

**Columbus Municipal School District
Strategic Plan
2013-2014**

Goal 1

All students will read on grade level by the end of 3rd Grade by 2016

- A. Provide awareness and training for parents to increase reading in the home**
 - 1. Provide workshops in schools and throughout the community to share the importance of early literacy, analyze assessment reports, modeling read alouds and strategies for effective reading. (Parent Academies)**
 - 2. A minimum of 4x per year: sign in sheets to quantify participation and surveys to determine effectiveness of content**
 - 3. Acquire/secure funds to supply students with books for home libraries (RIF, etc)**
 - a. New Books will be provided 3x yearly or as resources allow**

- B. Develop Standards based report cards for PreK-3**
 - 1. Develop district-wide pacing guides and common assessments**
 - 2. Develop assessment protocols for standards based report cards**
 - a. Revisited each grading period**
 - 3. Review and revise district promotion and retention policy**
 - a. Select a committee to research best practice and make recommendations**

- C. Implement Universal Screening in grades PreK-3**
 - 1. Administer District Wide Universal Screener**
 - a. 3x yearly to make instructional decisions**
 - 2. Decide upon a district-wide universal screener to measure reading fluency**
 - a. 3x yearly to make instructional decisions**

- D. Provide Professional Development that focuses on literacy strategies**
 - 1. Provide focused PD based on data from teacher observations and teacher surveys**
 - 2. Explore strategies such as guided reading, balanced approach to literacy, and performance-based literacy**
 - a. Determine best strategy for CMSD**
 - b. Develop a district-wide implementation plan**
 - c. Provide training and support for implementation**

3. Consider hiring a district literacy, writing and data coach
4. Determine the feasibility of implementing a phonics based program in grades K-2 (Saxon Phonics)
5. Utilize a web-based system of monitoring reading practice to increase time spent on reading
6. Utilize job embedded PD
 - a. Conduct weekly PLC's to share strategies and peer coaching of data supported best practices

Goal 2

Increase Student Achievement as Measured by State, National and International Standards

- A. Student achievement will increase as measured by State, National and International Standards
 1. The percentage of students in grades 3-8 meeting or exceeding the state Language Arts performance standards will increase from 50% to 51.5%.
 2. The percentage of students in grades 3-8 meeting or exceeding the state Math performance standards will increase from 55.9% to 57.5%
 3. The percentage of students in grades 3-8 meeting or exceeding the state Science performance standards will increase from 41% to 43%.
 4. The percentage of students in grades 3-8 showing growth as measured by the state assessment will increase from 59% to 60.77% in the area of Language Arts.
 5. The percentage of students in grades 3- 8 showing growth as measured by the state assessment will increase from 62.4 % to 64.2% in the area of Math.
 6. The percentage of students in the bottom 25% showing growth will increase from 54.3% to 55.9% in Reading.
 7. The percentage of students in the bottom 25% showing growth will increase from 53.6% to 55.2% in Math.
 8. The percentage of students in the bottom 25% showing growth will increase from 67.9% to 69.9% in Science.
 9. The percentage of students passing the SATP will increase in each tested area.
- B. Support a culture of data driven instructional decision making and intervention annually
 1. Teachers will review student performance data at weekly PLC meetings

2. Implement bi-annual parent conferences to review student performance data
3. Hold monthly Principal PLC meetings focused on data, instructional processes, and Mississippi Principal Evaluation System (MPES) with training and embedded support
4. Fully implement Mississippi Statewide Teacher Evaluation Rubric (MSTAR) and Mississippi Principal Evaluation System (MPES) with training and embedded support
5. Administer district-wide common assessments in English/Language Arts, Math and Writing, and utilize results to change instruction
6. Administer weekly 6-item assessments that include Common Core items, and use results to drive instruction

C. Monitor research based instructional best practices daily

1. Principals will ensure that teachers are actively engaged in weekly PLC meetings to identify Instructional Best Practices as evidenced by MSTAR
2. Principals will monitor weekly teacher implementation of instructional best practices through lesson plan review & classroom observation as evidenced by MSTAR
3. Principals will utilize MSTAR to align observation, evaluation and instructional practices
4. Principals will utilize MPES to set goals for principal performance
5. Provide training in the area of rigor and relevance
6. Provide training and support for Response to Intervention (RtI) in all schools
7. Provide training and support for Positive Behavior Intervention Support (PBIS)

D. Implement and monitor the fidelity of implementation of the "Common Core State Standards" curriculum in K-12

1. Implement Summer Teacher Institute to provide strategic Common Core Training
2. Monitor teacher implementation of CCSS through classroom observation with MSTAR
3. Generate pacing guides and common assessments district-wide
4. Administer district-wide common assessments in the areas of language arts and math at the end of every nine weeks

5. Utilize results of formative and summative assessments to address weaknesses and provide enrichment

E. Develop and implement a professional development program that fully aligns with "Learning Forward Standards for Professionals" by August 2014

