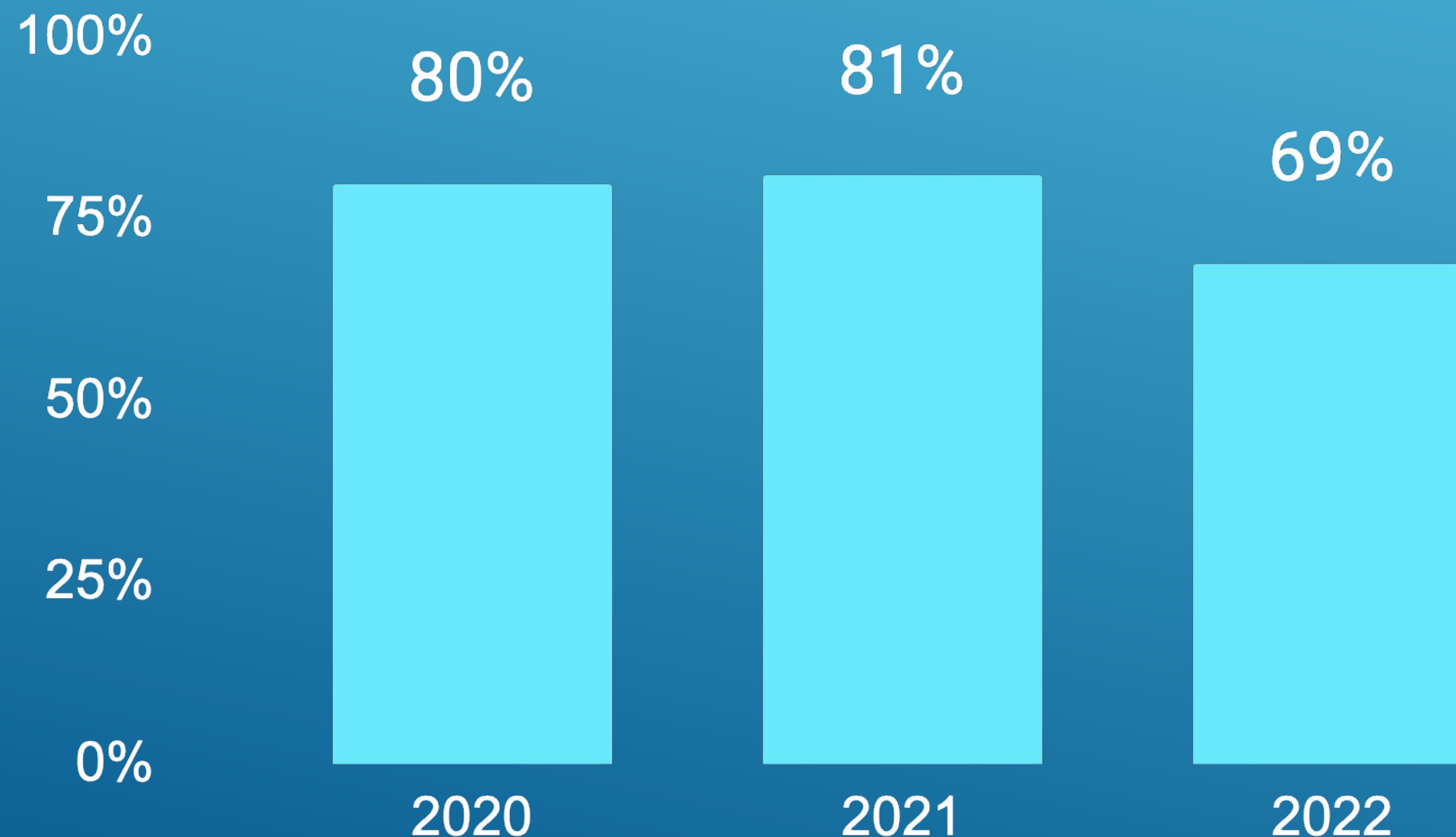


Innovation: Keep them in class

Indicator 2.2a

To increase morale and maintain excellent operations, the annual substitute teacher fill rate will increase to 80% by the 2026-2027 school year.

