

# Strategic Plan 2024

Goals, Targets & Pandemic Impact

# Overarching Board Goals

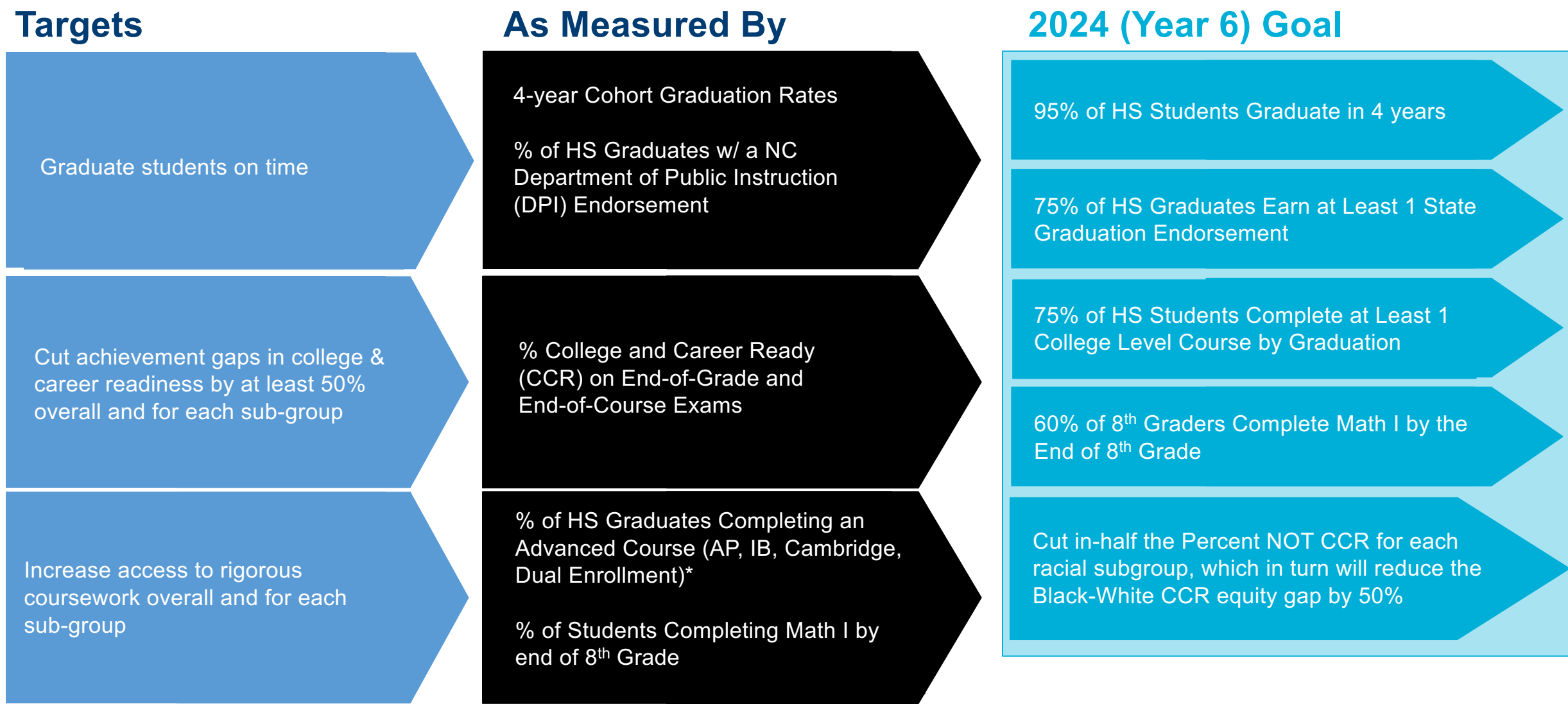
Every student graduates with meaningful employment or higher education opportunities.

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graph TD; A[Every student graduates with meaningful employment or higher education opportunities.] --> B[Every student has access to a rich, diverse and rigorous curriculum.]; A --> C[Every student has access to more social and emotional support.]
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Every student has access to a rich, diverse and rigorous curriculum.

