

**Carroll County Public Schools
2015
Five-Year Comprehensive Master Plan**

Part III:

Strategic Action Plan



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Carroll County Master Plan Update - 2015-16

Focus Area 1

Prepare Students to be Competitive in a Global Economy

Focus Area 1.1

Fully implement a CCPS curriculum aligned with the Common Core State Standards, Next Generation Science Standards, and other newly adopted State Standards.

Indicator 1.1.1

Build a CCPS web-based curriculum grounded in Universal Design for Learning principles that will support individualized instruction.

Measure Overall Student Performance on PARCC and AP Exams

Program:	Item #	Status	Accountability and Assessment
Extended Enrichment	6442	Future Initiative	Enhance students exposure to college and career opportunities through the integration of career speakers and visits into the curriculum.
Academic Rigor	6503	Future Initiative	Working in collaboration with the Elementary Science Supervisor, STEM Coordinator and a team of writers, all PreK teachers will pilot one of two units focusing on the topic of ramps or shadows. The ramps and shadows units are from the MSDE-endorsed PEEP curriculum. The units are aligned with the CCPS curriculum and include the language of the ELA standards and Mathematics standards.
Academic Rigor	6505	Future Initiative	Provide professional development in using Office 365 and One Note to understand, implement and enhance the Pre-Kindergarten English Language Arts Curriculum. Teachers will interact as an online community as they enhance and enrich the content of the 3 modules in One Note Notebook.
Integrated Technology Activities	6549	Future Initiative	High School principals will be introduced to professional development in the area of technology, such as One Note, in order to be leaders in their schools and encourage and support their teachers in new skill development.

Program:	Item #	Status	Career and Technology Education
Assessment	6471	Future Initiative	Review and revise county-wide assessments in the area of CTE as needed to prepare students to meet industry standards and college readiness through curricular and program advisory input.

Program:	Item #	Status	English
Curriculum	6516	Future Initiative	Develop and implement curricula for ELA grades 6-8 that are fully aligned with the CCSS, and add thematic units that are integrated with Social Studies and Science in each grade. (2015-16 School year will introduce three units, one for each grade level, that use a common text with Social Studies, contain common formative and summative assessments, and focus on informational / argumentative writing using a joint SS and ELA common rubric for DBQ (Document-Based Question) responses in essay form. These units will be reviewed and modified. Common units with Science that will meet the same criteria will follow 2016-2017.)

Program:	Item #	Status	Fine Arts
Curriculum	6495	Future Initiative	As we work with MSDE to revise the State Fine Arts Standards to align with the New National Core Arts Standards, a gap analysis of our current Fine Arts Curriculum will be monitored. Provide an electronic curriculum for every course so that newly developed resources can be accessed.

Program:	Item #	Status	Health and Physical Education
Curriculum	6492	Future Initiative	Aligning CCPS Health and PE curriculums with revised Maryland State Standards.

Program:	Item #	Status	Library Media
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Curriculum	6488	Future Initiative	Pilot K-5 Media Curriculum with focus on developing Technology and Digital Citizenship skills.
Professional Development	6527	Future Initiative	Deliver Professional Development to content supervisors, administrators and other appropriate staff which demonstrates best practices for incorporating existing and emerging technologies into curriculum and instruction.
Curriculum	6529	Future Initiative	Assist the Department of Curriculum and Instructional Resources and Technology Services in identifying key elements needed for the future Curriculum Management site (possibly SharePoint), and provide support to content supervisors as they develop their sites.
Integrated Technology Activities	6530	Future Initiative	Collaborate with content supervisors and curriculum writers to integrate appropriate media and technology skills and tools into curricula.

Program:	Item #	Status	Mathematics
Curriculum	6408	Future Initiative	Secondary Mathematics is in the process of building and refining a digital curriculum aligned to MDCCRS and grounded in UDL principles that support individualized learning. Beginning in 2015-2016, teachers will implement Discovery Education's Math Techbook, which is a valuable resource that accommodates students' learning styles and preferences and provides feedback on individual student progress. By 2020, all math curricula and resources will be housed in SharePoint using OneNote. Professional development on using this platform will be provided to teachers to maximize its potential and prepare students for the 21st century learning experience.
Curriculum	6409	Future Initiative	Continue to refine and improve all common assessments so that they are fully aligned with PARCC expectations as PARCC data becomes available. In the future, we hope to move our common assessments into a digitized format to offer our students the ability to take their assessments online.

Program:	Item #	Status	Minority Achievement & Intervention Programs
Academic Rigor	6445	Future Initiative	Develop relationships with Historically Black Colleges and Universities to increase minority participation in college and career readiness.

Program:	Item #	Status	World Languages
Curriculum	6407	Future Initiative	In levels 1 and 2 of our language curricula we have UDL strategies and suggestions in place so teachers can provide alternate means to support student learning. World Language curricula in levels 3-AP will continue sharing UDL principles so teachers can further support individualized instruction.

Program:	Item #	Status	Science
Curriculum	6489	Future Initiative	Modify, update and continue to align the CCPS Elementary Science Curriculum to meet expectations of the Next Generation Science Standards which include Disciplinary Core Ideas, Science and Engineering Practices, and Cross Cutting Concepts. The new units will appropriately differentiate content, and will demonstrate an integrated teaching model which focuses on teaching and learning that is based on UDL practice and is authentic and student centered. All Elementary Science Curriculum will be provided to teachers utilizing One Note and will include Discovery Education Science Techbook and Streaming resources where appropriate.
Assessment	6491	Future Initiative	As curriculum is revised to meet the Next Generation Science Standards, develop assessments to monitor and determine appropriate scope of instruction for students. The assessments will provide consistent measurements of student learning. Teachers will use the data to identify students in need of extra support, intervention and acceleration.

