

**2009
Comprehensive
Master Plan Update**



**Carroll County Public Schools
125 North Court Street
Westminster, Maryland 21157**

Submission Date: October 15, 2009

CARROLL COUNTY PUBLIC SCHOOLS
Westminster, Maryland

BOARD OF EDUCATION
2009-2010

Barbara Shreeve
President

Patricia W. Gadberry
Vice-President

Gary W. Bauer

Cynthia L. Foley

Jennifer A. Seidel

Elizabeth Welliver
Student Representative

Michael Zimmer
County Commissioner
Ex-Officio Member

Dr. Charles I. Ecker
Superintendent of Schools



Barry D. Gelsinger
Director of Middle Schools
Carroll County Master Plan Point of Contact

Gregory J. Bricca
Director of
Research and Accountability

Robert K. Caples
Assistant Supervisor of
Research and Accountability

Andrew C. Sexton
Supervisor of Budget

Tracy Eitner
Senior Software Engineer

V. Gail Caples
Administrative Assistant

Carroll County Public Schools
2009
Comprehensive Master Plan Update

Table of Contents

Carroll County Public Schools
2009-2010 Goals, Objectives, and Indicators i

Part I – Annual Review of Goals, Objectives, and Strategies

Cover Sheet: Part I I.3
Local Planning Team Members I.4
I.A Executive Summary to the 2009 Annual Update I.7
I.B Finance Section
 Current Year Variance Table I.12
 Prior Year Variance Table I.13
 Attachments 1, 2, and 3 I.15
I.C Data Section I.19
I.D Progress Toward Meeting Federal, State, and Local Goals
 i. Maryland School Assessment / High School Assessments I.49
 ii. Limited English Proficient Students I.80
 iii. Adequate Yearly Progress I.84
 iv. Attendance Rates I.92
 v. Graduation Rates and Dropout Rates I.96
 vi. Highly Qualified Staff I.99
 vii. Schools that are Safe, Drug-free, and Conducive to Learning I.123
I.E Addressing Specific Student Groups
 Career and Technology Education I.130
 Early Learning I.132
 Gifted and Talented Programs I.136
I.F Cross-Cutting Themes
 Educational Technology I.142
 Education That Is Multicultural I.155
I.G Local Goals and Indicators
 Volunteer Programs I.160
 Community Partnerships I.166
 Teacher-Parent Conferences I.167
 School Improvement I.169

Part II – Attachments

Cover Sheet	II.3
Attachment 4: School Level Budget Summary	II.4
Attachment 5-A: Transferability of ESEA Funds	II.5
Attachment 5-B: Consolidation of ESEA Funds for Local Administration	II.6
Attachment 6: Nonpublic School Information for ESEA Programs	II.7
Attachment 7: Title I, Part A – Improving Basic Programs Operated by Local School Systems	II.8
Attachment 8: Title II, Part A – Preparing, Training and Recruiting High-Quality Teachers and Principals	II.9
Attachment 9: Title II, Part D, Subpart 1 – Formula Funding Educational Technology States Grants Program	II.27
Attachment 10: Title III, Part A – English Language Acquisition, Language Enhancement, and Academic Achievement.....	II.41
Attachment 11: Title IV, Part A – Safe & Drug-Free Schools and Communities	II.53
Attachment 12: Title I, Part D – Prevention and Intervention Programs For Children and Youth Who Are Neglected, Delinquent, or At-Risk	II.75
Attachment 13: Fine Arts Initiative	II.77
Victims of Violent Criminal Offenses Report.....	II.85
Gun-Free Schools Act Report	II.86
Facilities to Support Master Plan Strategies	II.87
Transfer of School Records for Children in State-Supervised Care.....	II.89
Student Records Review and Update Verification Certification Statement	II.90

Part III – Strategic Action Plan

Improve Student Achievement – Objective I	
Indicator I.1.....	III.1
Indicator I.2.....	III.14
Improve Student Achievement – Objective II	
Indicator 2.1.....	III.15
Optimize Resources – Objective III	
Indicator 3.1.....	III.17
Indicator 3.2.....	III.23
Provide a Safe and Orderly Environment – Objective IV	
Indicator 4.1.....	III.24
Improve Student Achievement – Objective V	
Indicator 5.1.....	III.28
Indicator 5.2.....	III.32
Indicator 5.3.....	III.33
Strengthen Productive Community Partnerships – Objective VI	
Indicator 6.1.....	III.34
Indicator 6.2.....	III.37

Engage in a Process of School Improvement – Objective VII	
Indicator 7.1.....	III.38
Optimize Resources – Objective VIII	
Indicator 8.1.....	III.40
Indicator 8.2.....	III.45
Index of Part III.....	III.Index.1

Part IV – Addendum: Complete Activities

Improve Student Achievement – Objective I	
Indicator 1.1.....	IV.1
Improve Student Achievement – Objective II	
Indicator 2.1.....	IV.4
Optimize Resources – Objective III	
Indicator 3.2.....	IV.5
Provide a Safe and Orderly Environment – Objective IV	
Indicator 4.1.....	IV.6
Improve Student Achievement – Objective V	
Indicator 5.1.....	IV.7
Indicator 5.2.....	IV.8
Strengthen Productive Community Partnerships – Objective VI	
Indicator 6.1.....	IV.9
Optimize Resources – Objective VIII	
Indicator 8.1.....	IV.10