Every student has access to more social and emotional support.

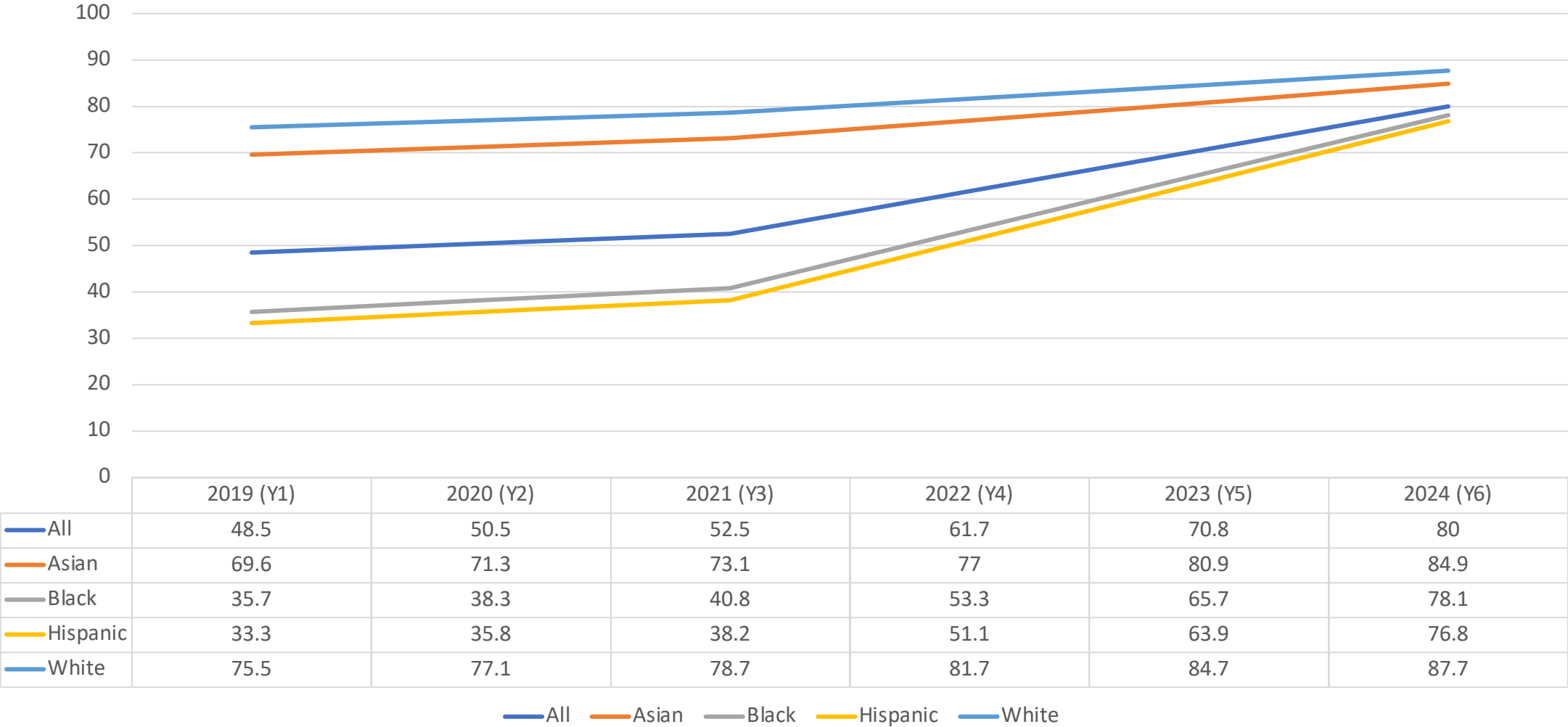
# Strategic Plan 2024: Primary Targets



*\*AP stands for Advanced Placement. IB stands for International Baccalaureate.*

