Caldwell County Schools Strategic Plan

Created: July 30, 2015   Last Updated: March 9, 2017

Vision: *Every student will graduate from high school, be globally competitive for work or postsecondary education, and be prepared for life in the 21st century.*

Mission: *To provide quality instruction in a safe, caring environment.*

Goal 1: Every student graduates from high school prepared for work, further education, and citizenship.

Objective 1.1
Increase student performance on state assessments.

Measure 1.1.1
Percent of students earning a level 3, 4, or 5 on End of Grade (EOG) assessments for grades 3 through 8.

Measure Values

Grade Level and Type of EOG	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grade 3 Reading	67.9%	71%	56.6%	74%		77%	
Grade 3 Math	60.0%	63%	58.1%	66%		69%	
Grade 4 Reading	58.9%	62%	61.9%	65%		68%	
Grade 4 Math	47.7%	51%	53.7%	54%		57%	
Grade 5 Reading	58.1%	61%	55.3%	64%		67%	
Grade 5 Math	53.4%	56%	58.1%	59%		62%	
Grade 5 Science	64.5%	68%	73.3%	71%		74%	
Grade 6 Reading	57.7%	61%	59.4%	64%		67%	
Grade 6 Math	42.6%	46%	48.9%	49%		52%	
Grade 7 Reading	60.0%	63%	66.1%	66%		69%	
Grade 7 Math	47.3%	50%	47.3%	53%		56%	
Grade 8 Reading	51.8%	55%	57.3%	58%		61%	
Grade 8 Math	46.1%	49%	45.7%	52%		55%	
Grade 8 Science	80.5%	84%	83.4%	87%		90%	

Measure 1.1.2

Percent of students earning a level 3, 4, or 5 on End of Course (EOC) assessments for English II, Math I, and Biology.

Measure Values

End of Course	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
English II	59.65%	63%	57.5%	66%		69%	
Math I	51.28%	55%	62.6%	58%		61%	
Biology	52.56%	56%	54.1%	59%		62%	

Measure 1.1.3

Percent of students scoring proficient on Career and Technical Education post-assessments.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Percent Proficient	83.32%	85%	85.1%	88%		90%	

Measure 1.1.4

Percent of Limited English Proficient students meeting Annual Measurable Achievement Objectives on EOG and EOC tests.

Measure Values

Tests	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Reading Grades 3-8	27.6%	36.7%	16.2	45.8%		54.9%	
Math Grades 3-8	34.0%	42.3%	13.3	50.6%		58.9%	
Science Grades 3-8	33.2%	41.6%	28.6	50.0%		58.4%	
Reading High School	24.0%	31.2%	<5	43.0%		52.5%	
Math High School	24.3%	33.8%	9.1	43.3%		52.8%	
Science High School	24.8%	34.2%	12.5	43.6%		53.0%	

Objective 1.2

Maintain a district four year cohort graduation rate at 90% or above.

Measure 1.2.1
District four-year cohort graduation rate

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Graduation Rate	90.56%	>90%	90.8%	>90%		>90%	

Objective 1.3

Graduate students prepared for post-secondary education.

Measure 1.3.1
Percent of junior class scoring at or above the minimum requirement score on the American College Test (ACT) for admission into the UNC System (composite score of 17).

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Composite Score of 17 or higher	64.9%	67%	60.4%	69%		71%	

Measure 1.3.2
Average American College Test (ACT) composite score for the graduating class.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
ACT Composite Score	18.6	18.7	18.7	18.8		18.9	

Measure 1.3.3

Percent of students earning a 3, 4, or 5 on Advanced Placement (AP) Exams

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Percent Scoring 3, 4, or 5	30.7%	34%	30.9%	37%		40%	
Total Number Tested	722	■■■	692	■■■		■■■	

Measure 1.3.4

Average district combined score (reading and math) on the Scholastic Aptitude Test (SAT)

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Average Combined SAT Score	982	984	982	986		988	
Total Number Tested	356	■■■	376	■■■		■■■	

Objective 1.4

Graduate students pursuing a Career and Technical Education (CTE) concentration prepared for careers.