Substitute Fill Rate



SUCCESS INDICATORS:

3.1a The number of scholars enrolled in college-level courses will increase by 10% by the 2026-2027 school year.

3.1b The average ACT score of graduates will continue to exceed state and national averages.

ACTION STEPS:

Indicator 3.1

- Director of Curriculum and Instruction will implement tutoring services for scholars and expand after-school tutoring partnerships - ongoing with no completion date.
- Superintendent will identify and implement a district organizational structure that prioritizes scholar achievement - complete July, 2023.
- Assistant Superintendents for Elementary and Secondary Education and building principals, will ensure that academic Multi-Tier Systems of Support are implemented at all levels and than scholars who need interventions are receiving them - complete May, 2025.
- Superintendent and Cabinet will conduct Principal-led Data Days, where building principals present their building data, plans for improvement, and building celebrations. Principals will also share their building data with the Board of Education - ongoing with no completion date.
- Superintendent and district administrators will complete classroom visits and instructional walks to observe high-yield instructional strategies - ongoing with no completion date.
- School and district administrators will engage in instructional observations and Principal-led Data Walks in cohort groups - ongoing with no completion date.
- Assistant Superintendents for Elementary and Secondary Education will evaluate instructional supports to determine additional staffing needs - ongoing with no completion date.

Indicators 3.1a & 3.1b

- Director of Curriculum and Instruction will expand Dual Credit offerings and Early College programming - ongoing with no completion date.
- Assistant Superintendent for Secondary Education and high school building principals will partner with Equal Opportunity Schools to increase participation of underrepresented groups in college level courses - complete May, 2024.

FUNDING SOURCES:

Indicator 3.1 - ESSER, Title II.A Funds, District Salary Budget

Indicator 3.1a & 3.1b - Curriculum & Instruction Operating Budget and Assistant Superintendent for Secondary Education Budget

