

# **Columbus Municipal School District STRATEGIC PLAN 2022-2027**



## **MISSION**

*The Columbus Municipal School District will provide students the skills necessary to be college, work force, or enlistment ready by building bridges among students, parents, community, and all district employees.*

## **VISION**

*Student Centered - Excellence Driven*



## STRATEGIC PLAN 2022-2027

**DRIVE** is the acronym CMSD has adopted to reflect the key components of our strategic plan. **DRIVE** stands for:

**D** – Develop and utilize data-driven decision-making process(es) to increase student achievement and growth.

**R** – Recruit and retain highly effective teachers and staff throughout the district.

**I** – Innovative strategies to improve parental and community engagement.

**V** – Value fiscal prudence and transparency.

**E** – Establish a safe environment for all students and staff.

**D – Develop and utilize data-driven decision-making process(es) to increase student achievement and growth.**

Action Steps	Strategies	Responsible Parties	Indicators of Success	Timeline	Resources Evidence of Success
<b>1. Focus on individualized instruction</b>	<ul style="list-style-type: none"> <li>• Provide teachers with professional development opportunities that will give them more knowledge about individualizing instruction</li> <li>• Allow additional time in the schedule for support and reinforcement of the bottom 25% of students to attain mastery of grade-level standards</li> <li>• Provide intensive, continuous support for students identified in the bottom 25%</li> </ul>	Superintendent, Assistant Superintendent, Leadership Team, Building Administrators, Instructional Staff, Interventionists, Academic Coaches, Case Managers, and Support Staff	<ul style="list-style-type: none"> <li>• Decrease the number of students below grade level by 10%</li> <li>• Diagnostic results and District Common Assessments reflecting 44% Proficiency</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• District/MDE Purchased Curriculum <ul style="list-style-type: none"> <li>• iReady components</li> <li>• Educational Leadership Solutions (ELS)</li> </ul> </li> <li>• Research-based instructional strategies (Florida Center for Research, West Virginia Phonics, etc.</li> <li>• Phonics for Reading Books</li> <li>• Annual Growth Monitoring Template</li> <li>• Bridges Interventions for Math (Elementary)</li> <li>• Paper (Online Tutoring Program)</li> <li>• MyView Literacy</li> </ul>

	<ul style="list-style-type: none"> <li>• Conduct bi-weekly reviews and monitoring of data on special population students (English Learners, Special Education, homeless, foster care, etc)</li> <li>• Individualize instruction based on data from state assessments, district assessments, and classroom performance</li> </ul>				
<b>2. Districtwide horizontal and vertical curriculum alignment</b>	<ul style="list-style-type: none"> <li>• Schedule and provide training for administrators and teachers on curriculum alignment</li> </ul>	Leadership Team, Building Administrators, Instructional Staff, and Support Staff	<ul style="list-style-type: none"> <li>• 50% participation (with a 10% increase each year thereafter) in collaboration with grade level teachers vertically and horizontally</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• Professional Development Calendar</li> <li>• Sign-in sheets with Agendas</li> <li>• Best Practices Research</li> <li>• MDE Instructional Documents</li> </ul>