Carroll County Public Schools
2009
Comprehensive Master Plan Update

2009-2010
Goals, Objectives,
and Indicators

**CARROLL COUNTY PUBLIC SCHOOLS
2009-2010 GOALS, OBJECTIVES, AND INDICATORS**

Carroll County Public Schools 2009-2010 Goals	Master Plan Objectives	Master Plan Indicators
<p>GOAL I. IMPROVE STUDENT ACHIEVEMENT: All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program and all students will be provided the skills necessary to meet the challenges of the 21st Century global community.</p>	<p>OBJECTIVE 1: By 2013-2014, all students will reach high standards, at a minimum attaining proficiency or better in reading / language arts and mathematics. (ESEA Goal 1)</p>	<p>1.1 In the aggregate and for each subgroup*, each school will make adequate yearly progress in students= achievement at or above the proficient level in reading/language arts and mathematics on the 2009 Maryland School Assessments.</p> <p>1.2 Each elementary and middle school will make adequate yearly progress in total school attendance in all grades for all students.</p>
	<p>OBJECTIVE 2: By 2013-2014, all limited English proficient students will become proficient in English and reach high academic standards, at a minimum attaining proficiency or better in reading/language arts and mathematics. (ESEA Goal 2)</p>	<p>2.1 Each school will make adequate yearly progress in the percentage of limited English proficient students, determined by cohort, who have attained English proficiency by the end of the 2009-10 school year.</p>

Carroll County Public Schools 2009-2010 Goals	Master Plan Objectives	Master Plan Indicators
	<p>OBJECTIVE 5: By 2013-2014, all students will graduate from high school with the necessary skills to succeed in the 21st century global economy. (ESEA Goal 5)</p>	<p>5.1 Each high school will make adequate yearly progress in the percentage of students who graduate from high school with a regular diploma.</p> <p>5.2 Each middle and high school will decrease on an annual basis the percentage of students who drop out of school.</p> <p>5.3 By June 2010, all high school seniors will meet the Maryland High School Assessment requirements.</p> <p>5.4 By June 2010, initial K-12 STEM curriculum will be implemented.</p>
<p>GOAL II. OPTIMIZE RESOURCES: Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.</p>	<p>OBJECTIVE 3: All students will be taught by highly qualified teachers. (ESEA Goal 3)</p>	<p>3.1 Increase on an annual basis the percentage of classes being taught by highly qualified teachers in all schools.</p> <p>3.2 Increase on an annual basis the percentage of teachers receiving high-quality professional development.</p> <p>3.3 Increase on an annual basis the percentage of paraprofessionals (excluding those with sole duties as translators and parental involvement assistants) who are highly qualified.</p>
	<p>OBJECTIVE 8: Maintain and improve the efficiency and effectiveness of system-wide and school-based operations and delivery of services.</p>	<p>8.1 Comply with all Federal and State reporting requirements.</p> <p>8.2 Address issues identified through external and internal audits.</p>

Carroll County Public Schools 2009-2010 Goals	Master Plan Objectives	Master Plan Indicators
<p>GOAL III. PROVIDE A SAFE AND ORDERLY ENVIRONMENT: All schools will provide a safe and orderly environment for all students and staff.</p>	<p>OBJECTIVE 4: All students will be educated in learning environments that are safe, drug free, and conducive to learning. (ESEA Goal 4)</p>	<p>4.1 No school will be identified as a persistently dangerous school.</p>
<p>GOAL IV. STRENGTHEN COMMUNICATION AND UNDERSTANDING: Carroll County Public Schools will communicate openly and honestly to foster a trusting and supportive relationship with parents, community members, business and public officials, and to foster mutual appreciation and respect for the diversity and commonality of our students, staff, and community.</p>	<p>OBJECTIVE 6: Improve on an annual basis CCPS collaboration and communication with parents, businesses, and the community.</p>	<p>6.1 Participation in adult volunteer programs will increase on an annual basis in each school.</p> <p>6.2 Business and community partners will participate in mentoring and shadowing experiences, and partnerships will increase on an annual basis.</p> <p>6.3 Parent participation in teacher-parent conferences will increase on an annual basis at all grade levels.</p>
<p>GOAL V. ENGAGE IN A PROCESS OF SCHOOL IMPROVEMENT: Carroll County Public Schools will align all school and system actions with the Objectives and Indicators of the CCPS Comprehensive Master Plan, while continuing to measure performance and ensuring all actions and decisions are contributing to the attainment of the Objectives and Indicators.</p>	<p>OBJECTIVE 7: System-wide and school-based improvement initiatives will be aligned and monitored annually.</p>	<p>7.1 Each school improvement team will align its school improvement plan with the Carroll County Public Schools Objectives and Indicators and the Comprehensive Master Plan.</p> <p>7.2 Measurement and assessment data will be highly visible throughout the school system and will be communicated effectively to the Board of Education, parents, the community, and staff.</p>

* Subgroups: American Indian/Alaskan Native; Asian/Pacific Islander; African American; White (not of Hispanic origin); Hispanic; Limited English Proficient (LEP); Special Education; Economically Disadvantaged.