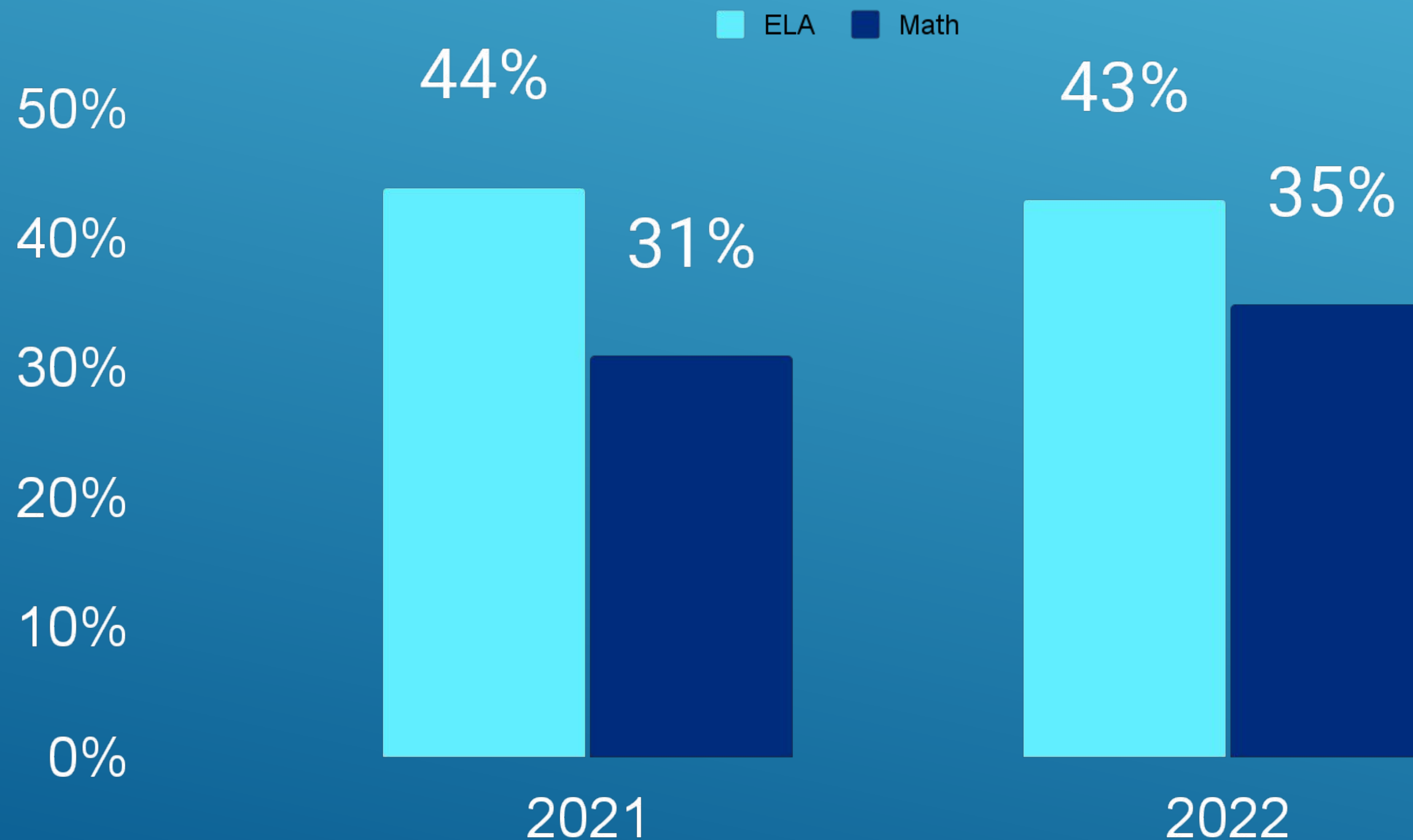


Achievement: Catch them up and advance them further

Primary Goal 3.1

The percent of scholars who are proficient or advanced on MAP will increase by 3% each year in Communication Arts and Mathematics, starting in the 2023-2024 school year.

