

# STUDENTS LEADING THE WAY



## Board of Education Goals and Guardrails

### Goals



#### Strengthen Reading Proficiency

The percentage of third-grade students proficient in Reading on the Ohio State Test (OST) will increase from 43% (or a decline in the benchmark due to COVID) in School Year 2018-2019 to 55% by June of 2026.



#### Close Opportunity Gaps

The percentage of 4-year graduation cohort students who complete state and district graduation requirements will increase from 81.4% in August 2020 (or a decline in the benchmark due to COVID) to 86% in August 2026.



#### Develop Portrait-Ready Graduates

The percentage of the Class of 2028 who earn the Portrait of a Graduate Seal will increase from 0% in June 2022 to 25% by June 2028.

### Guardrails

Guardrails are operational actions, typically strategic not tactical, which the superintendent may not use or allow in pursuit of the district's goals. Guardrails are based on the community's values, aligned with the district's educational vision and goals, and are non-negotiable.

#### Support Intervention Systems

The superintendent will not allow Multi-Tiered Systems of Support (MTSS) to be under-resourced.

#### Align Resources Equitably

The superintendent will not allow any region to be without strong learning communities.

#### Prioritize A Whole Child Focus

The superintendent will not allow the district to ignore a whole child approach.

#### Ensure A Culturally-Responsive Staff

The superintendent will not allow cultural non-responsivity to impact student experience or staff effectiveness.




Columbus City Schools Board of Education

Jennifer Adair, President • Ramona R. Reyes, Vice President  
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# STUDENTS LEADING THE WAY



## Board of Education Goals & Interim Progress Measures


 <b>Strengthen Reading Proficiency</b>		Baseline	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
		<b>Goal 1</b>	The percentage of third-grade students proficient in Reading on the Ohio State Test (OST) will increase from 43% (or a decline in the benchmark due to COVID) in School Year 2018-2019 to 55% by June of 2026.	23.0%	29.4%	35.8%	42.2%
<b>Interim Progress Measure 1.1</b>	The percentage of kindergarten students considered proficient on the diagnostic assessment or who have exceeded growth expectations will increase from 38.2% in May 2019 to 54% in June 2026.	38.2%	41.0%	45.0%	48.0%	51.0%	54.0%
<b>Interim Progress Measure 1.2</b>	The percentage of first grade students considered proficient on the diagnostic assessment or who have exceeded growth expectations will increase from 31.8% in May 2019 to 58% in June 2026.	31.8%	37.0%	42.0%	47.0%	53.0%	58.0%
<b>Interim Progress Measure 1.3</b>	The percentage of second grade students considered proficient on the diagnostic assessment or who have exceeded growth expectations will increase from 32.7% in May 2019 to 65% in June 2026.	32.7%	39.0%	46.0%	52.0%	58.0%	65.0%

\*Interim Progress Measures will be evaluated at the end of three years to determine the following: (1) whether the Interim Progress Measures are sufficiently predictive of the Board goal; (2) whether the targets for the Interim Progress Measures are sufficiently predictive of the Board Goal; and (3) whether the Interim Progress Measures and/or targets should be modified or replaced with measures or targets that are more predictive of the Board Goal.

# STUDENTS LEADING THE WAY



## Board of Education Goals & Interim Progress Measures


 <b>Close Opportunity Gaps</b>		Baseline	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Goal 2</b>	The percentage of 4-year graduation cohort students who complete state and district graduation requirements will increase from 81.4% in August 2020 (or a decline in the benchmark due to COVID) to 86% in August 2026.	79.6%	80.9%	82.2%	83.5%	84.8%	86.0%
<b>Interim Progress Measure 2.1</b>	The percentage of ninth grade students who are on track to graduate will increase from 57% in June 2021 to 67% in June 2026.	57.0%	59.0%	61.0%	63.0%	65.0%	67.0%
<b>Interim Progress Measure 2.2</b>	The percentage of 10th grade students who are on track to graduate will increase from 57% in June 2021 to 67% in June 2026.	57.0%	59.0%	61.0%	63.0%	65.0%	67.0%
<b>Interim Progress Measure 2.3</b>	The percentage of 11th grade students who are on track to graduate will increase from 59% in June 2021 to 69% in June 2026.	59.0%	61.0%	63.0%	65.0%	67.0%	69.0%

\*Interim Progress Measures will be evaluated at the end of three years to determine the following: (1) whether the Interim Progress Measures are sufficiently predictive of the Board goal; (2) whether the targets for the Interim Progress Measures are sufficiently predictive of the Board Goal; and (3) whether the Interim Progress Measures and/or targets should be modified or replaced with measures or targets that are more predictive of the Board Goal.