					<ul style="list-style-type: none"> <li>• State Assessment Results</li> <li>• MTSS Tier Information</li> </ul>
<b>3. Restructure schools to confine focus and expectations</b>	<ul style="list-style-type: none"> <li>• PreK-2<sup>nd</sup> grade-level school</li> <li>• 3rd-5<sup>th</sup> grade-level school</li> <li>• 6<sup>th</sup> grade-level school</li> <li>• 7<sup>th</sup>-8<sup>th</sup> grade-level school</li> <li>• 9<sup>th</sup> grade-level school</li> <li>• 10<sup>th</sup>-12<sup>th</sup> grade-level school</li> </ul>	Board of Trustees, Superintendent, District Level Administrators, School Administrators, Instructional Staff, Parents, and Community	<ul style="list-style-type: none"> <li>• 80% buy-in from stakeholders</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• Research from schools that restructured</li> <li>• Survey and Needs Assessment Results</li> <li>• Parent/Student/Community Surveys</li> </ul>
<b>4. Elevate technology capabilities to meet the needs of classroom instruction</b>	<ul style="list-style-type: none"> <li>• Maintain network stability</li> <li>• Ensure each student has a working laptop</li> <li>• Technology needs of employees met</li> </ul>	Assistant Superintendent of Operations, Management of Information Systems (MIS) Department, and Building Administrators	<ul style="list-style-type: none"> <li>• 10% percent decrease in network outages</li> <li>• 5% percent decrease in technology tickets</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• MIS Ticketing System</li> <li>• Asset Tracking Software</li> <li>• Network monitoring system implemented with Bid 679</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase MIS staff to meet the district's technology demands</li> </ul>		<ul style="list-style-type: none"> <li>• 10% decrease in the number of reported missing devices</li> <li>• Increasing MIS staff until each school has 1 designated support staff</li> </ul>		
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**R – Recruit and retain highly effective teachers and staff throughout the district.**

<b>Action Steps</b>	<b>Strategies</b>	<b>Responsibilities Parties</b>	<b>Indicators of Success</b>	<b>Timeline</b>	<b>Resources Evidence of Success</b>
<b>1. Develop an effective mentorship program for new CMSD employees</b>	<ul style="list-style-type: none"> <li>• Provide orientation for new employees</li> <li>• Assign beginning teachers to veteran teacher leaders</li> <li>• Provide classroom management strategies</li> <li>• Stipends for Mentors and</li> </ul>	School Administrators, Instructional Staff, Academic Coaches, Support Staff, Leadership Team, and Contractual Partners	<ul style="list-style-type: none"> <li>• 80% teacher retention rate, with an increase of 5% each year</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• District Policies</li> <li>• Mentoring Program Protocol</li> <li>• Classroom Organization and Management Program (COMPS) Training and Manuals</li> </ul>

	Mentees in the Mentoring Program				
<b>2. Review/revise district pay scales to ensure they are competitive</b>	<ul style="list-style-type: none"> <li>• Increase district supplements</li> <li>• Offer a sign-on incentive</li> <li>• Increase duration time for incentive pay (multiple years)</li> <li>• Implement raises for existing staff</li> <li>• End pay cap</li> <li>• Merit-based raises for classified employees based on yearly performance appraisal</li> </ul>	HR Department, Superintendent, Assistant Superintendents, Business Office, and Board of Trustees	<ul style="list-style-type: none"> <li>• 80% retention rate among teachers and administrators, with a 5% increase each year</li> <li>• Pay scales are competitive to other districts</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• Pay Scale Comparison Document Reflecting Compared Positions</li> <li>• Rates of Pay</li> <li>• Number of Days of Work</li> </ul>
<b>3. Establish/train a CMSD Recruitment Committee</b>	<ul style="list-style-type: none"> <li>• Form committees of teacher leaders/district employees to visit job fairs</li> </ul>	Leadership Team, Administrators, Lead Teachers, and District Academic Coaches	<ul style="list-style-type: none"> <li>• 80% of teachers interviewed match CMSD expectations</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• Access to local colleges job fairs</li> </ul>

	and interview potential candidates				<ul style="list-style-type: none"> <li>• District and School Websites</li> <li>• Social Media</li> <li>• Newspaper access</li> </ul>
<b>4. Implement a “Grow Your Own” teachers program</b>	<ul style="list-style-type: none"> <li>• Showcase our schools and students</li> <li>• Utilize social media</li> <li>• Network with stakeholders</li> <li>• Incorporate the Instructional Pillars effectively into our day-to-day operations</li> <li>• Encourage critical thinking and problem-solving skills, learn with students, create work</li> </ul>	Superintendent, Leadership Team, Building Administrators, Teachers, Parents, Students, Community Members/Businesses, Web Masters, and Public Information Officer	<ul style="list-style-type: none"> <li>• 80% retention rate, with an increase of 5% each year</li> <li>• 80% of student in the Future Teacher Club return to teach in our district, with a 5% increase each year</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>• Agendas &amp; Sign-in Sheets</li> <li>• Handouts</li> </ul>



