

Preparing for Excellence

Montgomery County Schools will graduate life-ready, globally competitive students that perform academically in the top 25 of NC school systems.



Mid-Year Strategic Plan Review

MCS Central Support Office

August 29, 2016

6:00 – 9:00 p.m.



Introduction



Dr. Dale Ellis



Purpose

- Administration will present all related performance data aligned to the Strategic Plan
- As part of our focus on accountability, this process assures the Board and the community that we will not hide from our data
- 2016-2017 is the last year in this strategic planning cycle
- The goal is for continuous improvement and we have much to be proud of in all areas



MVV

Vision

Montgomery County Schools will graduate life-ready, globally competitive students that perform academically in the top 25 of NC school systems.
(Based upon admin. feedback – this will change)

Mission

MCS will graduate life-ready, globally competitive citizens by engaging in rigorous educational experiences and by building positive relationships and strong partnerships.

Core Values

High Ethical Standards
High Expectations
Motivated to Achieve
Child Centered

Service and Safety Driven
Continuous Improvement Focus
Data-driven Decisions
Results Matter



Globally Competitive Students



Dr. Jeff James



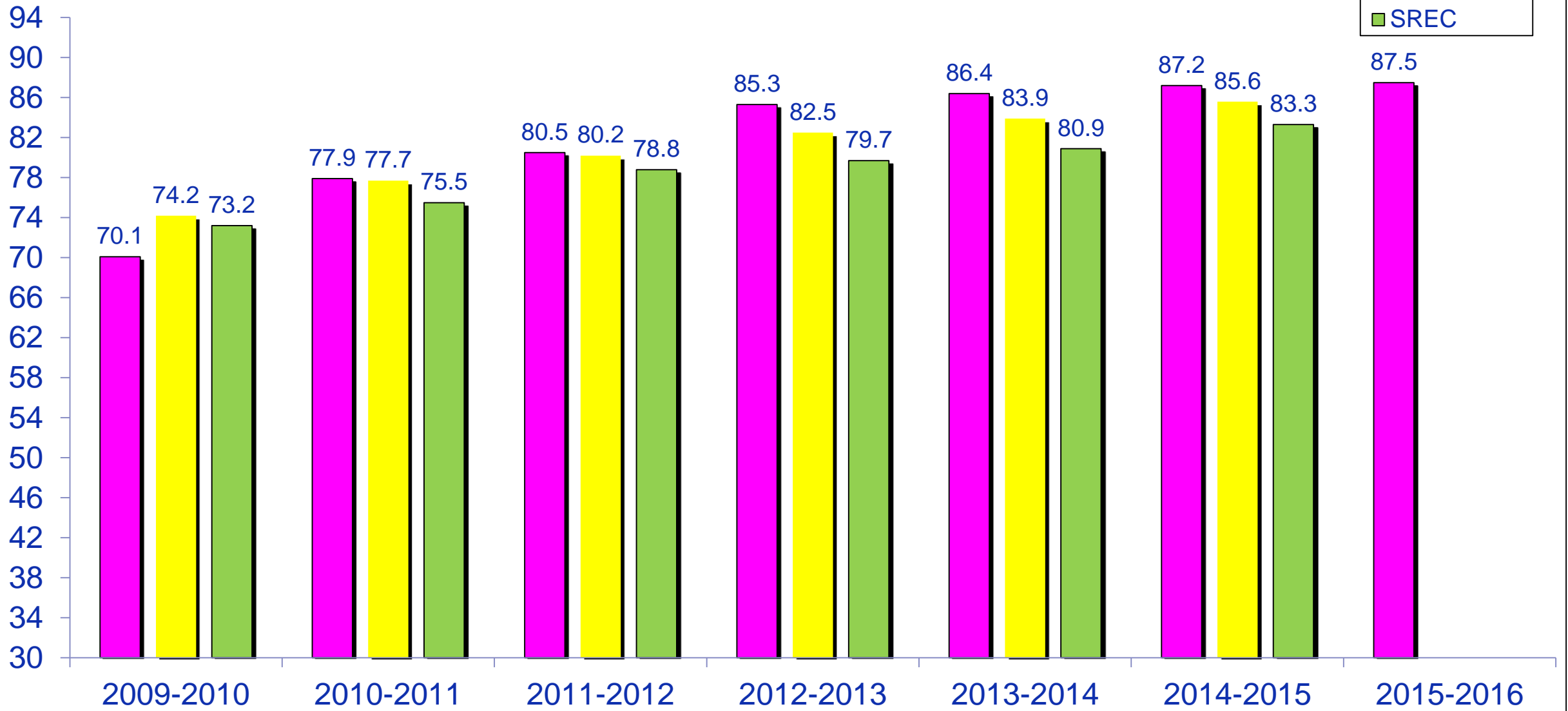
Graduation Rate

Goals:

- One-year: By 2015, the 4-year cohort graduation rate will increase to meet or exceed 90.0%.