# STUDENTS LEADING THE WAY



## Board of Education Goals & Interim Progress Measures

 <b>Develop Portrait-Ready Graduates</b>		Baseline	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Goal 3</b>	The percentage of the Class of 2028 who earn the Portrait of a Graduate Seal will increase from 0% in June 2022 to 25% by June 2028.	0%	0%	0%	10%	15%	25%
<b>Interim Progress Measure 3.1</b>	The percentage of fifth grade students who complete the Charter Portrait of Graduate Project will increase from 0% in June 2021 to 80% by June 2026.	0%	0%	20%	40%	60%	80%
<b>Interim Progress Measure 3.2</b>	The percentage of eighth grade students who complete the Portrait of a Graduate Personalized Plan for high school will increase from 0% in June 2021 to 80% by June 2026.	0%	0%	20%	40%	60%	80%
<b>Interim Progress Measure 3.3</b>	The percentage of 10th grade students who are on track to meet the requirements for the Portrait of a Graduate seal will increase from 0% in June 2021 to 30% by June 2026.	0%	0%	15%	20%	25%	30%

\*Interim Progress Measures will be evaluated at the end of three years to determine the following: (1) whether the Interim Progress Measures are sufficiently predictive of the Board goal; (2) whether the targets for the Interim Progress Measures are sufficiently predictive of the Board Goal; and (3) whether the Interim Progress Measures and/or targets should be modified or replaced with measures or targets that are more predictive of the Board Goal.

# STUDENTS LEADING THE WAY



## Board of Education Guardrails & Interim Progress Measures

<b>Guardrail 1: Support Intervention Systems</b> The superintendent will not allow Multi-Tiered Systems of Support (MTSS) to be under-resourced.		<b>Baseline</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
<b>Interim Progress Measure 1.1</b>	CCS will develop and implement a systemic Multi-Tiered Systems of Supports (MTSS) structure that integrates behavioral and academic supports with fidelity as measured by the district implementation rubric with a minimum of 85% of our schools demonstrating "Innovating & Sustaining" by June 2026.	0%	0%	10%	30%	55%	85%
<b>Interim Progress Measure 1.2</b>	The school climate student favorable responses from the Panorama SEL survey will increase from 60% in April 2021 to 70% by April 2026.	60%	62%	64%	66%	68%	70%
<b>Interim Progress Measure 1.3</b>	The Tiered Fidelity Inventory (TFI) score for Tier 1 will increase from 76% of schools scoring 70% or higher in 2021 to 90% of schools scoring 70% or higher by June 2026.	76%	79%	82%	85%	88%	90%

# STUDENTS LEADING THE WAY



## Board of Education Guardrails & Interim Progress Measures

<b>Guardrail 2: Prioritize A Whole Child Focus</b> The superintendent will not allow the district to ignore a whole child approach.		<b>Baseline</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
<b>Interim Progress Measure 2.1</b>	Job-embedded professional development and coaching in restorative practices will increase from 10% of buildings trained in 2021 to 40% of buildings trained in 2026.	10%	16%	22%	28%	34%	40%
<b>Interim Progress Measure 2.2</b>	Supportive relationship responses from the Panorama SEL survey will increase from 80% in April 2021 to 85% in April 2026.	80%	81%	82%	83%	84%	85%
<b>Interim Progress Measure 2.3</b>	Tiered Fidelity Inventory (TFI) score for Tier 2* will increase from 25% of schools scoring 70% or higher in 2021 to 70% of schools scoring 70% or higher by June of 2026.	25%	34%	43%	52%	61%	70%

\*This includes focused support from external partners as well.