Program:	Item #	Status	Social Studies
Curriculum	6431	Future Initiative	Modify grades 3 - 5 Humanities units that align to CCPS ELA standards and Social Studies content. The curriculum will include UDL principals that supports instruction for individual and groups of students. Modifications will be made to the unit assessments to identify students in need of extra support, intervention and acceleration in both ELA and Social Studies.
Curriculum	6510	Future Initiative	In a web-based, collaborative environment such as One Note, develop an aligned secondary social studies curriculum that balances the development of students' content knowledge with the skills described in the College, Career, and Civic Life Framework for Inquiry (C3). The curriculum should guide secondary social studies teachers with model lessons and resources that inform their planning decisions and the implementation of instructional strategies that reflect best practices in the field.

Academic Rigor	6511	Future Initiative	Within the curriculum, embed resources that promote universal design for learning for both students and teachers. Multiple options for representation, action, and expression should be identified and accessible to secondary social studies teachers in the goals, suggested assessments, instructional strategies and resources.
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Program:	Item #	Status	Service Learning
Business and Community Partnerships	6521	Future Initiative	Establish ongoing relationships with community non-profit organizations to locate opportunities for students to perform high quality Service Learning projects.

Program:	Item #	Status	Educational Technology
Integrated Technology Activities	6439	Future Initiative	Principals will receive professional development in the area of technology in order to fully utilize the technology that CCPS has already rolled out (One Note, Discovery Ed, etc...). By maximizing their own use of technology, administrators can be leaders in their schools, encouraging and supporting teachers as they learn to use technology in the classroom.

Program:	Item #	Status	Curriculum and Instruction
Curriculum	6472	Future Initiative	Continue to align Secondary Science Curriculum to the Next Generation Science Standards which include Disciplinary Core Ideas, Science and Engineering Practices, and Cross Cutting Concepts. On pace to align by Maryland required time line of 2018. All Secondary Science Curriculum will be provided to teachers utilizing One Note and will include Discovery Education Science Techbook and Streaming resources where appropriate.
Curriculum	6476	Future Initiative	Develop and tag UDL resources within curriculum to enhance lesson planning. Tagging will provide a method of searching for specific UDL resources.
Curriculum	6501	Future Initiative	Add content specific teacher created resources and alignment charts of purchased resources, including digital resources, within each elementary grade level to help support quality instruction and student learning.
Integrated Technology Activities	6518	Future Initiative	Continue to develop curricula and instructional resources utilizing the One Note platform in ELA and with the integrated thematic units with Social Studies and Science.
Curriculum	6525	Future Initiative	Migrate existing Pre-K - Grade 5 ELA Curriculum to One Note platform. Provide professional development to Pre-K - Grade 5 teachers on utilizing One Note platform to access and interact with the curriculum.
Instruction	6526	Future Initiative	Collaborate with the Elementary Science Supervisor to align curricula areas to meet the College and Career Readiness Standards for Writing with the Next Generation Science Standards (Standard 3). Special focus will be placed on students ability to interpret and communicate information (through writing and the use of technology) from science, technology, and engineering content to answer complex questions, investigate global issues, and develop solutions for challenges and real world problems. STEM teachers will receive professional development and resources to facilitate writing and using technology in the STEM classroom.
Academic Rigor	6568	Future Initiative	All curricula in all content areas and courses will be fully digitized and include interactive resources by 2020. Resources and activities will provide teachers with Universal Design options.

Program:	Item #	Status	STEM
Curriculum	6498	Future Initiative	Implement curriculum that supports the STEM Standards of Practice to prepare students to be career ready and globally competitive.

Program:	Item #	Status	English Language Learners
Instruction	6514	Future Initiative	ESOL Staff will work collaboratively with teachers, curriculum writers and supervisors to differentiate content area curriculum and assessments to meet the linguistic and academic needs of ELLs. ESOL staff will also receive professional development on content area support, OneNote and 365 to ensure access of curriculum.

Indicator 1.1.2

By the beginning of the 2015-2016 school year, implement consistent measurement of student learning in all courses and grades.

Measure Overall Student Performance on PARCC and AP Exams

Program:	Item #	Status	Accountability and Assessment
Assessment	6436	Future Initiative	All high school English courses, including elective courses, will have common final examinations. For English courses meeting graduation requirements, these examinations continue to be refined and improved to fully align with PARCC expectations as PARCC data becomes available. Likewise, common summative assessments throughout the curricula are available for teacher use. A future goal is for common assessments to become digitized in order to provide students with an authentic online test-taking experience.
Academic Rigor	6504	Future Initiative	Provide on-going professional development and monitor student progress on the CCPS Pre-Kindergarten Assessments to help ensure curriculum alignment and student understanding of the Common Core State Standards.

Program:	Item #	Status	Health and Physical Education
Assessment	6493	Future Initiative	Update and align assessments with new Maryland Health and PE Standards.

Program:	Item #	Status	Judy Center
Assessment	6460	Future Initiative	Facilitate Ages & Stages Social- Emotional assessment as well as the Ages & Stages Developmental Screenings on children prior to school entry. Pre and Post tests given to families while assessing children on the progress of developmental milestones.

Program:	Item #	Status	World Languages
Assessment	6406	Future Initiative	All World Language courses, levels 1-3, will implement common assessments in order to have a consistent and equitable measurement of student proficiency in language usage. This supports state and national standards for languages and aligns with the Common Core as well. Over the 5 year period level 4 and AP assessments will also be implemented to provide consistency.

Program:	Item #	Status	Social Studies
Assessment	6430	Future Initiative	Develop and pilot PreK - 2 social studies unit assessments to monitor and determine appropriate scope of instruction for students. The assessments will provide consistent PreK – 2 measurements of student learning for all units. Teachers will use the data to identify students in need of extra support, intervention and acceleration.
Assessment	6512	Future Initiative	With teacher input and reflection, revise, design, and implement both formative and summative assessments that measure the extent to which the students are mastering the content and developing the skills described in the College Career and Civic Life Framework for Inquiry (C3).

Program:	Item #	Status	Curriculum and Instruction
Assessment	6474	Future Initiative	Evaluate and revise as needed Secondary Science final assessment items to include in final exam item banks for the disciplinary core ideas of physics, chemistry, and biology.
Curriculum	6502	Future Initiative	Monitor student progress on the CCPS Unit Assessments and the CCPS Benchmark Assessment to help ensure curriculum alignment and student understanding of the Common Core State Standards.