Measure 1.4.1

Percent of graduating students (CTE concentrators) earning a silver certificate or better on the ACT WorkKeys assessment.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Silver Certificate or Better	76%	78%	83.5%	80%		82%	

Measure 1.4.2

Number of industry credentials earned by CTE students (1,355 earned in 2013-2014)

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Industry Credentials	1653	1686	1628	1720		1754	

*Increase in CTE students taking CCP college courses with credentials that are not calculated in this data.

Measure 1.4.3

Number of graduates taking CTE courses and completing a concentration

Measure Values

	2014-2015	2015-2016	2016-2017	2017-2018
CTE Concentrators - Number and Percent of Graduating Class	**Baseline**	**Actual**	**Actual**	**Actual**
	397 (46.7%)	442 (41.7%)		

Goal 2: Every student has a personalized education.

Objective 2.1
Increase academic achievement for all students.

Measure 2.1.1
Comparison of Dynamic Indicators of Basic Early Literacy Skills (DIBELS) Next End of Year Benchmark for Kindergarten through Fifth Grade

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Kindergarten	85%	88%	86%	91%		94%	
First Grade	70%	73%	73%	76%		79%	
Second Grade	73%	76%	74%	79%		82%	
Third Grade	78%	81%	74%	84%		87%	
Fourth Grade	74%	77%	74%	80%		83%	
Fifth Grade	76%	79%	68%	82%		85%	

Measure 2.1.2
Percent of students in each Text Reading Comprehension (TRC) instructional category

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Kindergarten	70%	73%	74%	76%		79%	
First Grade	49%	52%	51%	55%		58%	
Second Grade	54%	57%	54%	60%		63%	
Third Grade	72%	75%	66%	78%		81%	
Fourth Grade	55%	58%	66%	61%		64%	

Measure 2.1.3

Percent of students on or above grade level for mathematics for grades K-5 as measured by i-Ready

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Kindergarten	49%	56%	57%	65%		75%	
Grade 1	29%	36%	38%	45%		57%	
Grade 2	21%	27%	39%	36%		46%	
Grade 3	39%	45%	41%	52%		59%	
Grade 4	42%	48%	57%	56%		64%	
Grade 5	42%	48%	45%	56%		64%	

*Due to a lack of district funding available, i-Ready was discontinued after the 2015-2016 school year.

Measure 2.1.4

Percent meeting or exceeding targets for Annual Measurable Achievement Objectives for Limited English Proficient students.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Progress	58.1%	60%	65%*	61%		62%	
Proficiency	14%	15.1%	25%*	15.7%		16.2%	

*AMAOs were frozen at the end of 2014-2015. These percentages are based on local data analysis.

Measure 2.1.5

Self-Assessment and follow-up growth plan for Caldwell County Schools Exceptional Children's Department.

Measure Values

2015-2016: Completed self-assessment
2016-2017: Local Education Agency (LEA) Improvement Plan

Objective 2.2

Implement Preschool through Grade 3 Formative Assessment to measure student growth.

Measure 2.2.1

Implementation plan

Measure Values

Domains	2015-2016		2016-2017		2017-2018	
	Proposed	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Content Development	Preschool Kindergarten	Met Met	Preschool Kindergarten		Preschool Kindergarten	
Language Development and Communication	Preschool Kindergarten	Met Met	Preschool Kindergarten		Preschool Kindergarten	
Approaches to Learning	Preschool	Met	Preschool Kindergarten		Preschool Kindergarten	
Emotional-Social Development	Preschool	Met	Preschool Kindergarten		Preschool Kindergarten	
Health and Physical Development	Preschool	Met	Preschool Kindergarten		Preschool Kindergarten	