# STUDENTS LEADING THE WAY



## Board of Education Guardrails & Interim Progress Measures

<b>Guardrail 3: Align Resources Equitably</b> The superintendent will not allow any region to be without strong learning communities.		Baseline	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Interim Progress Measure 3.1</b>	Columbus City Schools will develop a multi-dimensional measure of student need to inform an equitable budgeting process.	0%	0%	0%	50%	100%	100%
<b>Interim Progress Measure 3.2</b>	The percentage of personnel allocated to leadership roles based on district developed internal metrics for educator effectiveness will increase from 0% in May 2021 to 30% in May 2026.	0%	0%	0%	10%	20%	30%
<b>Interim Progress Measure 3.3</b>	Columbus City Schools will increase from 0% in June 2021 in the project of creating, implementing, and normalizing a school-based comprehensive staffing model to 100% by June 2026.	0%	0%	0%	25%	50%	100%

# STUDENTS LEADING THE WAY



## Board of Education Guardrails & Interim Progress Measures

<b>Guardrail 4: Ensure A Culturally-Responsive Staff</b> The superintendent will not allow cultural non-responsivity to impact student experience or staff effectiveness.		<b>Baseline</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
<b>Interim Progress Measure 4.1</b>	The percentage of Columbus City Schools staff who complete the Equity and Inclusion Diagnostic Survey Instrument will increase from 0% in May 2021 to 60% by May 2026.	0%	15%	30%	45%	55%	60%
<b>Interim Progress Measure 4.2</b>	Student positive responses to the Belonging scale of the Panorama Equity and Inclusion survey will increase from XX% in April of 2022 to XX% in April of 2026.	Baseline		Improvement toward the national average. Annual targets will be set after the baseline is collected.			
<b>Interim Progress Measure 4.3</b>	Staff responses to the Cultural Awareness and Action scale of the Panorama Equity and Inclusion survey will increase from XX% in April of 2022 to XX% in April of 2026.	Baseline		Improvement toward the national average. Annual targets will be set after the baseline is collected.			



# STUDENTS LEADING THE WAY



## Board of Education Guardrails Appendix

### Guardrail 1: Support Intervention Systems

The superintendent will not allow Multi-Tiered Systems of Support (MTSS) to be under-resourced.

Interim Progress Measures		Definition of the Measure
<b>Interim Progress Measure 1.1</b>	CCS will develop and implement a systemic Multi-Tiered Systems of Supports (MTSS) structure that integrates behavioral and academic supports with fidelity as measured by the district implementation rubric with a minimum of 85% of our schools demonstrating "Innovating & Sustaining" by June 2026.	<p>Evidence of an effective MTSS program is 85% of students successful in Tier 1. This is represented by 85% of our schools demonstrating "Innovating and Sustaining." We will continue to provide differentiated support to our schools that demonstrate below "Innovating &amp; Sustaining."</p> <p style="text-align: center;"><a href="#">Rubric</a></p>
<b>Interim Progress Measure 1.2</b>	The school climate student favorable responses from the Panorama SEL survey will increase from 60% in April 2021 to 70% by April 2026.	School climate is one scale within the SEL survey administered three times per year to students in grades 3-12. As a standard survey, it allows comparisons of our students' experiences to those of other like-aged students around the country.
<b>Interim Progress Measure 1.3</b>	The Tiered Fidelity Inventory (TFI) score for Tier 1 will increase from 76% of schools scoring 70% or higher in 2021 to 90% of schools scoring 70% or higher by June 2026.	<p>The Tiered Fidelity Inventory (TFI) is a nationally ranked self-monitoring tool used by schools to score and monitor their level of fidelity with PBIS implementation.</p> <p>Tier 1 refers to universal (available to all students) practices in support of PBIS.</p> <p style="text-align: center;"><a href="#">Tiered Fidelity Inventory</a></p> <p>Based on the TFI manual, a score of 70% for each tier is accepted as a level of implementation that will result in improved student outcomes.</p>

# STUDENTS LEADING THE WAY



**COLUMBUS  
CITY SCHOOLS**

## Board of Education Guardrails Appendix

### Guardrail 2: Prioritize A Whole Child Focus

The superintendent will not allow the district to ignore a whole child approach.