Program:	Item #	Status	STEM
Data Analysis	6500	Future Initiative	CCPS will use the MSDE Environmental Literacy survey and the Chesapeake Bay agreement to continuously monitor E-lit compliance and look for areas that can be improved.

Focus Area 1.2

Partner with local institutions of higher education to ensure college readiness.

Indicator 1.2.1

Develop enhanced dual enrollment opportunities for students.

Measure

Percentage of College and Career Readiness

Program:	Item #	Status	Minority Achievement & Intervention Programs
Academic Rigor	6458	Future Initiative	Committee members will partner with specific colleges and universities to build relationships and offer opportunities for internships.

Indicator 1.2.2

Develop and implement transitional courses at each high school for students who are not deemed to be college ready by the end of their junior year.

Measure		Percentage of College and Career Readiness	
Program:	Item #	Status	English
Curriculum	6435	Future Initiative	CCPS teachers in collaboration with Carroll Community College staff will design a supplemental transition course component to the current English 12 curriculum for students who are not deemed college and career ready by the end of English 11. This transition course supplement will be offered in English 12 basic and academic levels to prepare students for success on college and career ready assessments.
Program:	Item #	Status	Mathematics
Curriculum	6410	Future Initiative	CCPS teachers and Carroll Community College staff have partnered to develop a transition course for students who are not deemed to be college and career ready by the end of their junior year. The scope and sequence of this Integrated Algebra course is designed to help students demonstrate CCR aligned to Accuplacer expectations. Students will have the opportunity to enroll in three distinct courses created to best meet their needs: Integrated Algebra, Integrated Algebra with Statistics, or Integrated Algebra with Trigonometry.

Focus Area 1.3

Enhance programs to ensure career readiness for all students.

Indicator 1.3.1

Secure funding for a new career and technology building.

Measure

Budget

Program:	Item #	Status	Career and Technology Education
Business and Community Partnerships	6465	Future Initiative	Work with stakeholders to secure funding to build a new career and technology center by 2020.

Indicator 1.3.2

Expand access to state-approved completer programs.

Measure Local Data

Program:	Item #	Status	Career and Technology Education
Curriculum	6468	Future Initiative	Increase enrollment in state-approved completer programs at the Carroll County Career and Technology Center, as well as area comprehensive high schools, by expanding opportunities to all students.

Program:	Item #	Status	Technology Services
Business and Community Partnerships	6539	Future Initiative	Support student learning through the maintenance and expansion of student intern programs in Technology Services.

Focus Area 2

Meet Each Student's Instructional Needs

Focus Area 2.1

Close the achievement gap between our system's highest achieving students and our most struggling students.

Indicator 2.1.1

Assist schools in using data to identify students in need of extra support, intervention, and acceleration

Measure

Graduation Rate, CCR, PARRC

Program:	Item #	Status	Accountability and Assessment
Data Systems to Support Instruction	6553	Future Initiative	Collaborate with Technology Services to align locally developed data reporting systems with PARCC and College and Career Readiness Assessments.

Program:	Item #	Status	Judy Center
Professional Development	6461	Future Initiative	Assist staff to assess collected data on children so that appropriate resources are offered as needed. Provide professional development to support early childhood staff at Title One Schools and in community childcare programs so that children are ready to learn when they enter kindergarten.

Program:	Item #	Status	Social Studies
Professional Development	6513	Future Initiative	Based on student performance on Advanced Placement, state-wide (Government High School Assessment), and local assessments as well as teachers' SLO reflections, provide ongoing professional development opportunities that respond to identified gaps in student achievement and teacher need. The ongoing professional development should support the implementation of instructional strategies that support the inquiry-based, student-centered classroom called for in the College, Career, and Civic Life Framework (C3).

Program:	Item #	Status	Title I
Data Analysis	6475	Future Initiative	Identify students for Title I supplemental instructional services using multiple sources of data (formative, summative, and diagnostic) that are weighted and rank-ordered highest to lowest need.
Professional Development	6483	Future Initiative	Provide support and technical assistance to Title I schools in designing, implementing, and evaluating the Title I Program in their school.

Program:	Item #	Status	Curriculum and Instruction
Curriculum	6508	Future Initiative	Provide all elementary schools with standard specific reporting tools and student achievement data reports to help identify student understanding and instructional needs.
Data Analysis	6523	Future Initiative	Continue to utilize and refine existing county ELA assessment data in grades 3-5 to analyze gaps in student performance in reading and writing. Identify specific teaching/learning strategies to address learning gaps and differentiate instruction for identified students to meet the demands of the PARCC assessment.

Indicator 2.1.2

Provide professional development to staff regarding appropriate instructional strategies for students with special needs, students in poverty, and students from diverse racial and ethnic groups.

