

Vision 2018: Focus on Excellence
2015-16
Activities and Accomplishments



PREPARE
GLOBALLY
COMPETITIVE
STUDENTS



MEET
INDIVIDUAL
STUDENT
NEEDS



DEVELOP
AND
MAINTAIN AN
EFFECTIVE
WORKFORCE



PROVIDE A
SAFE, ORDERLY,
AND MODERN
ENVIRONMENT

During the 2012-2013 school year, the Board of Education revised governing documents to abandon its vision and mission statement in favor of a Core Statement, Core Values, and Core Beliefs to support their Goals Statements. Immediately following the establishment of these new documents, the Superintendent began a process to establish an organizational plan, aligned with these new governance ideals, to define priorities and guide the operations of the system for the next five years. The plan was to prioritize key school system initiatives for the next five years and to develop the organizational framework in which those initiatives will be achieved and measured. The organizational plan is titled *Vision 2018: Five-Year Strategic Initiatives*.

The initiatives of the plan are divided into four focus areas derived from Board of Education Core Values and Beliefs: Prepare Students to be Competitive in a Global Setting and Economy; Provide Instruction That Meets Each Student’s Needs; Recruit and Retain a Highly Qualified, Effective, and Diverse Workforce; and Provide Secure, Orderly, and Modern Facilities. Each major focus area is defined by objectives and implemented through strategic initiatives. Beginning with the 2014-2015 school year, each school developed its school improvement plan after conducting a needs assessment based on the Vision 2018 focus areas.

Following are the major accomplishments and activities conducted during the 2015-2016 school year under each focus area.

Focus Area One: Prepare Students to be Competitive in a Global Economy
1. Arranged for middle school students to visit to historically black colleges and universities, as well as other colleges in the surrounding areas.
2. Presented students in the Teacher Academy of Maryland with information about diversity and multicultural education.
3. Updated guidelines and conducted information sessions with parents and community members about dual enrollment and trained staff on the new procedures to promote participation.
4. Developed transition courses for Algebra and English in collaboration with Carroll Community College.
5. Developed and implemented common assessments for approximately 85% of our PreK - 12 core content areas.
6. Began building content in OneNote, part of the SharePoint environment, which will allow us to gradually move our content from the intranet to the internet.
7. Continued to integrate Universal Design for Learning (UDL) principles into the curriculum for all content areas. It is an ongoing process.
8. Implemented Bring Your Own Device (BYOD) in grades 3-12.
9. Used Ready Step and PSAT scores to provide nationally normed data to students and staff in grades 8-11.
10. Administered PARCC testing in grades 3-11 and used the results to modify instruction in the core academic disciplines.
11. Implemented the College and Career Readiness Standards (CCR) in all curricular areas for elementary, middle and high schools.

12. Implemented additional upgrades to the WiFi system and improved the overall Internet Bandwidth capability. This enabled the implementation of BYOD. Microsoft Office 365 (cloud-based services) was released for use by students and staff.
13. Implemented the Microsoft Student Advantage Program for all students and staff. This program provides up to 5 downloads of Microsoft Office 2013 Professional Plus to personal devices including tablets and smart phones.
14. Integrated SharePoint for use in selected staff projects.
15. Improved the instructional computer to student ratio to 1.95:1. This included the integration of 35 Wireless Mobile Carts containing 1,151 Laptop Computers. (Some MSDE Race-to-the-Top grant funding was utilized.)
16. Implemented using the Accuplacer test for Algebra II for College and Career Readiness.
17. Collaborated with Carroll Community College to develop an MOU to support College and Career Readiness requirements.
18. Provided professional development to high school principals to improve their understanding of career readiness.
19. Created a transition module for students who have not achieved college and career readiness by the end of their junior year as required by SB 740.
20. Earned Certification for the Project Lead The Way Biomedical Science Program at the Carroll County Career and Technology Center.
21. Earned Certification for the Project Lead The Way Engineering Program at the Carroll County Career and Technology Center.
22. Implemented components of computer science education through technology education courses in middle school.
23. Initiated implementation of PLTW Computer Science at the Career and Technology Center.
24. Received industry certifications for 558 students through Career and Technology Education programs.
25. Developed approximately 200 business partnerships through our Career Connections Program and our Local Advisory Council.
26. Provided All County music students with the ability to work under conductors from University of Delaware, James Madison University, and University of Maryland.
27. Integrated into CCPS curricula the new Maryland Fine Arts Standards that align with the new National Core Arts Standards.
28. Provided ongoing professional development in collaboration with McDaniel College to middle and high school math teachers on inquiry based instruction.
29. Implemented a Discovery Education Math Techbook tablet pilot program in a middle school to provide rich multimedia curricula and deepen students' conceptual understanding of mathematics.
30. Provided ongoing professional development to secondary math teachers using the Discovery Education Math Techbook.
31. Developed and implemented Integrated Performance Assessments for World Language students so they can use language in real situations.
32. Developed online Comprehension Benchmark Assessment in grades two through five to ensure students have the opportunity to experience assessments using an "online"