MAP

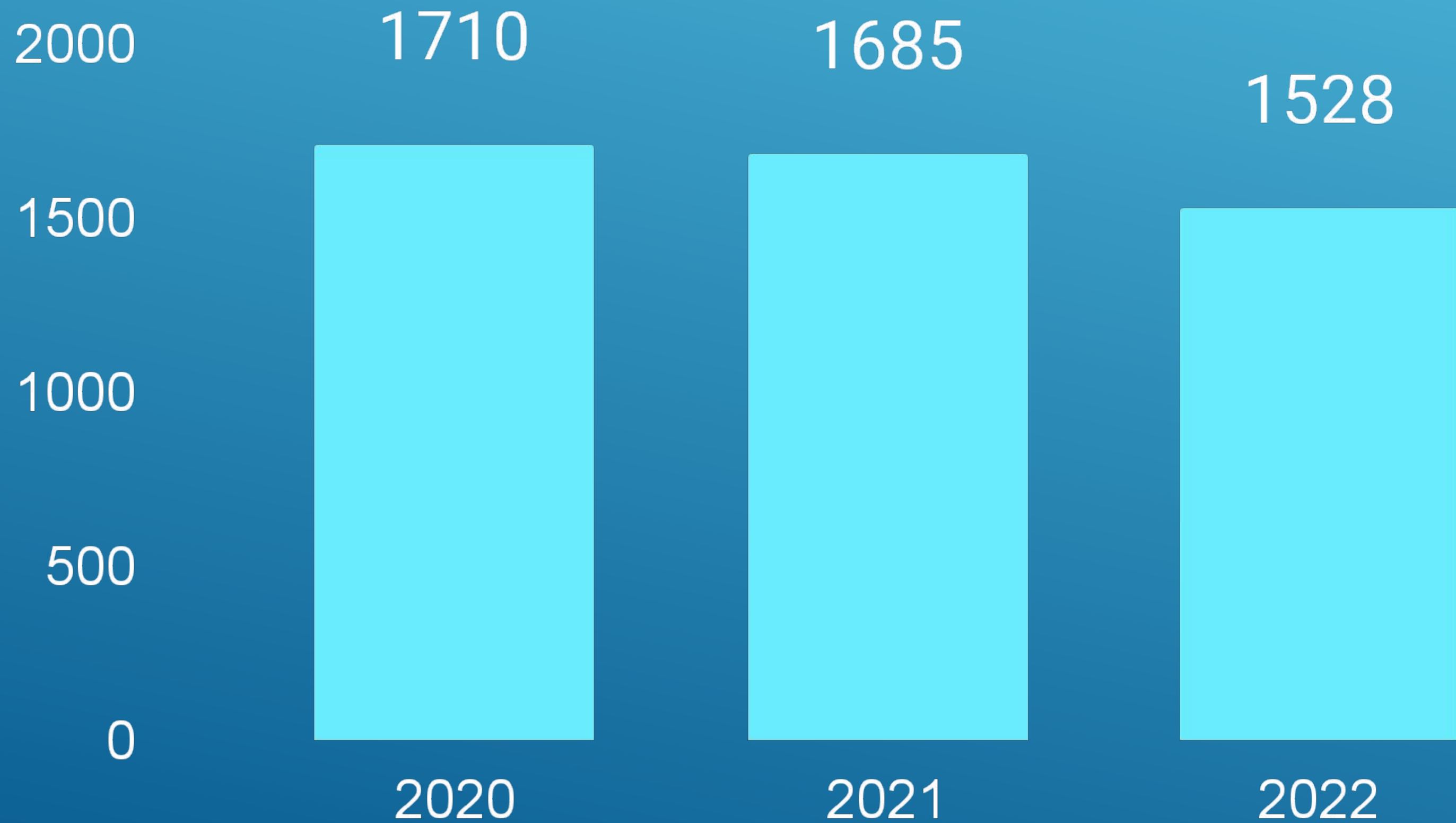


Achievement: Catch them up and advance them further

Indicator 3.1a

The number of scholars enrolled in college-level courses will increase by 10% by the 2026-2027 school year.

Advanced Courses



Achievement: Catch them up and advance them further

Indicator 3.1b

The average ACT score of graduates will continue to exceed state and national averages.