Measure		Local Data	
Program:	Item #	Status	Accountability and Assessment
Academic Rigor	6506	Future Initiative	Provide SEFEL training for first and second year teachers through a Train-Coach-Train Model. SEFEL is a positive behavioral intervention system designed to support young learners in the areas of: oral communication, organizational thinking, problem solving and self regulation.
Program:	Item #	Status	Career and Technology Education
Professional Development	6469	Future Initiative	Provide additional professional development to CTE teachers and school counselors to ensure students are utilizing the Maryland Career Development Framework to gain access to desired CTE programs.
Program:	Item #	Status	English
Professional Development	6437	Future Initiative	Ongoing professional development opportunities for high school English teachers includes a variety of topics that examine best pedagogical approaches to close reading, language instruction, and writing strategies. These professional development opportunities are also offered to special educators, reading specialists, and ESL resource teachers to promote alignment of instructional practices and support services in order to close the achievement gap.
Program:	Item #	Status	Fine Arts
Student Support	6496	Future Initiative	Provide ongoing professional development opportunities supporting instruction, curriculum and resources as we see deficits with staff or patterns of need.
Program:	Item #	Status	Judy Center
Curriculum	6459	Future Initiative	Provide professional development and implement PAT curriculum with fidelity. Provide support and implementation of Penelope , a web-based tracking system that is designed to support all levels of parent and child learners birth through age 5.
Program:	Item #	Status	Mathematics
Curriculum	6411	Future Initiative	Continue ongoing professional development opportunities for secondary mathematics teachers on the DE Math Techbook and an inquiry-based learning model that examines the best pedagogical approaches to learning mathematics. The addition of a math resource teacher will support teachers' ongoing learning needs.
Program:	Item #	Status	Middle School Education
Professional Development	6446	Future Initiative	Provide all instructional staff professional development on instructional strategies to increase academic success for students with special needs, students in poverty, and students of diverse ethnic and racial groups.
Program:	Item #	Status	Science
Professional Development	6490	Future Initiative	Provide ongoing professional development opportunities for elementary science teachers including a variety of topics that examine best pedagogical approaches to STEM integration, Discovery Education TechBook integration and the Next Generation Science Standards.
Program:	Item #	Status	Special Education
Academic Rigor	6566	Future Initiative	CCPS special education department developed a Coordinator of Intervention Services to provide professional development to both general and special education teachers in various instructional strategies and academic interventions. Trainings are routinely held quarterly throughout the school year.

Program:	Item #	Status	Title I
Professional Development	6479	Future Initiative	Provide professional development opportunities that support the needs of at-risk students and their families to staff who work directly with Title I identified students. All Title I professional development activities will adhere to the Maryland Professional Development Standards.
Professional Development	6484	Future Initiative	Provide on-going, job-embedded professional development opportunities for teachers of Title I students.
Parent/Family Involvement & Education	6485	Future Initiative	Provide parent training to involve parents of Title I identified students in activities designed to increase student achievement.
Integrated Technology Activities	6487	Future Initiative	Title I schools will develop a Technology Integration Plan collaboratively with the technology department to meet the needs of teachers and students in Title I schools.

Program:	Item #	Status	Curriculum and Instruction
Professional Development	6478	Future Initiative	Provide meaningful and continuous opportunities for professional development for all Secondary Science Teachers. Opportunities may include but are not limited to partnering with Maryland Sea Grant and University of Maryland, MELP and Chesapeake Bay Foundation, Achieve, DNR, TACF, MSDE, and Johns Hopkins Sustainable Living. Locally facilitated PD opportunities will also be provided.
Professional Development	6507	Future Initiative	The Elementary Mathematics Resource Team will provide ongoing high quality professional development to classroom teachers, special educators and instructional assistants at the school and system level to help promote quality instruction and increase student understanding.

Program:	Item #	Status	STEM
Professional Development	6499	Future Initiative	Increase the capacity of teachers to deliver quality integrated STEM content and practices through high-quality professional learning.

Program:	Item #	Status	English Language Learners
Professional Development	6515	Future Initiative	ESOL staff will provide individualized and specialized professional development to school-based and central office staff. Focus areas include, but are not limited to: data-based decision making, second language acquisition, modifying instruction and assessment, reducing linguistic complexity in content area instruction, identifying and supporting ELLs who also have learning disabilities, cultural proficiency, Universal Design for Learning and Universal Thinking Verbs.

Program:	Item #	Status	Great Teachers and Leaders
Professional Development	6414	Future Initiative	Continue to be collect and analyze data from various sources to assess the professional development needs of the schools. Use Title Ila plans and SIT Plans developed at the school level as strategic tools to target Title Ila resources/funds, and other resources/funds as appropriate, to meet the needs of the schools.
Professional Development	6415	Future Initiative	Continue to provide certification programs for paraprofessionals in partnership with local colleges and universities.
Professional Development	6416	Future Initiative	Continue to provide differentiated professional development for paraprofessionals that supports their roles as instructional assistants.
Professional Development	6417	Future Initiative	Continue to provide professional development to school improvement team members based on their school level needs as requested. Through a collaborative effort with School Level Directors and Principals, provide resources to schools and SIT Teams to further professionally develop the staff within their building.

Indicator 2.1.3

Identify interventions for each student struggling to meet achievement standards.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Student Support Instruction	6443 6519	Future Initiative Future Initiative	Work with all schools to identify and provide a career plan options for the non-traditional student. Continue to use gap analysis data for student performance in reading and writing to personalize and differentiate instruction to meet the demands of the PARCC assessment. Research and adopt web-based resources to enhance student performance in reading and writing which address instructional weaknesses. (Continue to expand the use of the "Reading Plus" intervention to enhance student comprehension, fluency, and vocabulary consistent with the demands of the PARCC assessments.
Program:	Item #	Status	Elementary School Education
Data Systems to Support Instruction	6438	Future Initiative	Elementary school principals will utilize the new data reporting tools to analyze the critical data for each grade level, prioritize areas of instructional strength and weakness, and develop instructional strategies to strengthen first pass instruction.
Program:	Item #	Status	Judy Center
Intervention	6462	Future Initiative	Offer developmental assessments for young children and refine the Judy Center interventions based on the individual need of the child.
Program:	Item #	Status	Middle School Education
Instruction	6444	Future Initiative	Develop and implement a data-based identification rubric for the non-traditional student. Align the school supports, interventions, and service learning opportunities to provide non-traditional students the opportunity to accelerate their learning.
Program:	Item #	Status	Title I
Intervention	6480	Future Initiative	Identify evidenced-based interventions for each student struggling to meet academic standards in Title I schools.
Summer School Interventions	6486	Future Initiative	Provide extended day/year instructional programs, such as before school, after school, and summer school to increase student achievement in Title I schools.
Program:	Item #	Status	Curriculum and Instruction
Instruction	6524	Future Initiative	Research and adopt a web-based resource to enhance student performance in the areas of reading comprehension, writing, vocabulary, and reading fluency to align with College and Career Readiness outcomes.
Program:	Item #	Status	English Language Learners
Instruction	6517	Future Initiative	ESOL staff will provide specialized content support and language instruction to identified ELLs. Content and language goals, along with additional data points will be used to guide planning and instruction. Supplemental instructional materials and technology will be purchased that support instruction.