format to prepare them for PARCC and close the “feedback loop” to immediately drive instructional decisions.
33. Began implementation of Curriculum 2020 that will provide a web-based curriculum grounded in Universal Design for Learning principles in all curricular areas.
34. Continued to align grades 6-8 and high school conceptual chemistry, physics, and biology to Next Generation Science Standards (NGSS), now adopted as Maryland State Science Standards.
35. Collaborated with University of Maryland Sea Grant, Department of Natural Resources, TACF, Maryland Forest Service, and University of Maryland Institute of Marine and Environmental Technology (IMET) to support students in science research courses.
36. Conducted CTE feasibility study to explore options for expanding CTE program access to students.
37. Relocated GIS Homeland Security Completer program to Westminster High School to facilitate access to students from around the county.
38. Implemented new SharePoint Content Management System and public website.
39. Set up and piloted online gradebook for grades 3-5 at five elementary schools so parents can better monitor student grades.
40. Modified the student password procedure so they can maintain their credentials if they change schools.
Focus Area Two: Meet Each Student’s Instructional Needs
1. Added business completer program at Gateway.
2. Trained all members of the Student Services Department staff to facilitate Poverty Simulations.
3. Developed counseling plans to address achievement gaps and individual student deficiencies.
4. Expanded and standardized data collection and analysis for PRIDE students.
5. Increased student internships at Gateway by utilizing internal opportunities.
6. Conducted intensive training for school-based Student Services Teams (SST) to align intervention strategies.
7. Surveyed SST's on current level of functioning to meet individual student needs.
8. Provided ongoing professional development on data driven decision making to elementary resource teachers who, in turn, work closely with classroom teachers helping them to use data effectively to monitor progress and provide appropriate interventions.
9. Developed new data reporting tools in conjunction with the Department of Research and Accountability to help administrators focus on high priority data three times a year.
10. Provided ongoing professional development to elementary administrators on successful execution of SIT goals and strategies.
11. Added "Reading Plus" to the middle school ELA curriculum to provide teachers with additional alternatives for student intervention and enrichment.

