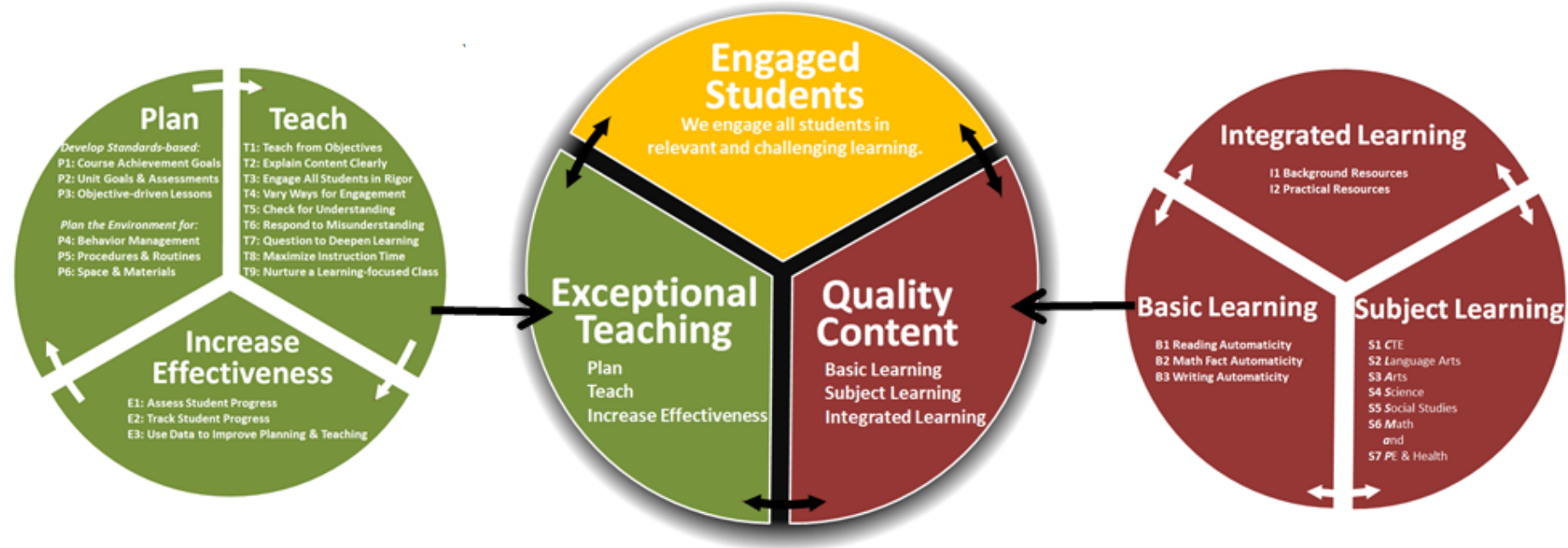


Columbia School District Strategic Plan

Revised February 13, 2017

Items prior to 12-13 were deleted from the plan. ff: from here forward.

COLUMBIA SCHOOL DISTRICT UNIFIED INSTRUCTIONAL CORE



Core Support, Personnel & Other Resources			Core Support, Community		
Staff & Board SB1: School Board SB2: Administration SB3: Certified Staff SB4: Classified Staff SB5: Extracurricular Staff	Budget & Finance BF1: General Funds BF2: Capital Projects BF3: Debt Service BF4: Assoc. Student Body (ASB) BF5: Transportation	Facilities & Equipment FE1: Buildings/Grounds FE2: Assets FE3: Supplies	Parents & Families PF1: Parents PF2: Students' Families	Community Volunteers CV1: Student Volunteers CV2: Classroom Volunteers CV3: Extracurricular Volunteers CV4: PTO & Boosters	Community Connections CC1: Local Community CC2: Greater Communities CC3: Businesses & Services

1.0 Focus Area #1—Engaged Students:

Our Vision: **All students engage** in relevant and challenging learning.