Measure 2.2.2
Growth by Preschool students

Measure Values

Domains	2015-2016		2016-2017	2017-2018
	BOY/Baseline Data	EOY	EOY	EOY
Content Development	*35.6	45.5	Proposed 50%	Proposed 55%
			Actual	Actual
Language Development and Communication	*Literacy 36.2%	52.1%	Proposed 55%	Proposed 60%
			Actual	Actual
	*Language 39.5%	45.3%	Proposed 50%	Proposed 55%
			Actual	Actual
Approaches to Learning	*31.2%	39.2%	Proposed 43%	Proposed 48%
			Actual	Actual
Emotional-Social Development	*45.1%	53%	Proposed 55%	Proposed 60%
			Actual	Actual
Health and Physical Development	*Gross Motor 18.2%	20.8%	Proposed 22%	Proposed 23%
			Actual	Actual
	*Fine Motor 10.9%	12.9%	Proposed 13.5%	Proposed 14%
			Actual	Actual

*Preschool baseline percentages are listed for 2015-2016 Beginning of Year (BOY).

Objective 2.3

Utilize Multi Tier System of Support (MTSS) to increase achievement for students.

Measure 2.3.1

Implementation plan for MTSS for the district.

Measure Values

Years	Training and Planning Year	Implementation Year	Refresher Trainings
2015-2016	Gamewell Middle School Hudson Middle School Kings Creek School Oak Hill School		As needed
2016-2017	High Schools	Gamewell Middle School Hudson Middle School Kings Creek School Oak Hill School	As needed
2017-2018		High Schools	As needed

Goal 3: Every student has excellent educators every day.

Objective 3.1

Develop and support highly effective teachers.

Measure 3.1.1

Percent of teachers that meet or exceed expected growth as listed in the Education Value-Added Assessment System (EVAAS) District Teaching Effectiveness Summary report.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Meet or Exceed Growth	*	80%	82.7%	85%		88%	

*Baseline data for 2014-2015 is no longer available.

Objective 3.2

Develop and support highly effective administrators.

Measure 3.2.1

Percent of schools that meet or exceed expected growth as listed in the EVAAS school accountability growth estimate report.

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Meet or Exceeds Growth	79%	83%	83%	88%		88%	

*Gateway School (6-12) and Horizons Elementary (K-5) participate in the NC Alternative Schools' Accountability Model. A change rating has been assigned to schools comparing their previous year to the current year. For 2014–15 (the baseline year), all schools received the same rating. The three levels of rating from lowest to highest are identified as Declining, Maintaining, or Progressing.

❏ **Gateway School: 2014-2015 Maintaining, 2015-2016 Declining**
❏ **Horizons Elementary 2014-2015 Maintaining, 2015-2016 Progress**

Objective 3.3

Provide high quality, research-based professional development programs for teachers, administrators, and support staff.

Measure 3.3.1

Maintain a database of district trainings provided to teachers, administrators, and support staff each year.

Measure Values

Database of trainings provided each year - Appendix A

Measure 3.3.2

Attendance of teachers, administrators, and support staff at professional development provided by the district each year

Measure Values

	2015-2016	2016-2017	2017-2018
	Actual	**Actual**	**Actual**
Professional Development Attendance	October 16, 2015 81%	August 24, 2016 97% November 8, 2016 87%	

Goal 4: The district has up-to-date financial, business, and technology systems to serve its students, parents, and educators.

Objective 4.1
Revise and update all district-level plans for program areas each year.

Measure 4.1.1
Plans by program area

Measure Values
Database of district-level plans - Appendix B

Objective 4.2
Revise district Administrative Manual.

Measure 4.2.1
Timeline for revisions of the manual

Measure Values

Years	Proposed Revisions (Current Numbers)	Actual Revisions
2015-2016	Students (3000 Series), Curriculum and Instruction (7000 Series), and School-Community Relations (9000 Series)	Educational Program 3000 Series formerly Curriculum and Instruction 7000 Series
2016-2017	Administrative Procedures (2000 Series), Auxiliary Services (4000 Series), and Human Resources Services (6000 Series)	In progress
2017-2018	Board Administrators (1000 Series), Testing/Technical Support (5000 Series), and Financial Services (8000 Series)	

*School Board Policy and Administrative Manual reference numbers are being changed as revision occur.