- Three-year: By 2017, the 4-year cohort graduation rate will increase to meet or exceed 91.5%.



2008-2014 4-Year Cohort Graduation Rate



Graduation Rate – Continued

Strengths

- Continuous upward trend
- Community liaison and social workers
- Differentiated diploma @ HS
- Guidance Counselors
- CTE Concentrators – 97%
- Work of Student Assistance Teams (SAT)
- JCPC
- Graduation Coaches – new classes
- Mobile hotspots are increasingly in demand and in use



Graduation Rate – Continued

Weaknesses

- Truancy process with fidelity
- Chronic absences on the rise
- Identify subgroup trends



Graduation Rate – Continued

Opportunities for Improvement

- HR Managers meeting
- Better use of truancy process
- Place resources into “why” dropping out

Next Steps

- Build community and faith-based partnerships
- Utilize online resources – GradPoint, NCVPS, etc.



Annual Measurable Outcomes

- **Goals:**
 - One-year: By 2015, the percentage of State AMO targets met will increase to meet or exceed 80.5%.
 - Three-year: By 2017, the percentage of AMO targets met will increase to meet or exceed 82.5%.



2008-2014 – Percentage AMO Targets Met



AMOs – Continued

Strengths – State Targets Met

- No Updated data at this point in time – Recommend using other data points for Strategic Plan or possibly eliminate goal.
- As stated, this data could always be a year behind, but we have a strong school improvement process to take diagnostic and other short-cycle data to improve instruction at the school level.