Our Mission: In partnership with our community, we provide exceptional teaching and quality content that engages our students so they persist when experiencing difficulties and feel a sense of accomplishment when they succeed.

2.0 Focus Area #2—Exceptional Teaching/Learning: Engage each student using exceptional teaching/learning—Plan, Teach, and Increase Effectiveness.

#	Strategy	Status/Progress	Reflection	History
Plan: Instruction (P1, P2, P3)				
P1-P3	Provide Collaboration time (07-08)	• Support teachers helping teachers (teacher leaders)		•
P1-P3	Provide Collaboration time, K-12	• 16-17 Initiated K-12 Collaboration (Guiding Coalition)		•
P1-P3	Provide Collaboration time, K-12	• 16-17 Negotiated supplemental contracts for teachers as extended days (Guiding Coalition)		•
P1-P3	Provide Collaboration time, K-12	• 16-16 Increase peer and self evaluation (Guiding Coalition)		•
P1	Implement Smart Goals (CES)	•		• 13-14ff CES Goal: Establish Danielson Smart Goals

P3	Continue to strengthen writing automaticity	•	<ul style="list-style-type: none"> • 12-13ff CES implemented a writing handbook • 12-13ff CHS developed a Five-part Writing notebook • 13-14 Develop a district-wide 5-part writing rubric
P3	• Add an Advisor/Advisory	• Subject to study	
Plan: Learning Environment (P4, P5, P6)			
P4	Adopt behavior management system	• 16-17 A district-wide committee of teachers and administrators revisited behavior management programs	•
Teach (T1-T9)			
T3	Build a curriculum system that provides engaging student work (07-08)	•	<ul style="list-style-type: none"> • 12-13ff Adopted UIC frameworks—student engagement centerpiece
Increase Effectiveness (E1, E2, E3)			
E1-E3	Create a system to study why students fail to complete high school (07-08)	•	<ul style="list-style-type: none"> • 13-14 CMS Goal: Establish assessment systems to inform instruction
E1-E3	Develop more effective transitions	•	<ul style="list-style-type: none"> • 13-14 CHS Goal: Establish effective student transitions
E3	Provide quality early childhood intervention programs (07-08)	•	<ul style="list-style-type: none"> • 12-13ff Supported additional community preschool • 13-14 Added state supported five full-days of kindergarten • 14-15 Added ECEAP Preschool
E3	Establish assessment systems to inform instruction (07-08)	•	<ul style="list-style-type: none"> • 12-13ff Piloting/implementing Home Room Data System • 12-13ff Implemented MAPs assessment • 13-14 Implemented CCSS assessments • 14-15 Piloted Early Warning System
E3	Use data-informed instruction	• 16-17 Implementing through Silverback-Milposts (Guiding Coalition)	
E3	Implement Smarter Balanced	•	<ul style="list-style-type: none"> • 13-14 Piloted elementary & middle school S-BAC • 14-15 Implemented S-BAC

3.0 Focus Area #3—Quality Content: Engage each student by using relevant and challenging quality content—Basic, Subject, and Integrated Learning.

#	Strategy	Status/Progress	Reflection	History
Basic Learning (B1-B3)				
B1-B3	Create mandatory structures for students below grade level (07-08)	•		<ul style="list-style-type: none"> • 13-14 Added CMS LAP • 14-15 Added Automaticities to Early Warning System
B1-B3	Sustain math automaticity	• Moved from E1-E3		<ul style="list-style-type: none"> • 12-13ff Upgraded FASTT Math (6-8) • 12-13ff 4-5 Implemented Essential 28
B1-B3	Sustain math automaticity	• Add automaticities to report cards 2-12		•
E1-E3	Establish intervention system	Consider after school/summer school programs pending funding		<ul style="list-style-type: none"> • 13-14 CMS Goal: Establish supportive student intervention systems
E1-E3	Establish intervention system	Consider adding 8.5 for deficient incoming 9 th grade students		•
Subject Learning (S1-S7)				
S1-9	Align content with the UIC	•		<ul style="list-style-type: none"> • 13-14 CHS Goal: Align CCSS, curriculum, writing, (also TtT & TPEP)
S1	CTE: Install plasma cutter	•		•
S1	CTE: Install 3D Printer	•		<ul style="list-style-type: none"> • 12-13ff Introduced 3D Printer
S2	LA: Implement EWU-RS classes	•		<ul style="list-style-type: none"> • 12-13ff Added EWU-RS credit for Spanish III
S2	LA: Adoption	• 16-17 Adopt LA 6-8		
S2	Critical Reading	•		<ul style="list-style-type: none"> • 13-14 CMS Goal: Increase Critical Reading Strategies
S3	Arts: Implement theater	•		•
S3	Arts: Adopt new Visual Arts	•		<ul style="list-style-type: none"> • 12-13ff Adopted 6-12 Visual Arts