	<p>and business relationships, etc.</p> <ul style="list-style-type: none"><li>• Support students who want to become educators with opportunities</li><li>• Support CMSD employees who want to become educators</li><li>• Develop and increase strong teacher leadership</li><li>• Develop and increase strong principal leadership (building level)</li></ul>				
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## **I – Innovative strategies to improve parental and community engagement**

<b>Action Steps</b>	<b>Strategies</b>	<b>Responsibilities Parties</b>	<b>Indicators of Success</b>	<b>Timeline</b>	<b>Resources Evidence of Success</b>
<b>1. Parent-led community meetings</b>	<ul style="list-style-type: none"> <li>Joint training sessions regarding effective community/parent involvement</li> <li>Provide childcare for parent meetings</li> </ul>	Superintendent, Leadership Team, Building Administrators, Teachers, and Parent Leaders	<ul style="list-style-type: none"> <li>60% of parents attend meetings</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>Training Agendas &amp; Sign-in Sheets</li> <li>Classroom accessibility</li> </ul>
<b>2. Advertise volunteerism and parent involvement opportunities on various platforms</b>	<ul style="list-style-type: none"> <li>Showcase students and school</li> </ul>	Building Administrators, Public Information Officer, and Instructional Leaders	<ul style="list-style-type: none"> <li>Increase student enrollment by 3%</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>Flyers</li> <li>Letters</li> <li>School website</li> <li>Social media</li> <li>Print media ads</li> </ul>
<b>3. Increase participation in athletics, arts, clubs, Junior Reserve Officer</b>	<ul style="list-style-type: none"> <li>Increase attendance at games and events</li> <li>Increase student participation in all</li> </ul>	Athletic and Activities Department, Building Administrators and Public Information Officer	<ul style="list-style-type: none"> <li>Increase ticket sales each year by 3%</li> <li>Increasing the number of student</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>Listing of annual student event</li> <li>Student Rosters</li> </ul>

<b>Training Corp, and band</b>	athletics and activities <ul style="list-style-type: none"> <li>Expand the number of student activities offered</li> </ul>		participants by 3% each year		<ul style="list-style-type: none"> <li>Sign-in Sheets</li> </ul>
<b>4. Increase the knowledge base of parents and community partners</b>	<ul style="list-style-type: none"> <li>Increase the number of active and involved community stakeholders</li> <li>Increase the number of active and involved parents</li> <li>Open invitation to parents and community</li> </ul>	Superintendent, Leadership Team, Building Administrators, Instructional Staff, and Support Staff	<ul style="list-style-type: none"> <li>Increase the number of community engagement opportunities by 3% each year</li> <li>Increase the number of parent training opportunities by 3% each year</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>Parent University Training Materials, Agendas, and Sign-in Sheets</li> <li>District and School Newsletters</li> <li>Parent Engagement Schedule</li> <li>Social Media</li> </ul>
<b>5. Increase community partnerships</b>	<ul style="list-style-type: none"> <li>Implement Superintendent's Roundtable</li> <li>Strengthen the number of business partnership offerings</li> </ul>	Superintendent, Leadership Team, Public Relations Officer, Board of Trustees, Building Administrators, Instructional Staff, and Support Staff	<ul style="list-style-type: none"> <li>Form of a Superintendent's Roundtable</li> <li>Establish partnerships for all schools within the district</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>Flyers</li> <li>Pamphlets and Brochures</li> <li>Social Media</li> </ul>

	<ul style="list-style-type: none"> <li>• Revive Partners in Progress</li> <li>• Invite community leaders to speak to students</li> <li>• Host a monthly themed assembly led by partners</li> </ul>		<ul style="list-style-type: none"> <li>• Increase the number of current school partners by one a year</li> </ul>		<ul style="list-style-type: none"> <li>• Partners in Progress Resources</li> </ul>
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## V – Value fiscal prudence and transparency.