AMOs – Continued

Weaknesses– State Targets Not Met

- N/A



AMOs – Continued

Opportunities for Improvement

- N/A

Next Steps

- N/A



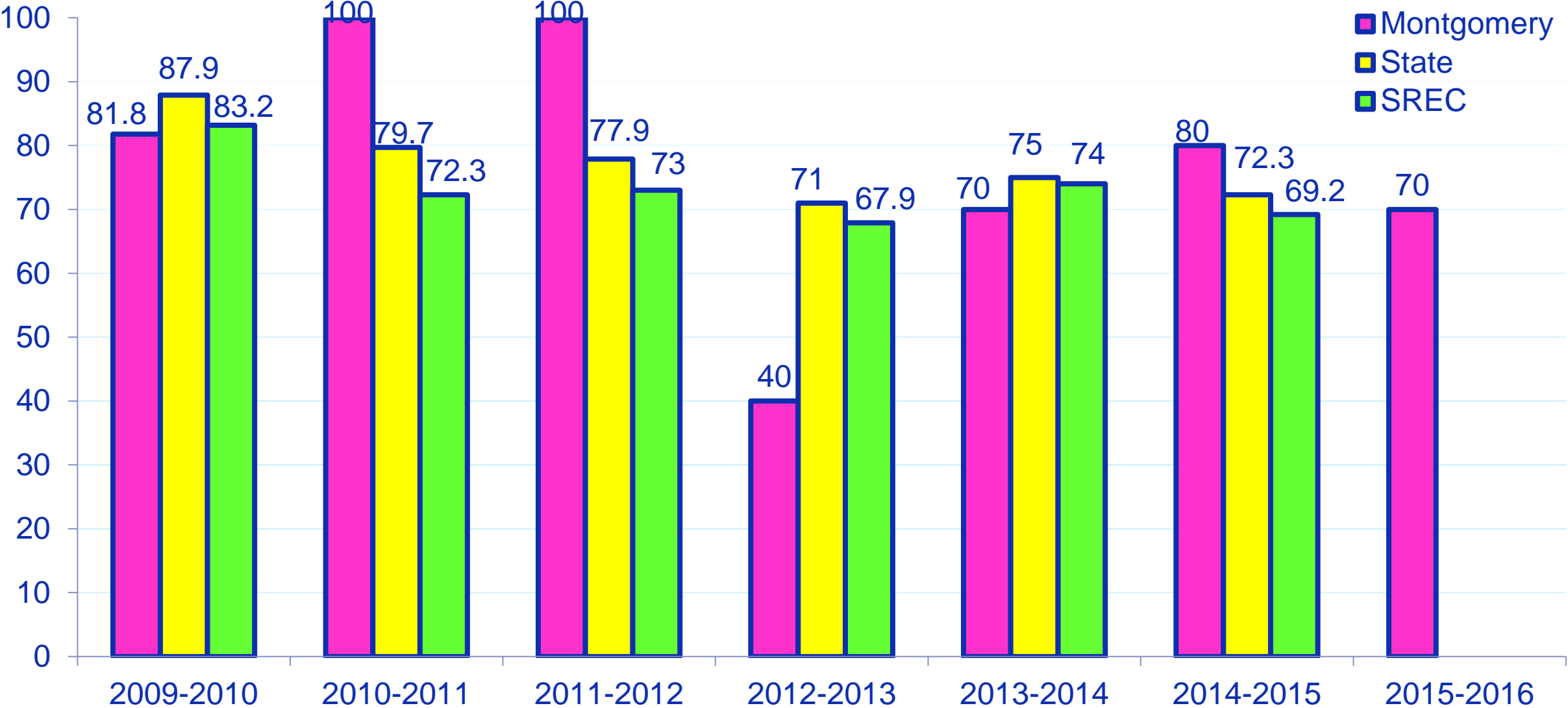
Ready Expected Growth

Goals:

- One-year: By 2015, the percentage of MCS schools that meet or exceed READY expected or high growth targets will be 100%.
- Three-year: By 2017, the percentage of MCS schools that meet or exceed READY expected or high growth targets will remain 100%.



2007-2014 Growth



Ready Expected Growth – Continued

Strengths

- Both High Schools exceeded growth
- MLA Progressing
- EMHS – 9.69!!!
- Mount Gilead from met to exceeding, increased from “D” to “C”, may exit low-performing status, 5th Science = 82.5



Ready Expected Growth – Continued

Weaknesses

- Did fall from overall 80% to 70%
- Page Street – 3rd grade reading and math
- Candor – 4th grade reading and math, 5th grade math
- Star – 4th grade reading and math, 5th grade reading
- EMS/WMS – 7th grade reading and math
- In many cases, one teacher's performance negatively impacted an entire grade level
- Drop in Biology at EMHS and Math I at WMHS



Ready Expected Growth – Continued

Opportunities for Improvement

- Correlate data between scores and teacher turnover
- 3rd grade reading and math
- 7th grade reading and math
- Targeted curriculum team support in “problem” areas – make sure using best practices/ programs with fidelity

Next Steps

- Targeted curriculum team support in “problem” areas – make sure we are using best practices/programs with fidelity



Composite Achievement Gap

Goals:

- One-year: By 2015, the MCS composite achievement gap will decrease by 10%.
- One-year: By 2015, the MCS composite achievement gap will decrease by 20%.