Indicator 2.1.4

Require each principal to write a Student Learning Objective that addresses closing the achievement gap for his or her annual evaluation.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Academic Rigor	6546	Future Initiative	Continue to work with high school principals in developing rigorous Student Learning Objectives that are directly tied to their school's achievement gap and monitor their progress.

Program:	Item #	Status	Elementary School Education
Leadership Development	6448	Future Initiative	Principals will select more rigorous SLO targets and help teachers do the same, in order to improve student achievement.

Focus Area 2.2

Provide Pre-K to Grade 12 appropriate education services for students identified with Autism Spectrum Disorder (ASD).

Indicator 2.2.1

Establish a central ASD Program Coordinator position.

Measure

Staffing

Program:	Item #	Status	Special Education
Instruction	6563	Future Initiative	Coordinator of Autism Services position created to provide oversight to CCPS autism program Pre-K through grade 12. Coordinator provides academic and instructional support to all levels within our autism program.

Indicator 2.2.2

Fully implement the middle school ASD program at New Windsor.

Measure

Local Data

Program:	Item #	Status	Special Education
Academic Rigor	6565	Future Initiative	Middle school autism program developed and fully implemented at NWMS. Students grades 6-8 with ASD are provided with academic and social/emotional supports.

Indicator 2.2.3

Develop and implement a high school ASD program at two regional sites for the 2015-2016 school year.

Measure Local Data

Program:	Item #	Status	Special Education
Student Support	6564	Future Initiative	High School autism program developed and established at NCHS for 2015/16 school year to provide services to our students with autism at the high school level.

Program:	Item #	Status	Transportation Services
Student Support	6467	Future Initiative	Continue to work with the departments of Special Education and Facilities to place county wide special education programs in school sites that best serve the needs of the student populations to be serviced and provide for the best use of transportation resources. Reducing or minimizing to the extent possible, average student ride time on the bus should always be a consideration in determining the appropriate placement of special education programs.

Focus Area 2.3

Enhance alternative programs responsive to the needs of at-risk students.

Indicator 2.3.1

Implement the Intensive Behavior Unit (IBU) during the 2013-2014 school year.

Measure

Local Data

Program:	Item #	Status	Special Education
Student Support	6567	Future Initiative	CCPS developed an intensive therapeutic classroom setting (IBU) that offers support to students in crisis, or returning to CCPS from a crisis intervention. Supports are provided by a school psychologist and licensed therapeutic counselor. Academic support is provided by CCPS teachers.

Indicator 2.3.2

Provide increased security at Gateway and Crossroads Middle using school resource officers.

Measure Staffing

Program:	Item #	Status	Alternative Education
School Safety	6559	Future Initiative	Provide increased security at the Gateway School, as needed, via School Resource Officers.

Indicator 2.3.3

Expand completer program opportunities for students in high school alternative programs

Measure Local Data

Program:	Item #	Status	Career and Technology Education
Curriculum	6470	Future Initiative	Expand opportunities for state-approved completer programs to students in alternative programs in Carroll County Public Schools.

Focus Area 2.4

Implement a K-12 gifted and talented program aligned with COMAR requirements.

Indicator 2.4.1

Initiate census testing in grade 2 as a screening tool to increase the efficacy of the identification process.

Measure

Local Data

Program:	Item #	Status	Gifted and Talented Education
Data Systems to Support Instruction	6554	Future Initiative	Integrate Cognitive Abilities Test results into the student data reporting system.

Indicator 2.4.2

Increase the capacity of teachers who work with gifted and talented students so that a content-specific course (i.e., STEM, Humanities) for gifted students can be included in the middle school program of studies.

Measure		Local Data	
Program:	Item #	Status	Gifted and Talented Education
Extended Enrichment	6432	Future Initiative	Develop, coordinate and pilot extension projects, Socratic seminars and field experiences aligned to middle school programs of studies. Teachers who work with middle school gifted and talented students will extend or enrich instructional content to provide different learning opportunities beyond those normally provided by the regular school program.
Extended Enrichment	6433	Future Initiative	Modify and update the 3 – 5 gifted and talented program and resources to align to CCPS curriculum and Common Core State Standards. Teachers who work with elementary gifted and talented students will write and pilot units that align to CCPS curriculum and integrate content. The units will appropriately differentiate content, and accelerate, extend and enrich instructional content beyond those normally provided by the regular school program.

Indicator 2.4.3

Partner with local colleges and universities to offer graduate courses and certification programs in gifted education.

Measure Local Data

Program:	Item #	Status	Gifted and Talented Education
Professional Development	6419	Future Initiative	Maintain the relationships between local colleges and universities allowing opportunities for graduate courses and certification in Gifted and Talented programs.

Indicator 2.4.4

Expand the focus of the design team to determine the appropriate scope of services for students in grades K-2 and 9-12.

Measure Local Data

Program:	Item #	Status	Fine Arts
Extended Enrichment	6494	Future Initiative	In collaboration with the Supervisor of Gifted and Talented, explore the feasibility of fine arts components within the context of the Gifted and Talented program at the middle level.

Focus Area 2.5

Enhance alternative learning opportunities through the use of digital resources.

Indicator 2.5.1

Train key staff in the design, maintenance, and use of Blackboard as a learning management system.

Measure

Local Data

Program:	Item #	Status	Library Media
Professional Development	6532	Future Initiative	Deliver face-to-face as well as web-based Professional Development opportunities on the instructional use of approved tools and applications. These offerings might include but not be limited to: Discovery Education, Office 365 and One Note, Edublogs, Edmodo, or Activinspire.

Indicator 2.5.2

Pilot MSDE-approved online courses via Blackboard and evaluate the impact on student learning.