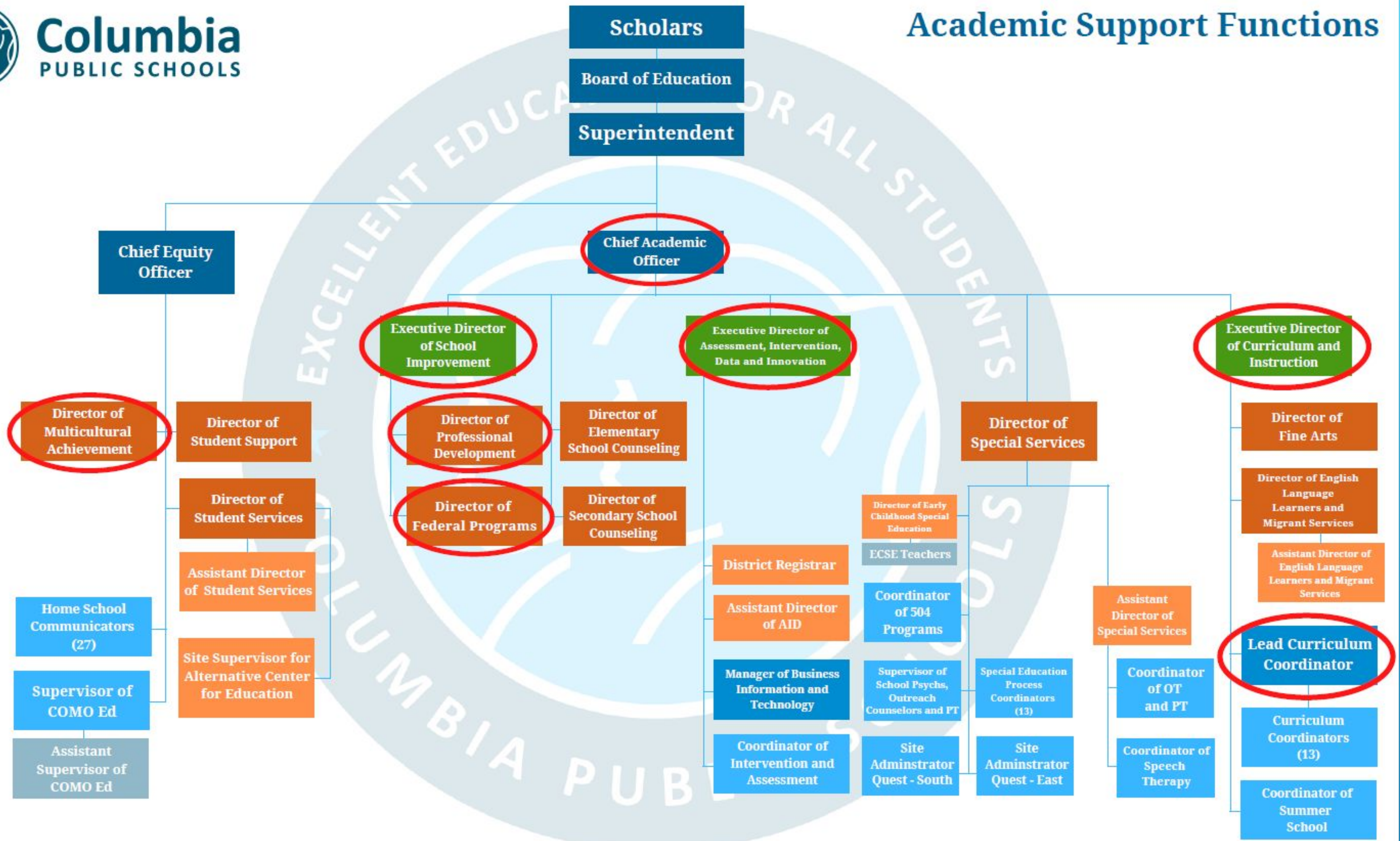
Achievement: Catch them up and advance them further