Action Steps	Strategies	Responsibilities Parties	Indicators of Success	Timeline	Resources Evidence of Success
<ol style="list-style-type: none"> <li>1. Ensure financial resources are aligned to district initiatives/goals</li> <li>2. Ensure grant resources are expended within the allotted time</li> <li>3. Establish a process to keep staff trained in fiscal policies and procedures</li> </ol>	<ul style="list-style-type: none"> <li>• Operate with transparency and accountability</li> <li>• Ensure compliance with local, state, and federal guidelines</li> <li>• Manage district assets appropriately</li> </ul>	Board of Trustees, Superintendent, Chief Financial Officer, Leadership Team, and Building Administrators	<ul style="list-style-type: none"> <li>• Maintain a 12% or higher ending District Maintenance Fund Balance</li> <li>• Reduce/eliminate audit findings</li> <li>• Maintain an unmodified-opinion audit report</li> <li>• Annual review of replacement/</li> </ul>	10/12/2022 and ongoing	<ul style="list-style-type: none"> <li>• CMSD Budget Documents Online &amp; Updated for Public Review</li> <li>• Comprehensive Needs Assessment Summary</li> <li>• Written Plan for Internal Audit Controls &amp; Federal State Compliance</li> </ul>

4. Establish a replacement/ maintenance schedule for Buildings, Grounds, Technology, and Transportation			maintenance schedule progress		<ul style="list-style-type: none"> <li>• Updated Capital Projects Plan</li> <li>• Multi-Year Plan for CMSD's Transportation Fleet Management</li> </ul>
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**E – Establish a safe environment for all students and staff.**

Action Steps	Strategies	Responsibilities Parties	Indicators of Success	Timeline	Resources Evidence of Success
1. Develop safety and security measures to enhance student /staff protection	<ul style="list-style-type: none"> <li>• Employ additional security staff</li> <li>• Increase salaries for security staff</li> <li>• Create a partnership with Columbus Police Department</li> </ul>	Board of Trustees, Superintendent, Assistant Superintendent for Operations, Leadership Team, Security Resource Officer (SRO) Chief, and Building Administrators	<ul style="list-style-type: none"> <li>• Expansion of the Security Staff</li> <li>• Increase Columbus Middle School by one SRO, Columbus High School by one SRO, Union Success Academy by one SRO, and maintain one Security Safety Officer (SSO) at each</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>• District &amp; School Crisis Management Plans</li> <li>• Yearly Employment Listing of CMSD Security Staff</li> <li>• Annual School Employee Rosters</li> </ul>

			Elementary School		
<b>2. Strengthen staff knowledge of crisis management plan and best practices</b>	<ul style="list-style-type: none"> <li>• Provide additional professional development on crisis management</li> <li>• Conduct quarterly meeting to review plans</li> <li>• Continue scheduled and unannounced drills</li> <li>• Conduct Professional Learning Community role play scenarios</li> </ul>	Assistant Superintendent for Operations, SRO Chief, SROs, Building Administrators, Instructional Staff, Support Staff and Bus Drivers	<ul style="list-style-type: none"> <li>• Decrease discipline referrals by 5%</li> <li>• Reduction in number of threats assessments, bullying reports, etc. by 3%</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>• Discipline Reports</li> <li>• Drills Forms</li> </ul>
<b>3. Ensure a safe environment exists for all students and staff</b>	<ul style="list-style-type: none"> <li>• Conduct annual architectural barrier assessments</li> <li>• Limit &amp; control external access</li> </ul>	Superintendent, Leadership Team, Administrators, and Board of Trustees	<ul style="list-style-type: none"> <li>• Decrease in Employee Accidents by 20%</li> <li>• Decrease in number of student fights by 10%</li> </ul>	10/12/22 and ongoing	<ul style="list-style-type: none"> <li>• Social Emotional Learning Curriculum</li> <li>• Annual Accident Report Summary for</li> </ul>

	<p>points to schools</p> <ul style="list-style-type: none"><li>• Create state-of-the-art surveillance systems at schools</li><li>• Provide monitors on all buses</li><li>• Provide staff training on how to recognize and address harassment and bullying</li></ul>				<p>district and by school</p>
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