S3	Arts: Adopt new Music Arts	•	<ul style="list-style-type: none"> • 12-13ff Adopted K-12 Music • 12-13ff Reintroduced Elementary Marimbas
S5	SS: Update Social Studies	•	<ul style="list-style-type: none"> • 12-13ff Added EWU-RS credit for Advanced US History • 12-13; 13-14; 14-15 Soc. Studies Adoption (3-Year Process) • 13-14 CMS Goal: Select/Adopt Social Studies
Integrated Learning (I1-I2)			
I1	Implement local on-line program	• 15-16 Adopted Columbia Connected Learning (CCL)	<ul style="list-style-type: none"> • 12-13ff Received online World Book w/family access • 14-15 Adopted Greenways Academy for Online Learning
I1	Implement local on-line program	• 16-17 Provided sustained Trauma Informed Care using the author and book <i>Help for Billy</i> (Guiding Coalition)	

4.0 Focus Area #4—Core Support, Personnel, and Resources: Strengthen work within the Unified Instructional Core (UIC) using supportive human and other resources—Staff/Board, Budget/Finance, and Facilities/Equipment.

#	Strategy	Status/Progress	Reflection	History
Staff/Board (SB)				
SB1-3	Retain Teachers thru Hiring, Induction, and Retention (07-08)	•		• 12-13ff Continued new teacher introduction & mentoring
SB1-3	Recreate a teacher evaluation system (07-08)	•		• 13-14 Initiated Teacher-Principal Evaluation Protocols
SB1-4	Continue Guiding Coalition	•		• 12-13ff Will review Strategic Plan
SB2	Changed Business Management Model	•		• 13-14 Began using ESD for Business Management
SB3	Provide ongoing staff development	•		• 12-13ff Continued to provide up to 50 clock hours for teachers
SB3	Hire Social Service Specialist	•		• 12-13ff Hired a CMS/CHS Social Service Specialist • 14-15M Hired a CES Social Service Specialist
SB4	Maintenance/Custodial (M/C) dept.	•		• 12-13ff Continued with M/C checklist
Budget/Finance (BF)				
BF5	Maintain Bus Fleet	•		• 12-13ff Board-Adopted Bus Replacement Schedule • 13-14 Secured three new buses
Facilities/Equipment (FE)				
FE1	Add Football Bleacher Parking	• Pending estimate/funding		
FE1	Additional CES Gymnasium	• 16-17 Conducted <i>ThoughtExchange</i> and proposed a bond		
FE1	ALL Add Card lock System	• 16-17 Completed three school main entrances		• Pending estimates & funding (Call Hermiston SD)