12. Implemented the CogAT (Cognitive Abilities Test) to all 2 nd grade students, increasing the accuracy of and objectivity to the screening and identification process for the Gifted and Talented Program.
13. Designed and implemented units of study in the middle school STEM and Humanities areas for Gifted and Talented (GT) students. GT students also developed research projects in either the STEM or Humanities area that were showcased for professional feedback at the end of the school year.
14. Collaborated with McDaniel College to offer a GT teacher certification program for CCPS teachers.
15. Coordinated meetings of the GT Parent and Community Steering Team to look at the resources and programs in place at the high school level. They have also discussed transitioning the student from 8 th to 9 th grade to ensure that schedules and 4 year plans are designed to meet the student's needs.
16. Trained key instructional staff in the design and use of Microsoft 365 to determine its potential for teacher and student use. The 365 environment will also be explored as an option for web-based curriculum storage and access.
17. Planned for the opening of a new high school autism program at North Carroll High School.
18. Utilized math and reading intervention monies in grades 6-8 to provide increased individualized instruction and resources for non-traditional students.
19. Modified the middle school Autism program to better meet the needs of the students.
20. Utilized the middle school Southern Regional Education Board (SREB) study to make recommendations for consistent delivery of school services to non-traditional students.
19. Implemented new features to the online teacher and principal evaluation system.
20. Increased flex time at the middle school level to provide increased instructional interventions and extensions for all students.
21. Provided targeted intervention funding and professional development to address identified achievement gaps at each middle school.
22. Worked with the construction and special education departments to relocate the middle school autism program to Shiloh Middle School.
23. Worked with the construction and special education departments to relocate the high school autism program to Winters Mill High School.
24. Implemented strategies from The Four Disciplines of Execution in order to carry out SIT strategies.
25. Modified and personalized the middle school G&T program.
26. Reorganized the Pre-K/PREP program into a more fluid and inclusive environment.
27. Consolidated and expanded autism classrooms in our comprehensive schools by adding trained staff.
28. Provided data analysis protocol and professional development for individual departments and teachers to analyze student achievement data and to plan instruction for intervention and remediation.
29. Expanded the Career Research and Development completer to the comprehensive high schools.
30. Added Honors Theatre Production and Analysis to the High School Program of Studies.

31. Designed a GT Visual Arts Saturday Program for students at the middle school level.
32. Provided a new data reporting tool in collaboration with the Department of Research and Accountability for common assessments used by elementary visual arts teachers.
33. Provided professional development sessions to address Autism Spectrum Disorder instructional strategies in Fine Arts classrooms.
34. Collaborated with elementary principals to analyze and use the universal CogAT screening results for student placement, grouping and to meet students' individualized instructional needs.
35. Added 2 additional Judy Centers so that families in each Title I catchment area have access to Judy Center resources.
36. Collaborated with daycare centers, private pre-k programs, and the public library system to support the transition to kindergarten.
37. Held a primary writing summit for all kindergarten and first grade ELA/Humanities teachers to utilize the new College and Career Readiness rubrics.
38. Piloted the Flex Literacy online intervention program to support struggling elementary readers.
39. Increased direct counseling and psychological services to students in the PRIDE Program.
40. Provided a summer support program for at-risk students through Summer PRIDE and SURF.
41. Implemented standardized data collection and analysis for students at Crossroads/Gateway.
42. Initiated Superintendent Transfer procedures to reduce the number of extended suspensions.
43. Engaged the special education instructional consultant teachers to help tackle the achievement gap.
44. Engaged each principal on his/her SLO devoted to closing the achievement gap.
45. Offered "Preparing for a Lifetime of Academic Success" for African American students in collaboration with CCPL and the Carroll County Branch of NAACP.
46. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
47. Implemented PARCC reports in the Testing & Assessment Center and provided teachers with their student achievement data both summarized and disaggregated in a variety of ways. This helps identify trends where student achievement can be improved.
48. Developed new reports in the School Counselor Web Center to track and report on PARCC scores and College and Career Readiness Status.