Measure Local Data

Program:	Item #	Status	Mathematics
Curriculum	6412	Future Initiative	Offer MSDE-approved online courses in "Ratios and Proportions" and "Algebra I" to professionally develop teachers' understanding of how to best instruct students according to MDCCR standards. Participants in these courses include mathematics teachers across all levels, special education teachers and ELL teachers to maximize student learning and minimize the achievement gap.

Indicator 2.5.3

Consider expansion of the learning management system to include locally developed digital courses for students.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Academic Rigor	6570	Future Initiative	Build a cadre of teachers who meet the MSDE requirements allowing them to teach on-line courses for students.

Program:	Item #	Status	Library Media
Technology Support	6531	Future Initiative	Continue to maintain and expand the ITT Resource site to support effective use of approved web-based tools and applications to support effective instruction and student learning.
Technology Support	6533	Future Initiative	Keep abreast of emerging technologies and web-based instructional tools, and advocate for the approval of those which are high quality, and safe for student use. Communicate parameters within the terms of use agreements to teachers and parents as applicable.

Program:	Item #	Status	Curriculum and Instruction
Academic Rigor	6569	Future Initiative	Provide increased opportunities for students to take approved credit bearing courses in an on-line environments.

Focus Area 3

Develop and Maintain an Effective Workforce

Focus Area 3.1

Attract and retain highly qualified, effective, and diverse employees by offering competitive pay and benefits

Indicator 3.1.1

Increase CCPS presence at appropriate recruitment venues, including attendance at job fairs designed to attract highly qualified, diverse candidates.

Measure

Local Data

Program:	Item #	Status	Accountability and Assessment
Recruiting, Retaining, and Certification	6451	Future Initiative	Elementary principals will attend recruiting trips to attract highly qualified candidates to Carroll County.
Recruiting, Retaining, and Certification	6548	Future Initiative	High School principals will continue to work with Human Resources and volunteer to serve as recruiters at job fairs and recruitment venues.

Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6551	Future Initiative	Use 2015 hiring data to determine most effective teacher recruitment strategies for 2016. Adjust recruiting schedule accordingly.
Recruiting, Retaining, and Certification	6555	Future Initiative	Establish recruitment brochure specifically designed for critical need teaching areas.
Recruiting, Retaining, and Certification	6556	Future Initiative	Develop an on-boarding process which includes a moving guide and a means to meet and welcome minority candidates.

Indicator 3.1.2

Train administrators and supervisors as recruiters to promote CCPS as the best school system for employment in the state. Establish advanced contracts when necessary to hire the best and brightest

Measure		Local Data	
Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6561	Future Initiative	Training has been held for administrators who represent CCPS at teacher recruitment venues. Feedback from recruiters will continue to be reviewed and implemented to improve the teacher recruitment program. Advanced contracts will continue to be offered as early in the year as possible.

Indicator 3.1.3

Analyze/survey other school systems to determine whether CCPS compensation and benefits are competitive. Develop recommendations for consideration by the Board and through the negotiations process.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Data Analysis	6562	Future Initiative	Work collaboratively with Human Resources to analyze salary and financial data from other school systems and develop recommendations for consideration by the Board of Education and through the negotiations process.

Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6544	Future Initiative	All five bargaining agreements are open for negotiations in 2016. Improving the compensation for all employees will be a mutual goal with each bargaining unit.

Indicator 3.1.4

Manage vacancies to allow for staffing in critical areas, and also allow for salary savings when possible. Consider using salary savings to improve the salary program overall.

Measure		Staffing	
Program:	Item #	Status	Student Services
Recruiting, Retaining, and Certification	6481	Future Initiative	Require and recruit registered nurses to fill licensed practical nurse vacancies.

Indicator 3.1.5

Advocate for sufficient revenue to grant a competitive salary package.

Measure Salary

Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6543	Future Initiative	A joint funding committee between the Board of Education and the Board of County Commissioners has been commissioned to develop a five year funding plan, with specific emphasis on improving the salaries of all Board of Education employees. Board of Education staff continue to lobby the governor and the state legislature for more funding.

Focus Area 3.2

Promote a culture of diversity in the workplace.

Indicator 3.2.1

Provide professional development that supports education that is multicultural for students and for employees. Encourage employees to attend Common Ground On the Hill and to participate in the McDaniel ETM Cohort.

Measure		Local Data	
Program:	Item #	Status	Judy Center
Professional Development	6463	Future Initiative	Offer relevant professional development for staff based on the needs and the requirement of Judy Center staff members. Assess needs and offer education to enhance best practice service for families.
Program:	Item #	Status	Great Teachers and Leaders
Recruiting, Retaining, and Certification	6452	Future Initiative	Work with Human Resources to strategically assign Diversity Committee members to recruiting venues.
Recruiting, Retaining, and Certification	6456	Future Initiative	Reserve 20% of interview time slots for minority candidates.
Recruiting, Retaining, and Certification	6457	Future Initiative	Pursue minority career fairs.

Indicator 3.2.2

Sustain and support the Council for Multicultural Education to support student learning as well as to foster an acceptance of diversity in the workplace.

Measure		Local Data	
Program:	Item #	Status	Community Outreach
Community Involvement	6497	Future Initiative	Communicate and promote diversity initiatives within the school system and throughout the community.
Program:	Item #	Status	Elementary School Education
Education That Is Multicultural	6449	Future Initiative	Elementary principals will devise strategies to support and retain minority candidates in their schools.
Program:	Item #	Status	Library Media
Education That Is Multicultural	6540	Future Initiative	Integrate Education That Is Multicultural into professional development activities and into media collections and resources.
Program:	Item #	Status	Minority Achievement & Intervention Programs
Academic Rigor	6453	Future Initiative	Invite college representatives to CCPS for on-going planning and to build relationships with the institutions.

Indicator 3.2.3

Develop and implement a system to collect data regarding employee concerns about co-workers or supervisors to include complaints of discrimination, harassment, sexual harassment, and workplace bullying.

Measure		Local Data	
Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6557	Future Initiative	Create and continue to monitor data system related to employee concerns and complaints.