Achievement Gap – Continued

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Composite Gap	17.3	14.7	21.1	18.3	23.4	14.7	23.7



Achievement Gap – Continued

Strengths

- AVID targets a diverse population
- Majority of subgroups trending upwards
- Awareness/data tracking
- West Montgomery is only school with a solid 3-year trend of narrowing the achievement gap



Achievement Gap – Continued

Weaknesses

- EOY scores did not match diagnostic and mid-term data which suggested we were on-target at mid-year
- Students with disabilities and African-American gap widened



Achievement Gap – Continued

Opportunities for Improvement

- Continue with fidelity READ 180 and System 44
- Impact of suspensions and chronic absenteeism?

Next Steps

- Specifically targeted instruction and intervention for Students with Disabilities and African American subgroups
- Utilize DreamBuilders for cultural diversity initiative



21st Century Professionals – Healthy/Responsible



Dr. Kevin Lancaster



Teacher Satisfaction

Goals:

- One-year: By 2015, teachers will report a composite 91% satisfaction rating on the district Central Office Survey and/or the NC Teacher Working Condition Survey.
- Three-year: By 2017, teachers will report a composite 93% satisfaction rating on the district Central Office Survey and/or the NC Teacher Working Condition Survey.



Teacher Satisfaction – Continued

	2012-13	2013-14	2014-15	2015-16
TWCS	N/A	84%	N/A	86.1%
Central Office Survey	95%	95%	97%	97%
Local TWCS	N/A	N/A	89.1%	N/A
Composite	95%	89.5%	93.05%	91.5%



Teacher Satisfaction – Continued

Strengths

- Current composite satisfaction rate is higher than when the last state TWCS was completed (2016 TWCS is over 2 percentage points higher than in 2014)
- Positive growth has promoted teacher morale
- 1:1 laptops have been received very positively
- Additional resources through grants has helped morale
- Positive, individualized teacher professional development
- Consistent administrative leadership



Teacher Satisfaction – Continued

Weaknesses

- Loss of funding has resulted in higher class sizes
- Loss of funding has resulted in transfers which can hurt morale
- New state expectations/initiatives can create frustration (relatively new curriculum, new assessments, new school grading system, etc.)



Teacher Satisfaction – Continued

Opportunities for Improvement

- Online renewal program for licensure
- Technology support
- Teacher email/phone calls response time

Next Steps

- Continue incentive programs and build/strengthen at individual school level
- More team building activities with staffs – Teacher turnover is beginning to impact MCS negatively as seen in student results as discussed earlier



Teacher Attendance Rate

Goals:

- One-year: By 2015, the overall teacher attendance rate for MCS will increase to 95%.
- Three-year: By 2017, the overall teacher attendance rate for MCS will increase to 96%.



Teacher Attendance – Continued

	2013-14	2014-15	2015-16	2016-17
Teacher Attendance	94%	94%	94.1%	TBD



Teacher Attendance – Continued

Strengths

- A slight increase was realized
- 7 teachers with perfect attendance
- Principals addressing individual issues
- Incentive programs and recognition is helping (School-level and at MOY and EOY)



Teacher Attendance – Continued

Weaknesses

- Some situations with (severe illness, pregnancies) are outside of school system/principal control
- Need consistent reminders to staff
- Crucial conversations in this area can be difficult



Teacher Attendance – Continued

Opportunities for Improvement

- Embed a teacher attendance goal in the SIP
- School-wide monthly recognition programs

Next Steps

- Place a goal in the SIP
- Document attendance problems in the PDP and evaluation process



Ethical Violations

Goals:

- One-year: By 2015, the number of ethical violations will be reduced to 0.
- One-year: By 2017, the number of ethical violations will be maintained at 0.



Ethical Violations– Continued

Ethical Violations

School Year	Number
2011 - 2012	10 Suspensions/Dismissals
2012 - 2013	13 Suspensions/Dismissals
2013 - 2014	9 Suspensions/Dismissals
2014 - 2015	6 Suspensions/Dismissals
2015 - 2016	7 Suspensions/Dismissals



Ethical Violations– Continued

Strengths

- Ethics training increases awareness
- Principal reminders
- Older volunteer coaches
- Greater awareness of ethical expectations
- Same sex coaches



Ethical Violations– Continued

Weaknesses

- Employee pool continues to be thin
- Social media
- After-school grants reduce on-staff coaches

Opportunities for Improvement/Next Steps

- Middle school sports
- More training on social media Do's and Don'ts
- Update ethics video



OSS Suspension Rates

Goals:

- One-year: By 2013, the out of school suspension (OSS) rate will be reduced by 5%.
- Three-year: By 2014, the out of school suspension (OSS) rate will be reduced by 10%.