FE1	ALL Add Security Entrances	• 15-16 In process	• Pending estimate/funding
FE1	ALL Electronic Reader Boards	• 16-17 Completed Booster Reader Board	• Pending estimate/funding (15K each per Jan 2014 estimate)
FE1	ALL Implement technology plans that move to Tier Three classroom (07-08)	• 16-17 Upgraded technology infrastructure	•
FE1	ALL Inspect/Repair roofs	• Pending estimate/funding	
FE1	ALL Maintain a safe/healthy environment (07-08)	•	<ul style="list-style-type: none"> • 13-14 Safe Schools.com: Added Coaches • 13-14 CHS Goal: Enhance Positive School Environment • 13-14 Added Coaches to SafeSchools • 12-13ff Implemented Return to Work Plan
FE1	ALL Paint Interior	• 15-16 Painted CES/CMS main entrances & Hallways	• Pending estimate/funding
FE1	ALL Security Cameras	• 15-16 In process for entrances	• Pending estimate/funding
FE1	ALL Update HS Surveillance Cameras	<ul style="list-style-type: none"> • 15-16 In process for entrances • 15-16 Completed for CMS 	• Pending estimate/funding
FE1	ALL Upgrade energy systems	• 14-15/15-16 Added Cellphone Warnings	<ul style="list-style-type: none"> • 12-13ff Completed Energy Upgrade •
FE1	ALL Upgrade Fire Wet/Dry Suppression	<ul style="list-style-type: none"> • 15-16 Upgared CES Dry System • Pending estimate/funding 	
FE1	ALL Upgrade Kitchens	• Pending design work/funding	
FE1	ALL Upgrade security	<ul style="list-style-type: none"> • 15-16 In process for entrances • 15-16 CES fire/security doors 	<ul style="list-style-type: none"> • 13-14 CES Goal: Monitor School Safety & Climate • 13-14 Added Panic Buttons • 13-14 CMS Added Cameras
FE1	ALL Upgrade Telephone System	• 16-17 Completed new telephone install	• Pending design work/funding
FE1	CES Add Classroom Electrical Outlets	• Pending estimate/funding	
FE1	CES Additional Fire Door	• 15-16 Completed new fire door	• Pending estimate/funding

FE1	CES Bell/Clock Update	• 16-17 Completing new clock and bell install	
FE1	CES Building Landscaping	•	• 15-16 CES Improved Playground
FE1	CES Carpets Throughout	• Pending estimate/funding	
FE1	CES Classroom Tables	• Pending estimate/funding	
FE1	CES Desks and Chairs	• Pending estimate/funding	
FE1	CES Dishwasher	• 15-16 Installed new dishwasher	• 15-16 CES Added new dishwasher
FE1	CES MPR Carpets	• Pending estimate/funding	
FE1	CES Paint interior jams and doors		• 12-13ff Completed painting interior door jams/most doors
FE1	CES Playground Equipment	• 16-17 Bond proposed to community	
FE1	CES Refurbish west side playground	• 16-17 Bond proposed to community	
FE1	CES Remodel Staff Bathrooms	• 16-17 Bond proposed to community	
FE1	CES Replace Carpets	• Pending estimate/funding	
FE1	CES Replace/repair Dry Fire System	• 15-16 CMS Completed upgrade	• Pending estimate/funding
FE1	CES Upgrade Classroom Cabinets	• Pending estimate/funding	
FE1	CES West Playground	• 15-16 Progress toward completion; 16-17 Bond proposed to community	• Pending estimate/funding
FE1	CHS Add double door entrance	• Pending funding (will reduce cold air rushing into commons)	
FE1	CHS Chairs/Tables	• Pending estimate/funding	
FE1	CHS Commons Tables	• Pending estimate/funding	
FE1	CHS Refurbish Gym	• 16-17 Added <i>Coyote strip</i> to walls	• 12-13ff Completed Upgrade (AAU Support)
FE1	CHS Shop/Lab/Lib. Adjustable Tables	• Pending estimate/funding	
FE1	CHS Upgrade Wrestling Mats	• 16-17 added new wrestling mat with Coyote mascot	• 15-16 Purchased a new mat