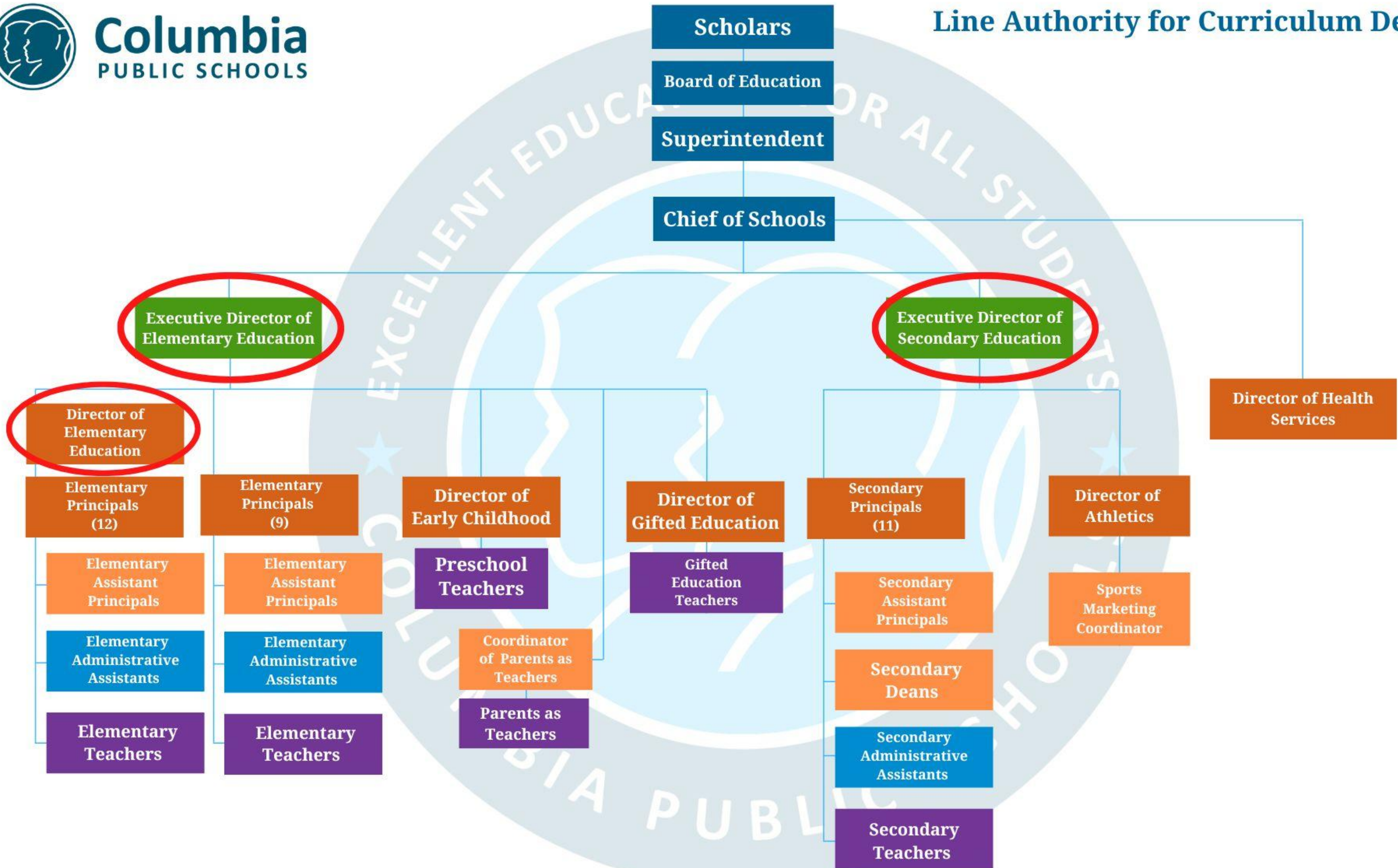
3.1 Action Step

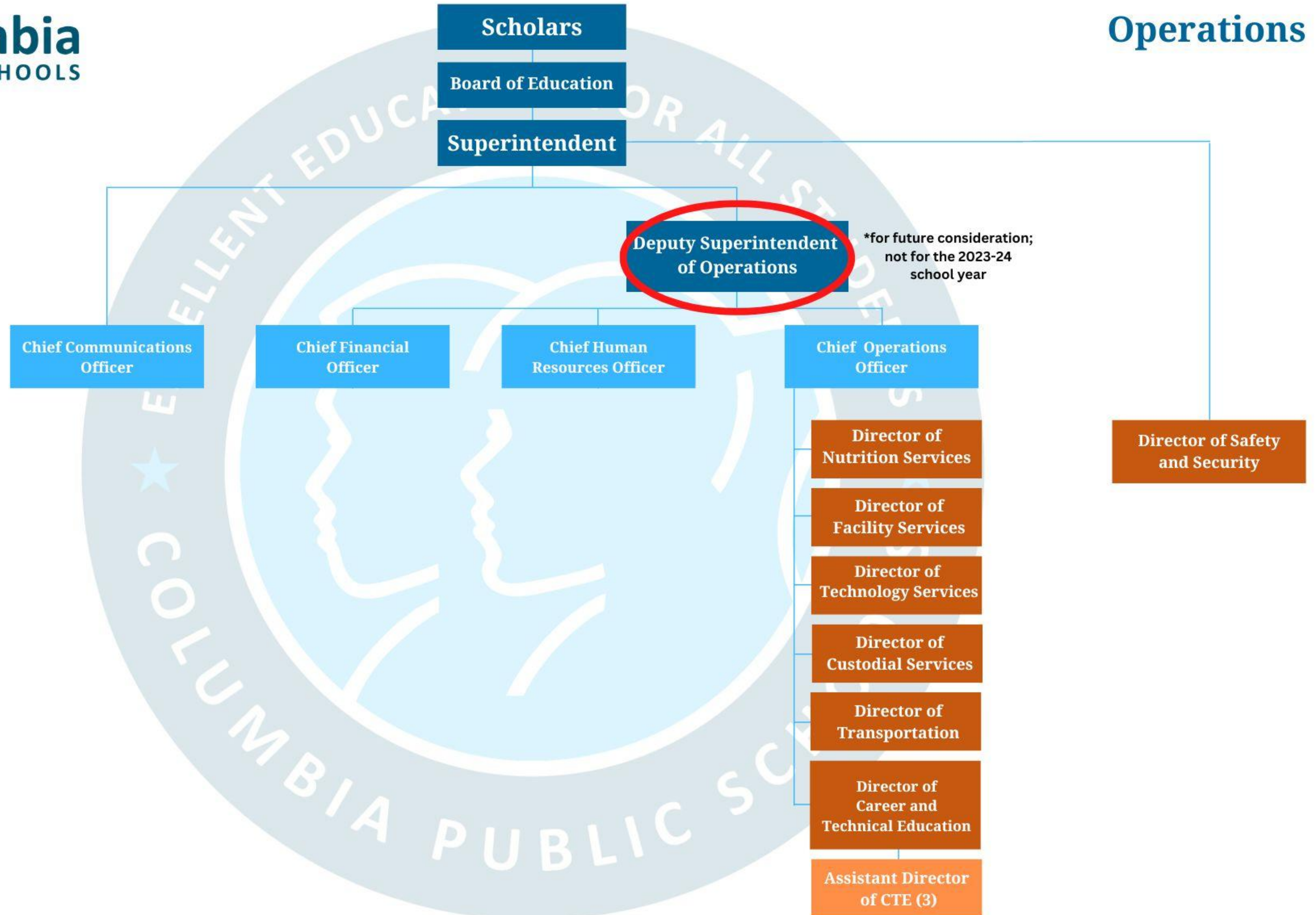
Organizational Structure

Superintendent will identify and implement a district organizational structure that prioritizes scholar achievement - complete July, 2023.