1. Develop an annual district PD calendar
2. Review student data annually to assess PD needs
3. Correlate all PD to current and MDE required initiatives, best practices and teaching standards

F. The graduation rate will increase from 67.9% to 81% by 2017

1. Establish a District Promotion Committee to develop criteria and procedure for promotion when ready by August 2013
2. Establish innovative graduation options by December 2013
3. The graduation rate will increase from 67.9% to 81% by 2017, in accordance with MDE guidelines
4. Form a drop-out prevention committee
 - a. Meet at least quarterly to review progress
5. Provide support and training for high school counselors to identify potential dropouts and plan remediation
6. Counselors will identify existing barriers and plan solutions
7. Reduce retention rates in grades K-2
8. Target sub groups through data that need additional support to meet graduation requirements
9. Ensure that the response to intervention (R+I) process is implemented with fidelity through training and monitoring
10. Increase collaboration between the middle and high school
11. Counselors will provide students with MDE approved options to meet Graduation requirements when they finish to pass the SATP Exams

Goal 3

Recruit, Train, and Retain Highly Effective Teachers, Administrators and Staff

- A. Implement Professional Learning Communities for Principals, once monthly

- B. Conduct an annual salaries and benefits audit to ensure equity and competitiveness with similar school district for all employees annually
 - 1. Acquire local supplement and salary schedules for schools in comparable school districts
 - 2. Conduct a comparative analysis of pay scales annually and address the inequities as budget allows
- C. Create programs that prepare, develop, and support teachers and administrators annually
 - 1. Conduct a Needs Assessment to identify the PD needs each Spring
 - 2. Create a PD plan for the upcoming school year by April of each year
- D. Implement a “new teacher” induction and mentoring support system annually
- E. Implement, with fidelity, district, state, and/or national employee evaluation annually
 - 1. Fully train teachers and administrators on the Mississippi Teacher Appraisal (MSTAR)
 - 2. Fully train administrators on the Mississippi Principal Evaluation System (MPES)
- F. The teacher attendance rate will increase

Goal 4

Deliver an Equitable and Adequate Financial System that Reflects Fiscal Responsibility and Transparency

- A. Provide monthly budget reports of expenditures, obligations and transactions at the board meetings and posted on the Board’s Resources in Board Book site
 - 1. Monthly board agenda reports (Board Book)
 - 2. Monthly updates of the district website (www.columbuscityschools.org)
 - 3. Timeline–Monthly
- B. Prepare an annual financial statement and have an independent external audit
 - 1. Board approved financial statements and minutes kept on file
 - 2. Board approved financial report from independent external auditor kept on file and available for public review
- C. Principals annually seek budget input from stakeholders (parents, teachers, students & community)
 - 1. Principals survey or meet with parent groups to collect input

- D. District Management Team meets annually with principals to seek budget input
 - 1. District Management Team schedules meetings with principals no later than March of each year to collect budget input
- E. District holds annual budget hearings to seek public input, including the Board of Trustees
 - 1. District management Team schedules meetings with members of the Board of Trustees to gain budget input
 - 2. District Management Team schedules a public budget meeting
- F. Prepare a comprehensive budget report that reflects the fiscal standing of the district
 - 1. District Management Team prepares a budget reflecting input from stakeholders that is based on the appropriate revenues
 - 2. Budget is prepared within the state mandated timeline
 - 3. Budget reflects accounting laws of the state of MS

Goal 5

Provide safe, secure and well-maintained facilities

- A. Prior to the start of school, each committee will review and update the school safety plan
 - 1. Within the first month of school the plan will be shared with the faculty and staff
- B. A committee will identify and create a district researched – based school positive behavior support system
 - 1. Introduce and train faculty for implementation
 - 2. Review/revise the plan by the start of the next school year
 - 3. The number of discipline referrals will decrease at each school
 - 4. Students will have an increased positive attitude about the safety of this school
 - 5. Parents will have an increased positive attitude about the safety of this school
 - 6. Student attendance will increase
- C. Faculty and staff will report continuously immediate repair needs to the appropriate authorities
 - 1. Administrators will conduct an annual review of the facility/infrastructure each

March for major repairs to be addressed during the summer of budgeted for the next year

- D. Training will be provided to faculty and staff in the areas of the most common types of staff accidents
 - 1. A district committee will be selected to set up and provide training
 - 2. The district committee will monitor the frequency and type of accidents within the district

Goal 6

Provide leadership to the Board and District Management Team in following policy and Mississippi Public School Accountability Standards

- A. Create a district policy – review and revision process
 - 1. Create a policy review and revision committee and process
 - 2. Seek the guidance from MSBA
- B. Provide training and awareness to principals, and district management team on the Mississippi Public School Accountability Standards
 - 1. Discuss various standards at each principal Professional Learning Committee Meeting
 - 2. Secure MDE and other trainers to provide expert training in the district
 - 3. Conduct building walk-throughs to check compliance with Mississippi Public School Accountability Standards