OSS Suspension Rates – Continued

Total Number of Student Days Lost

School Year	Days Lost
2010 - 2011	1,998
2011 - 2012	1,473
2012 - 2013	1,440
2013 - 2014	1,314
2014 - 2015	1,339
2015 - 2016	1,686 (ASP saved 300 days)



OSS Suspension Rates – Continued

Strengths

- MLA and ASP Program (despite increase 300 days were saved)
- Counselor support has helped
- Active Student Assistance Teams
- CIS Partnerships/Mentors
- Wi-Fi on the buses



OSS Suspension Rate – Continued

Weaknesses

- ASP Program is closed during testing windows
- Some parents refuse ASP (My child is not going to MLA)
- Still need to increase parental involvement and work to remove the “stigma” of MLA. As we have seen, there is a lot of good things happening for kids there
- Classroom management training is needed, particularly for novice teachers
- Increase in class size causes issues with disruption



OSS Suspension Rate – Continued

Opportunities for Improvement/Next Steps

- All secondary schools need to use ASP more
- Adding Mastery back for elementary level
- Do all punishments “fit the crime”
- Need to be more creative with discipline other than just sending students home



Teen Pregnancy Rate

Goals:

- One-year: By 2015, the teenage pregnancy rate will be reduced by 10%.
- Three-year: By 2017, the teenage pregnancy rate will be reduced by 20%.



Teen Pregnancy – Continued

School Year	Pregnancy Rate (#pregnant / #population x 1,000)
2013	64.2
2014	57.78
2015	Pending (Goal 52.9-Confirm October 2016)



Teen Pregnancy – Continued

Strengths

- 5 less pregnancies this year (49 to 44)
- Pregnancy PDSA Task Force is implementing research-based plans (team meets quarterly)
- Draw the Line, Respect the Line Program
- School-based health centers are actively involved in promoting positive trainings
- Increased involvement of school personnel (social workers, counselors, nurses, etc.). Everyone is aware of the issue and supporting our efforts
- Healthful Living curriculum is fully implemented to state standards
- For those who are homebound due to pregnancy, i3 grant is providing a mobile hotspot so students do not get behind on their school work



Teen Pregnancy – Continued

Weaknesses

- Parent involvement continues to be a problem
- Increase in internet access reinforces negative attitudes about sex
- Cultural attitudes and beliefs
- Geographical location and socially conservative nature of our community makes this a very sensitive topic

Opportunities for Improvement/Next Steps

- Continue to team with community agencies
- Continue to work on the parental involvement piece. That is the key to all we do



Leadership Guides Innovation



Mrs. Katie Hursey



Grants

Goals:

- One-year: By 2015, MCS will increase baseline external grant award amounts secured by 100%.
- Three-year: By 2017, MCS will increase baseline grant amounts secured by 200%.



Grants – Continued

Baseline Year	2014-2015	2015-2016	2016-2017
\$500,000	\$10,400,535	Same	\$11,186,111



Grants – Continued

Strengths

- Variety of grants obtained that benefit all grade spans
- Constantly seeking grants is a definite positive
- Getting a number of grants leads to more grants
- Positive relationships with grant writers



Grants – Continued

Weaknesses

- Sustainability – we will have grants running out within the next 1 ½ years
- Data collection – shared language

Opportunities for Improvement/Next Steps

- Ensuring alignment of grants
- Grant continuations?
- Target specific groups with surveys
- Continue to seek more grant opportunities



Parent Contacts

Goals:

- One-year: By 2015, each school in MCS will maintain their current rate of parental contacts and further document a 75% positive rate of parental contacts per semester.
- Three-year: By 2017, each school in MCS will maintain their current rate of parental contacts and continue to document a 75% positive rate of parental contacts per semester.