Interim Progress Measures		Definition of the Measure
<b>Interim Progress Measure 2.1</b>	Job-embedded professional development and coaching in restorative practices will increase from 10% of buildings trained in 2021 to 40% of buildings trained in 2026.	<p>Restorative practices provide students and caring adults with an intentional, inclusive, and respectful way of thinking about, talking about, and responding to issues or problems that arise. When integrated in a school community, restorative practices help to build and repair relationships, prioritize student agency, and de-emphasize punitive discipline in favor of communication to resolve conflict.</p> <p>Establishing restorative practices requires deep and sustained professional development in order to support and establish this practice.</p>
<b>Interim Progress Measure 2.2</b>	Supportive relationship responses from the Panorama SEL survey will increase from 80% in April 2021 to 85% in April 2026.	Supportive relationships is the name of one scale within the SEL survey administered three times per year to students in grades 3-12. As a standard survey, it allows comparisons of our students' experiences to those of other like-aged students around the country.
<b>Interim Progress Measure 2.3</b>	Tiered Fidelity Inventory (TFI) score for Tier 2* will increase from 25% of schools scoring 70% or higher in 2021 to 70% of schools scoring 70% or higher by June of 2026.	<p>The Tiered Fidelity Inventory (TFI) is a nationally ranked self-monitoring tool used by schools to score and monitor their level of fidelity with PBIS implementation.</p> <p>Tier 2 refers to targeted practices (including those engaging external partners) in support of PBIS.</p> <p><a href="#">Tiered Fidelity Inventory</a></p> <p>Based on the TFI manual, a score of 70% for each tier is accepted as a level of implementation that will result in improved student outcomes.</p>

# STUDENTS LEADING THE WAY



## Board of Education Guardrails Appendix

### Guardrail 3: Align Resources Equitably

The superintendent will not allow any region to be without strong learning communities.

Interim Progress Measures		Definition of the Measure
<b>Interim Progress Measure 3.1</b>	Columbus City Schools will develop a multi-dimensional measure of student need to inform an equitable budgeting process.	This will lead to a student based funding model with multiple weights to account for student need (e.g. Emergent Bilingual, Special Education, Academic need, etc.).
<b>Interim Progress Measure 3.2</b>	The percentage of personnel allocated to leadership roles based on district developed internal metrics for educator effectiveness will increase from 0% in May 2021 to 30% in May 2026.	This will be a combined metric capturing student academic performance.
<b>Interim Progress Measure 3.3</b>	Columbus City Schools will increase from 0% in June 2021 in the project of creating, implementing, and normalizing a school-based comprehensive staffing model to 100% by June 2026.	Comprehensive staffing will be anchored to the student weighted funding model and enrollment projections.

### Timeline

#### 2021-2022

Identify a partner for technical support for the development and implementation of the student based funding model.

#### 2022-2023

Work with the partner to develop a preliminary version of the student weights. Identify a pool of schools (25%) to pilot components of the model in 2023-2024.

#### 2023-2024

Refine and finalize the weights for the student funding model. Expand the pool of schools implementing components of the model (50%) in 2024-2025.

#### 2024-2025

Finalize training and support model for a full implementation in 2025-2026.

#### 2025-2026

Full implementation.

# STUDENTS LEADING THE WAY



## Board of Education Guardrails Appendix

### Guardrail 4: Ensure A Culturally-Responsive Staff

The superintendent will not allow cultural non-responsivity to impact student experience or staff effectiveness.

Interim Progress Measures		Definition of the Measure
<b>Interim Progress Measure 4.1</b>	The percentage of Columbus City Schools staff who complete the Equity and Inclusion Diagnostic Survey Instrument will increase from 0% in May 2021 to 60% by May 2026.	Results from this survey will help inform the creation of an equity framework and will be used along with other data (e.g., employee satisfaction survey, focus groups, attendance data, behavior data, and Panorama data) to set equity priorities across the district.  <a href="#">Survey</a>
<b>Interim Progress Measure 4.2</b>	Student positive responses to the Belonging scale of the Panorama Equity and Inclusion survey will increase from XX% in April of 2022 to XX% in April of 2026.	Belonging is the name of one scale within the Equity and Inclusion survey that will be administered three times per year to students in grades 3-12. As a standard survey, it allows comparisons of our students' experiences to those of other like-aged students around the country.
<b>Interim Progress Measure 4.3</b>	Staff responses to the Cultural Awareness and Action scale of the Panorama Equity and Inclusion survey will increase from XX% in April of 2022 to XX% in April of 2026.	Cultural Awareness and Action is the name of one scale within the Equity and Inclusion survey that will be administered three times per year to staff in Columbus City Schools. As a standard survey, it allows comparisons of our staff experiences to those of other K-12 staff around the country.