Indicator 3.2.4

Establish a CCPS National Alliance of Black School Educators (NABSE) chapter.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Education That Is Multicultural	6558	Future Initiative	Submit by-laws to national organization for approval, select officers and conduct membership drive

Focus Area 3.3

Develop an electronic teacher and leader observation, evaluation, feedback, and professional development system.

Indicator 3.3.1

Continue to enhance and modify the observation and evaluation system to incorporate student learning objectives and expand data collection and analysis tools for the observation and evaluation data.

Measure		Local Data	
Program:	Item #	Status	Accountability and Assessment
Academic Rigor	6441	Future Initiative	Utilize observation, walkthrough, SLO, and school based assessment data to all teachers to build consistency in instructional delivery.
Program:	Item #	Status	Curriculum and Instruction
Professional Development	6477	Future Initiative	Update all model SLOs within the Secondary Science curriculum to reflect the revised SLO template. Adding new SLOs to provide further examples of how the three NGSS dimensions can be addressed through the SLO process. Continue to mentor teachers regarding SLOs and data analysis.
Program:	Item #	Status	Great Teachers and Leaders
Professional Development	6421	Future Initiative	Provide assistance in the planning and implementation of school-based professional development plans through the Office of Staff Development. Staff Development team members will provide site-based professional development as requested by schools and regions. The support provided includes planning, implementation, and/or follow-up support. This model assists schools in building staff capacity related to all aspects of the teacher/principal evaluation system.
Instruction	6429	Future Initiative	Create, revise, and update reports in the Human Resources Portal to allow administrators to quickly, efficiently, and effectively analyze observation/evaluation data to target specific areas of need within their building or department.

Indicator 3.3.2

Integrate data from the observation and evaluation system with the MSDE Professional Development Blackboard system to target specific areas of need for individuals and groups of teachers and administrators.

Measure		Local Data	
Program:	Item #	Status	Great Teachers and Leaders
Data Analysis	6422	Future Initiative	Continue to gather data from administrators to analyze the efficiency and improve the overall functionality of the Teacher/Principal Evaluation System.

Focus Area 3.4

Continuously monitor the organizational structure to support the Vision 2018 Plan and adjust as needed.

Indicator 3.4.1

Analyze areas of each department to identify opportunities for increased efficiency and effectiveness.

Measure Local Data

Program:	Item #	Status	Mathematics
Curriculum	6413	Future Initiative	Add a staffing position dedicated to developing an online Algebra I, Geometry, and Algebra II course that would enable CCPS to offer students the opportunity to receive high school credit for these online classes aligned to MDCCRS.
Program:	Item #	Status	Science
Instruction	6434	Future Initiative	Add a 1.0 FTE resource position dedicated to providing environmental outreach to all CCPS elementary STEM classrooms in accordance with Maryland Environmental Literacy Standards. This individual will also provide ongoing professional development opportunities for elementary STEM teachers on integrating the Next Generation Science Standards and new curriculum units.
Program:	Item #	Status	Student Services
Leadership Development	6427	Future Initiative	Continue to develop student leadership in promoting and enhancing programs in our schools. The CCSGA Advisor will continue to work with school based advisors and the CCSGA Executive Board to increase programming at the school level to involve representation of all groups within a school to further student leadership opportunities.
Program:	Item #	Status	Transportation Services
Technology Support	6466	Future Initiative	Develop internal processes/ data programs to replace the department's dependence on outside contractual resources for important departmental functions. Replacing the department's dependence on the TSS software for bus contractor payments, bus inventory, and driver records will be the first priority. Additional priorities will include modernizing the school bus inspection process with on-site recording capability (tablets) and developing within the Transportation Resource Center, programs for bus inventory, inspection, and student bus referrals
Program:	Item #	Status	Finance
Data Analysis	6571	Future Initiative	Utilize the position control process to review requests to fill jobs to determine if the request is: for an authorized and funded position, for a vacant position, in line with established staffing ratios, and otherwise makes sense from a business standpoint.
Program:	Item #	Status	Curriculum and Instruction
Teacher Induction	6522	Future Initiative	We will continue to take steps in order to align the Teacher Induction Program with COMAR. This includes (1)Standards for effective mentoring (2)An orientation programs for all teachers new to the local school system; (3)Ongoing support from a mentor, including regularly scheduled meetings during non-instructional time; (4)Regularly scheduled opportunities for new teachers to observe or co-teach with skilled teachers; (5)Follow-up discussions of the observations and co-teaching experiences; (6)Ongoing professional development designed to address new teacher needs and concerns and, for any teachers not on track to qualify for tenure at any formal evaluation point, additional professional development, as appropriate; and (7)Ongoing formative review of new teacher performance, including classroom observations, reviews of lesson plans, and feedback based on clearly defined teaching standards and expectations.
Program:	Item #	Status	Great Teachers and Leaders
Leadership Development	6424	Future Initiative	Collaborate with local colleges and universities to coordinate efforts to provide quality programs that will help leadership candidates successfully transition into administrative positions.
Leadership Development	6425	Future Initiative	Implement a system wide leadership development program. Courses and seminars will be offered to staff interested in being teacher leaders and school/central office administrators. Differentiated seminars and workshops will be offered for existing school leaders and administrators.
Professional	6426	Future Initiative	Explore and implement professional development models and practices that are research based, considered high quality and

Development

align with MSDE and Learning Forward Standards. These models will focus on differentiation, providing choice, encouraging teacher participation in the planning process, and will connect directly to improvement initiatives.

Indicator 3.4.2

Make recommendations during each budget cycle to adjust staffing, as needed.

Measure Local Data

Program:	Item #	Status	Human Resources
Recruiting, Retaining, and Certification	6552	Future Initiative	Implement staffing formulas, using attrition to reduce staffing overall.

Program:	Item #	Status	Library Media
Data Analysis	6541	Future Initiative	Make adjustments in media staffing to accommodate changes in population, special needs and diversity. Request additional positions to address these identified needs.