Objective 4.3

Continue to develop technology infrastructure to support 21st century teaching and learning.

Measure 4.3.1

Technology replacement plan
Desktop rolling refresh with complete turnover every ten years max.
Chromebook life is 6 years....plan is to refresh devices that reach end of life each year and complete refresh will occur every 6 years.

Measure Values

Replacement plan

Measure 4.3.2

Number (and type) of technology devices

Measure Values

Annual Media and Technology Report (AMTR)
Caldwell County Schools has 7,000 desktop computers and 6,400 Chromebooks.

Objective 4.4

Increase parental and community involvement in the district.

Measure 4.4.1

Number of parent or community volunteers and total hours volunteered

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
Number of Volunteers	4,698	5,168	6,730	5,788		6,656	
Total Hours Volunteered	39,856	43,842	49,697	49,103		56,468	

Measure 4.4.2

Representation of school Parent Teacher Association/Organization (PTA/PTO) officers at the district PTA/PTO Council

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
School Representation	42%	62%	65%	72%		82%	

Measure 4.4.3

Administration and response rate of district stakeholder survey

Measure Values

	2015-2016		2016-2017		2017-2018	
Responses Received	Proposed	Actual	Proposed	Actual	Proposed	Actual
Parents	300	3246	420		600	
Staff	300	1156	420		600	
Students	300	8854	420		600	
Average Response Rate	5%	56.2%	7%		10%	

*2015-2016: Parent Response Rate - 27.3%; Student Response Rate - 74.4%; Staff Response Rate - 67%

Measure 4.4.4

Number of school and business partnerships

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
School Business Partnerships	47	52	54	57		63	

Measure 4.4.5
School Population Study to be administered by Western Piedmont Council of Government.

Measure Values
Map of population study will be used in determining renovations and or building of new schools.
*The Western Piedmont Council of Government completed a heat map for the Granite Falls Middle School attendance area.

Goal 5: Every student is healthy, safe, and responsible.

Objective 5.1
Create and maintain safe and respectful school environments.

Measure 5.1.1
Number of reportable offenses in the district

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Reportable Offenses	47	45	50	43		41	

Measure 5.1.2
Number of short-term suspensions

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Short-Term Suspensions	794	770	882	747		725	

Measure 5.1.2

Number of substance abuse offenses per year

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Number of Offenses	25	24	15	23		22	
Percent of Total Reportable Offenses	54.3%	50%	30%	47%		44%	

Objective 5.2

Improve student attendance rates.

Measure 5.2.1

Average district attendance rate

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
District Attendance Rate	94.44%	94.5%	94.36%	94.6%		94.7%	

Measure 5.2.2

Number of students who miss 10% or more days in a school year

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Chronically Absent Students	12.34%	11.34%	14.82%	10.34%		9.34%	

*Students who missed 18 or more days..

Measure 5.2.3

District dropout rate

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
Dropout Rate	1.17%	<1.25%	0.86%	<1.25%		<1.25%	

Measure 5.2.4

Number of teenage pregnancies each year

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	Proposed	Actual	Proposed	Actual	Proposed	Actual
Teenage Pregnancies	23	22	22	21		20	

Objective 5.3

Improve awareness, reporting, and investigation of bullying.

Measure 5.3.1

Number of investigations/reports submitted

Measure Values

	2014-2015	2015-2016	2016-2017	2017-2018
	Baseline	Actual	Actual	Actual
Investigations	25	*101		
Number/Percent of Incidents that were Determined to be Bullying	8 (32%)	79 (78%)		

*There was a discrepancy with the actual number of reports submitted to the Director of Student Services compared to that in PowerSchool for the 2015-2016 school year.

Measure 5.3.2
Percent of staff who completed the online Bullying training

Measure Values

	2014-2015	2015-2016		2016-2017		2017-2018	
	Baseline	**Proposed**	**Actual**	**Proposed**	**Actual**	**Proposed**	**Actual**
Online Staff Training	86.8%	100%	100%	100%		100%	

Measure 5.3.3
Education of students, parents, and community

Measure Values
Safe Schools Plan