FE1	CHS Upgraded CTE Program	• 16-17 Replaced 50-60 year old wood benches	• 12-13ff Purchased 2012 CTE pickup • 12-13ff Added additional CTE staff
FE1	CMS Add 6 th Grade Lockers	• Pending estimate/funding	
FE1	CMS Gutters	• Pending estimate/funding	
FE1	CMS Gym Bathroom Upgrades	• Pending estimate/funding	
FE1	CMS Refurbished Gym Interior		•
FE1	CMS Remove remaining Asbestos	• Pending estimate/funding	
FE1	CMS Repair Lockers	• Pending estimate/funding	
FE1	CMS Gym Restrooms	• Add hot water to restrooms	
FE1	CMS Replace Carpets	• Pending estimate/funding	
FE1	Conduct a Study and Survey	• 16-17 Completed Study & Survey with Design West	
FE1	Grounds Build a Soccer Field	• Pending estimate/funding	•
FE1	Grounds Build Multi-Purpose/Soccer Field	• Add to the pit area west of the track; pending design work/funding	
FE1	Grounds General Upgrades	•	• 12-13ff Completed Tree/Sod on Jantz • 12-13ff Revised irrigation permits with DOE • 13-14 "Banked" water rights • 14-15 Completing water rights
FE1	Grounds Refurbish parking lot	• Pending estimate/funding	•
FE1	Grounds Refurbish tennis courts	• 16-17 Bond proposed to community	•
FE1	Grounds Refurbish track	• 16-17 Bond proposed to community	•
FE1	Grounds Replace baseball backstop	• Pending funding: Estimate (01/04/13) \$12,000 + shipping	•
FE1	Grounds Upgrade Football Bleachers	• 15-16 Completed new Bleachers	
FE1	Grounds Upgrade Softball Complex	• Pending estimate/funding	

5.0 Focus Area #5—Core Support, Community: Augment work within the Unified Instructional Core (UIC) using a supportive community—Parents/Families, Community Volunteers, and Community Connections.

#	Strategy	Status/Progress	Reflection	History
Parents/Families (PF)				
PF1	Provide online registration			<ul style="list-style-type: none"> • 12-13ff Introduced online registration for families
PF1	Increase communication	<ul style="list-style-type: none"> • 16-17 Introducing School Messenger 		<ul style="list-style-type: none"> • 13-14 CHS Goal: Increase communication
PF2	Notify families of emergencies	<ul style="list-style-type: none"> • 16-17 Introducing School Messenger 		<ul style="list-style-type: none"> • 12-13ff Introduced and tested K-12 Alert
Community Volunteers (CV)				
CV4	Connect with Parent-Teacher Organization (PTO)	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 12-13ff PTO continue support of CES assemblies • 12-13ff PTO Purchased science lab coats for students • 12-13ff PTO continued to purchase books for CES library
CV4	Connect with Booster Club	<ul style="list-style-type: none"> • 16-17 Completed Reader Board 		<ul style="list-style-type: none"> •
Community Connections (CC)				
CC1	Connect with community, CMS Gym	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •
CC1	Connect w/ community, Welcome Back	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 12-13ff Continued Booster's Welcome Back Night
CC1	Connect with the local library	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •
CC1	Utilize local grants	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •
CC1-3	Upgrade facilities, Tree/Sod Project	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •
CC2	Connect with AVID	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •
CC2	Utilize 21 st Century grant	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 12-13ff Continued 21st Century Tutoring/Activities Pgm.

CC2	Connect with GEAR-UP	•	• 12-13ff Reissued GEAR-UP grant and partnership 6-12
CC2	AAU Connections	•	• 12-13ff Completed CHS gym floor upgrade w/ AAU Support
CC3	Created science partnerships	•	• 12-13ff Continued science partnership
CC3	Improved food service options	•	• 12-13ff Rebid food pgm. for Healthy Kids requirements
CC3	Upgrade energy systems	•	• 12-13ff Secured 1.4 Limited Obligation Bond for energy • 12-13ff Completed Energy Upgrade
CC3	Connect with Sunrise Rotary	•	• 12-13ff Reintroduced marimbas largely purchased by Rotary
CC3	Connect with Walla Walla Sheriff Dept.	•	• 13-14 Shared sheriff space in schools