Focus Area Three: Develop and Maintain an Effective Workforce

1. Established mentor/mentee relationships among minority teachers and new hires.

2. Planned and hosted a luncheon for new minority teacher hires in August 2014.
3. Invited Historically Black College and University (HBCU) teacher candidates to schedule screening interviews.
4. Collaborated with the Department of Human Resources to offer open contracts to minority teaching candidates.
5. Utilized non-tenured, minority teachers as recruiters at their alma mater.
6. Invited members of the Diversity Leadership Committee to actively participate in the recruiting efforts at HBCU, as well as at the National Association of Black School Educators (NABSE) job fair.
7. Established draft by-laws for NABSE.
8. Enhanced and modified the electronic teacher observation and evaluation system to allow for additional reports and data collection tools. Student Learning Objectives (SLOs) are now stored in the system and ratings are automatically transferred to the teacher's evaluation. In addition, the application has been expanded to include evaluation completion and storage for curriculum supervisors.
9. Worked with MSDE data to provide schools with professional development opportunities to target increased rigor in SLOs.
10. Completed a comprehensive job classification and salary review for Technology Services and utilized it as a framework for the creation of a new Salary Scale for ATSP.
11. Completed full integration of Microsoft Direct Access VPN technology that allows all staff with CCPS laptops to securely access CCPS network resources via a remote internet connection.
12. Completed the process of converting all CCPS-owned bus routes to contractor-operated bus routes for SY 2015-2016 by providing a retirement incentive to CCPS bus driver employees.
13. Established a Transportation Resource Center worksite to house all significant transportation operational data: driver files, bus inventory, bus inspections, bus referrals, contractor information, etc.
14. Continued the process of matching (geocoding) student addresses to the <i>Transfinder</i> routing base map with 99.5 % accuracy.
15. Completed the process of converting outdated boundary maps to new "parcel-based" maps to be used for future school boundary adjustments.
16. Completed the transition from manual and partial computer routing to full computerized routing using <i>Transfinder RouteFinder Pro</i> for all 194 regular education bus routes.
17. Provided <i>Transfinder</i> -generated bus routes with detailed driving directions and student information to schools and bus contractors. Routing map improvements were made to road center lines, school bus loops/driveways and bus contractor locations to improve routing accuracy.
18. Provided training to schools with <i>Infofinder LE</i> , a <i>Transfinder</i> routing module, allowing schools and offices to easily identify school bus assignments and bus stops by entering a student's address.
19. Reorganized the Transportation Services Department by creating two transportation planner/analyst positions, thus enabling the TSD to intensify and speed up process improvements involving <i>Transfinder</i> , GIS mapping, the Transportation Resource Center, SharePoint, and project management.

20. Developed procedures and technology to comply with the Affordable Care Act provisions, which included changes to staffing of contingent employees. Communicated changes to all affected employees.
21. Developed and implemented an incentive plan for teachers who met criteria for retirement benefits. The success of this program has allowed staffing reductions without a significant number of layoffs of current teachers for next school year.
22. Conducted a competitive bid process to analyze benefits for employees resulting in more cost effective and improved customer service. Implemented prescription drug benefits through a new provider.
23. Explored opportunities to establish and improve employee wellness programs.
24. Maintained effective employee relations to assure compliance with bargaining agreements, implementation of bargained salary adjustments and bonus payments.
25. Continued to implement Poverty Simulations to promote a culture of diversity.
26. Utilized principals meetings to imbed professional development on “You can’t lead where you won’t go.” to promote a culture of diversity.
27. Hosted a social event as a forum for minority teachers to network with each other.
28. Established and implemented a comprehensive leadership development program.
29. Provided a summer SLO Bootcamp for school leadership teams to further their knowledge of the components of high quality Student Learning Objectives.
30. Enhanced the new teacher induction program by including training for mentor teachers.
31. Realigned staff to enrollment while maintaining a quality instructional program.
32. Redesigned and implemented a new Online Helpdesk system.
33. Upgraded eSchool Plus and Teacher Access Center to v3.1. The new version provides an easier way for teachers to view additional information about students (test scores, parent contact information, grades, etc.).
34. Analyzed teacher recruitment venues to determine recruiting events that produce the most effective, diverse candidates.
35. Developed and implemented retirement incentives for the employees in bargaining groups in anticipation of closing three schools. The success of the program has resulted in very few employee layoffs. The Human Resources Department staff has worked with administrators and supervisors to transfer employees from the closing schools to other positions in the system.
36. Procured consulting services for a classification and compensation study which is intended to establish more competitive wages and to improve internal equity among positions.
37. Implemented an electronic reporting system for tracking attendance and assigning substitute teachers.
38. Restructured employee dental coverage to simplify and enhance the benefits without significant increase to costs.