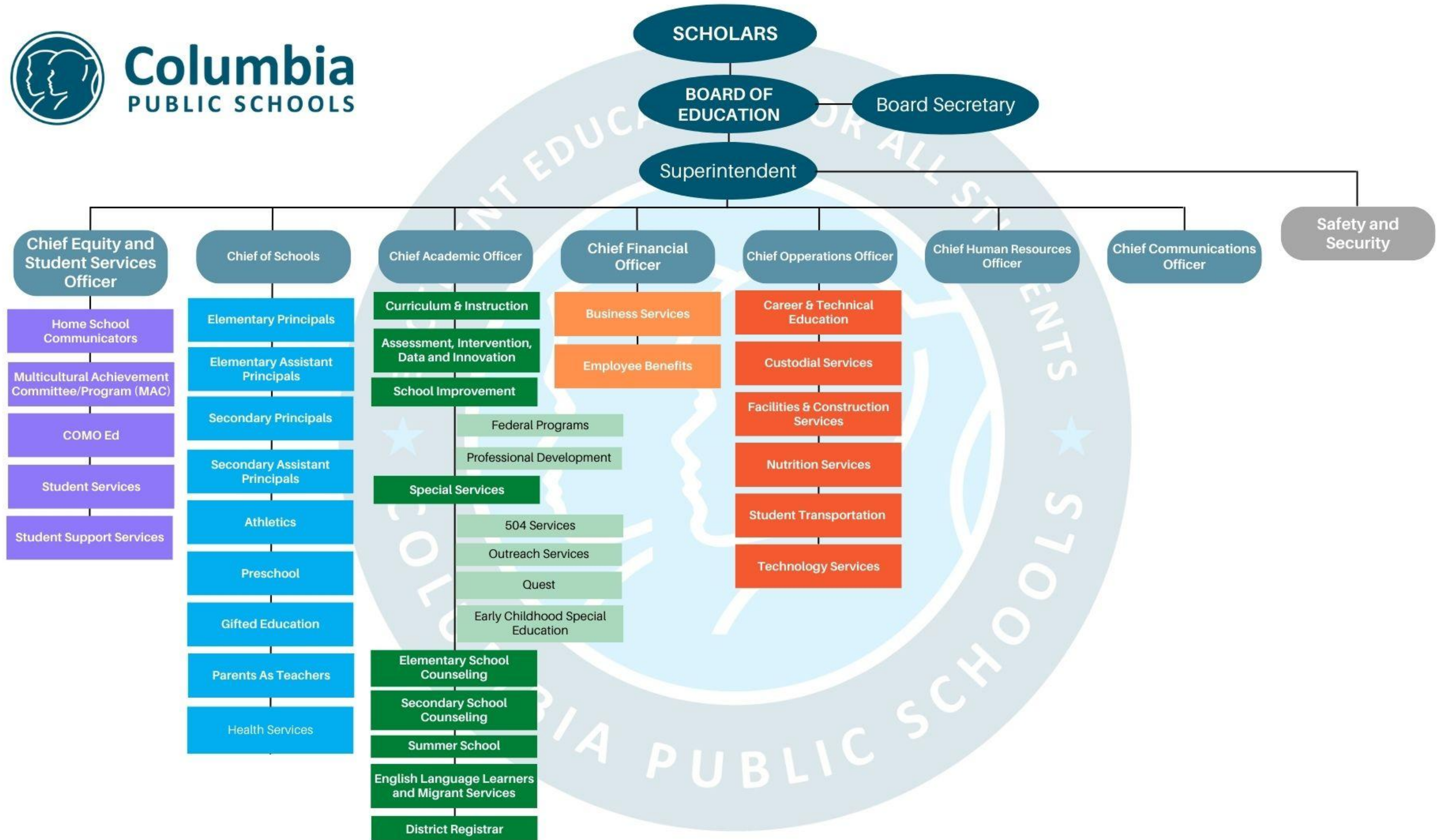








Columbia
PUBLIC SCHOOLS



Title	Amount	Description
Deputy Superintendent of Operations	\$0	Hold off on filling
Executive Director of Elementary Education	\$0	Position from previous Executive Director
Executive Director of Secondary Education	\$120,000	New position
Executive Director of Assessment, Intervention, Data and Innovation	\$10,000	Title change only, increase to salary
Executive Director of School Improvement	\$10,000	Title change only, increase to salary
Director of Multicultural Achievement	\$20,000	Title change only, increase to salary
Director of Professional Development	\$100,000	New position
Director of Federal Programs	\$100,000	New position
Director of Elementary School Counseling	\$10,000	Title change only, increase to salary
Director of Elementary Education	\$100,000	New position
Director of Health Services	\$10,000	Title change only, increase to salary
Director of Student Services	\$20,000	Title change only, increase to salary
Assistant Director of Student Services	\$20,000	Title change only, increase to salary
Director of Student Support Services	\$0	Title change only
Lead Curriculum Coordinator	\$10,000	Responsibilities added to existing position



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