Program:	Item #	Status	Student Services
Student Support	6454	Future Initiative	Add 1.0 FTE School Psychologist to provide appropriate psychological services to students in the autism programs PK-12.
Student Support	6455	Future Initiative	Increase .4 FTE to .6 FTE School Psychologist to increase the psychological services available to students in the PRIDE Program.

Program:	Item #	Status	Curriculum and Instruction
Professional Development	6509	Future Initiative	Add additional FTE to the county budget to allow for a full time Elementary Mathematics Resource Teacher in each elementary school.

Program:	Item #	Status	English Language Learners
Instruction	6520	Future Initiative	Additional ESOL staff will be hired to support the growing ELL population and prepare students for college and career.

Focus Area 4

Provide a Secure, Orderly, and Modern Environment

Focus Area 4.1

Reduce incidents of bullying, violence, intolerance, and behavioral disruptions.

Indicator 4.1.1

Provide ongoing cultural proficiency training for all CCPS staff, students, and contractual employees (bus drivers, bus assistants, substitute employees).

Measure

Local Data

Program:	Item #	Status	Judy Center
Parent/Family Involvement & Education	6464	Future Initiative	Provide SEFEL training for families and participants to support home environment and behavior of children in the home. Offer behavior support and CPIT through contract with YSB for families and their children as needed.

Indicator 4.1.2

Provide ongoing behavioral training for students and staff related to topics of bullying, harassment, diversity, etc.

Measure Local Data

Program:	Item #	Status	Library Media
Curriculum	6542	Future Initiative	Support instructional needs in the areas of bullying, and online safety. Integrate these safety issues into the media curriculum and instruction students in the proper use of digital resources. Continue to protect student data through thorough review of new electronic tools.

Program:	Item #	Status	Student Services
Academic Rigor	6482	Future Initiative	Provide training for Behavioral Interventions for all staff and annual training for special programs.

Indicator 4.1.3

Enforce fair and consistent disciplinary policies among all schools.

Measure Local Data

Program:	Item #	Status	Student Services
Data Analysis	6560	Future Initiative	Annual review of discipline data and targeted professional development for administrators and staff.

Focus Area 4.2

Improve and modernize the environment within our school facilities and school buses.

Indicator 4.2.1

Secure additional funding to support an aggressive school capital improvement program.

Measure

Budget

Program:	Item #	Status	Facilities
School Safety	6550	Future Initiative	Utilize the annual Educational Facilities Master Plan as the long range planning document for evaluating current school facilities, analyze the school systems future facility needs, and recommend solutions to address those needs. In order to implement this plan, a Capital Improvement Program (CIP) request is submitted to both the County and State government each year. The annual CIP request is a six year plan that schedules school construction projects based on fiscal resources available and includes the prioritization of specific projects to be constructed during the six year time frame.

Indicator 4.2.2

Support and maintain an up-to-date technology infrastructure for both instructional and administrative uses

Measure Local Data

Program:	Item #	Status	Technology Services
Technology Support	6534	Future Initiative	Provide, enhance, maintain, and support a broadband LAN/WAN technology infrastructure to all instructional and administrative areas to ensure that the technology environment is safe with secure access to information and service by appropriate stakeholders in support of their requirements.
Technology Support	6535	Future Initiative	Provide and support technology resources and solutions that are integrated into the instructional and administrative functions of our organization in a seamless manner that optimizes effectiveness, creates operation efficiencies, and enhances the educational experience in support of their requirements.
Technology Support	6536	Future Initiative	Design, create, maintain, and support the data management system to insure safe and secure access to all information and services needed by stakeholders in support of their requirements.
Technology Support	6537	Future Initiative	Design, create, maintain, and support software applications to enhance instruction and increase managerial and administrative efficiencies in support of their requirements.
Technology Support	6538	Future Initiative	Provide leadership, technical recommendations, and input regarding policies and procedures for the safe and secure access to technology resources based on approved requirements from stakeholders based on all pertinent laws, policies, and industry-standard best practice.

Indicator 4.2.3

Update safety, comfort and technological improvements through the standard 12-year school bus replacement program.

Measure

Local Data

Focus Area 4.3

Enhance security for all CCPS students, staff, volunteers, and visitors.

Indicator 4.3.1

Enhance and maintain school surveillance systems.

Measure

Local Data

Program:	Item #	Status	School Safety
School Security	6576	Future Initiative	Establish a baseline cost for service and maintenance contracts for CCTV and access control systems.
School Security	6577	Future Initiative	Identify all remaining analog camera systems in the schools and obtain cost estimates to upgrade cameras to a digital format.
School Security	6578	Future Initiative	Develop an CCTV expansion plan to enhance interior and exterior camera coverage of the schools and identify funding sources for the project.

Indicator 4.3.2

Develop a work and funding plan to implement the Security Advisory Committee's recommendations.

Measure Local Data

Program:	Item #	Status	School Safety
School Security	6450	Future Initiative	Elementary principals will fully implement and utilize the new security protocols for schools.
School Security	6572	Future Initiative	Conduct a school-by-school needs assessment for CCTV surveillance system and access control and develop the implementation costs..
School Security	6574	Future Initiative	Establish a baseline operation and capital budget needs for all security systems to include radios, security hardware and infrastructure, CCTV, access control, visitor management, and all maintenance and technical support agreements.

Indicator 4.3.3

Update emergency action/school crisis security plans for every school building.

Measure

Local Data

Program:	Item #	Status	School Safety
School Safety	6547	Future Initiative	High School principals will work with their staff at the beginning of the year and throughout the year to review and practice emergency action plans for their building.
School Security	6579	Future Initiative	Review all current School Crisis/Security Plans and make initial recommendations for revisions based on consistent best practices and in concert with local law enforcement.
School Security	6580	Future Initiative	Recommend and provide basic and school specific Incident Command System training for school administrators to enhance their critical incident management and planning knowledge base.
School Security	6581	Future Initiative	Develop a new, uniform critical incident plan template for CCPS.
School Security	6582	Future Initiative	Establish a law enforcement liaison for each school to assist in developing school critical incident plans. The Supervisor of Security will conduct annual reviews of each school plan to make suggestions for continuous improvement.