Focus Area Four: Provide a Secure, Orderly, and Modern Environment

1. Provided opportunities for Carroll County Public Schools’ mediation process.
2. Provided workshops for multicultural leadership with middle school students.
3. Updated classroom lessons on bullying/harassment to include cyberbullying and cyber safety.
4. Added a cultural proficiency module to the new nurse orientation.

5. Revised the code of conduct, which promotes fair, consistent, and progressive discipline strategies.
6. Developed an electronic bullying reporting system, allowing for timely reporting and proactive use of live data.
7. Implemented new security protocols for schools.
8. Implemented system-wide Access Control and Visitor Management Systems per recommendations from the Security Advisory Committee. Also continued to install additional cameras and updates to the surveillance system including updated version of the Genetec surveillance application and upgraded video servers.
9. Implemented new Firewalls hardware and made additional infrastructure upgrades to further enhance network security.
10. Senior staff created and led a statewide Student Data Privacy Task Force consisting of CIO's, Legal Counsel, and Accountability Directors from eight school systems to study and make recommendations on this topic.
11. Modernized and improved the process of data sharing with schools by implementing web-based solutions that provide schools with needed transportation data.
12. Completed three (3) thorough bus inspections (summer, fall & spring) for all 350 school buses serving CCPS.
13. Provided pre-service and in-service classroom and behind-the-wheel training for over 450 school bus drivers and assistants involving over 3,000 training hours.
14. Completed over 200 school bus driver observations in accordance with MSDE driver observation requirements
15. Implemented the keyless entry technology for all facilities via the proximity badge system.
16. Developed electronic record storage for all CCPS employee files.
17. Increased training and application of security procedures for all schools.
18. Implemented the BYOD program and Student Data Privacy Policy in all schools.
19. Implemented as system in which all staff members, including all coaches have badges.
20. Standardized access to buildings through the county security committee.
21. The CCCTC Safety Committee has a school wide initiative to verify that the CCCTC is in compliance with the CCPS Security Advisory Committee's non-negotiables.
22. Offered school psychology focused webinars to staff in Student Services and Special Education.
23. Provided administrator professional development on progressive discipline.
24. Provided required summer Crisis Prevention & Intervention training for staff members of all alternative and special education regional programs.
25. Renewed our commitment to Community Conferencing as a mediation strategy.
26. Upgraded the core Data Center and the Backup Data Center equipment to allow for expanded technical capabilities including improved disaster recovery and business continuity.
27. Renewed the Carroll County Public Network Memorandum of Understanding that provides for perpetual use of the county fiber-optic network.
28. Integrated the surveillance system via the OneView application that allows for camera sharing with local law enforcement.
29. Coordinated with state and MABE inspectors to identify and remediate potential hazardous conditions.
30. Developing design and construction standards for stages to assure student and staff safety during productions.

31. Continue to work with the Special Education Department to provide effective/safe learning environments for the Regional Autism Program.
32. Replaced fire alarms and upgraded electrical systems at identified schools.
33. Implemented new employee badging procedures, including providing identification badges for all coaches.
39. Established a Transportation Resource Center worksite designed to house all significant transportation operational data: driver files, bus inventory, bus inspections, bus referrals, contractor information, etc. To date, bus inspection and referral information has been entered into the Resource Center.
40. Completed the process of matching (geocoding) 2015-16 student addresses to the <i>Transfinder</i> routing base map with 99.5 % accuracy. This process will be continued for the 2016-17 school year.
41. Completed the process of converting outdated boundary maps to new “parcel-based” maps to be used for future school boundary adjustments.
42. Completed the transition from manual and partial computer routing to full computerized routing using <i>Transfinder RouteFinder Pro</i> for all 194 regular education bus routes.

The *Vision 2018* plan will be monitored annually by the Superintendent of Schools and will be a focal point of discussions throughout each fiscal year with the Board and system leaders.

Progress toward implementation, as well as communication, of the plan will be continuously evaluated and adjusted.