Parent Contacts – Continued

School	Total Contacts	Positive Contacts	% Positive
Candor Elementary	5433	2545	46.84%
Green Ridge Elementary	8187	6394	78.10%
Mt. Gilead Elementary	3079	1806	58.66%
Page Street Elementary	2798	2361	84.38%
Star Elementary	8584	5796	67.52%
Troy Elementary	2835	1816	64.06%
East Middle	3977	3149	79.18%
West Middle	4235	2911	68.74%
East Montgomery	6875	4835	70.33%
West Montgomery	5592	2958	52.90%
MLA	712	458	64.33%



Parent Contacts – Continued

Strengths

- Overall, parent contacts are high
- 8 out of 11 schools had positive contacts over 50%



Parent Contacts – Continued

Weaknesses

- How valid is data from school to school?
- Based on current data, 3 schools had less than 50% positive contacts
- Awareness of what is a “positive” contacts



Parent Contacts – Continued

Opportunities for Improvement/Next Steps

- Clearly articulate an operational definition of a “positive” contact.
- Make parent contacts part of a school-based expectation vs. a district-wide initiative?



21st Century Systems



Mitch Taylor



Adequate Fund Balance

Goals:

- One-year: By 2015, MCS will maintain an adequate fund balance for operations and capital as measured by recommendations from the external auditor and internal budget committee.
- Three-year: By 2017, MCS will continue to maintain an adequate fund balance for operations and capital as measured by recommendations from the external auditor and internal budget committee.



Adequate Fund Balance – Continued

Strengths

- Experienced staff in Finance – both CO and schools
- Grant funding has allowed much more flexibility
- Maintenance does a great job in maintaining physical plants which saves dollars
- Fuel costs remain down
- Child Nutrition operates with a profit
- Fines and forfeitures collections are up
- 50% of schools had 0 findings, others had minimal. No major accounting issues at any school or department



Adequate Fund Balance – Continued

Weaknesses

- Budget cuts continue regardless of what is reported
- NCGA has not responded to K-12 funding concerns
- Charter school negative impact continues – Additional \$350k in 2015-16



Adequate Fund Balance – Continued

Opportunities for Improvement/Next Steps

- Early College and Central High School
- Continue to protect people and jobs to the extent possible
- Continue to seek out grant opportunities
- Continue to seek community donations
- Increase cafeteria participation



Adequate Facilities

Goals:

- One-year: By 2015, MCS, in partnership with MCC and the county, will report on the long-term facilities and technology needs of the system as outlined by the work of the county-wide Facilities Committee and calendar a bond referendum to support those needs.
- Three-year: By 2017, MCS will begin construction and installation as outlined in the approved bond referendum.



Adequate Facilities – Continued

Strengths

- Relationship with County is as good as can be remembered
- Increased partnership with MCC increases the County outlook for educational improvement
- USDA process means this goal is essentially met without having to go through a bond vote
- Early College and Central High School should be completed by 2019
- Capacity to expand technology infrastructure is basically limitless with expansion of fiber networks to all schools complete



Adequate Facilities – Continued

Weaknesses

- Facilities are still aging. Newest building is 8 years old
- EMHS is out of space. Others on the east side are on the way
- Large, expensive systems (HVAC, etc.) are aging
- Fairly recent technology purchases are aging out and very expensive to replace and/or upgrade (ActivBoards - 2009, etc.)



Adequate Facilities – Continued

Opportunities for Improvement/Next Steps

- Early College and Central High School is number 1 priority at this point
- EMS expansion is a close second
- Community meetings to define curriculum/academics
- Getting very close to the time for the high school discussion



Board Topics/Discussion

Do Board members have any:

- Questions?
- Comments?
- Concerns?



Conclusion

Dr. Dale Ellis

The Journey Continues...