# Grade 3 (ELA Annual Targets - End-of-Grade Exams)

## Percent College and Career Ready



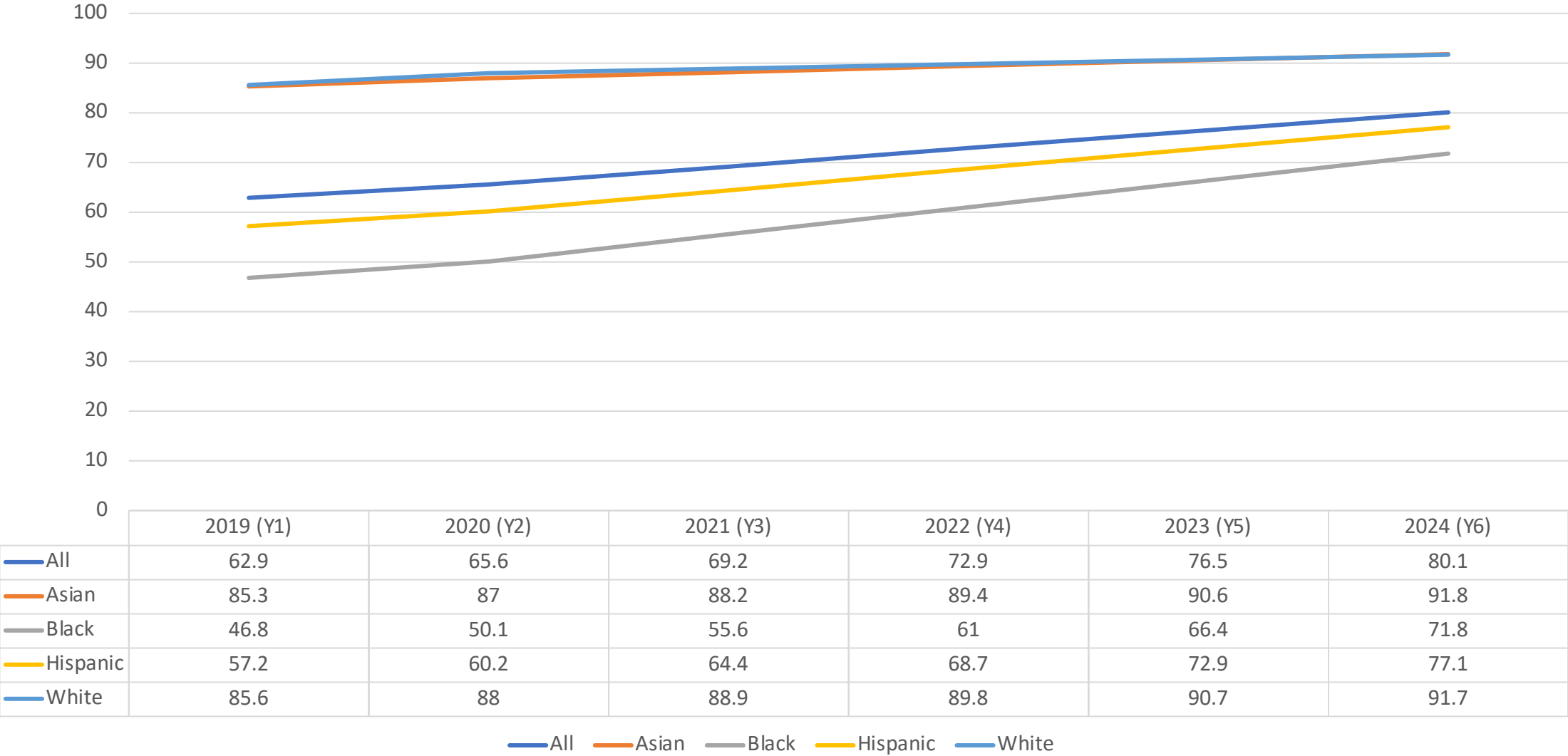
# Grade 3 (ELA Annual Targets - End-of-Grade Exams)

Percent College and Career Ready

	2018 (Actual)	2019 (Actual)	2019 (Y1)	2020 (Actual)	2020 (Y2)	2021 (Y3)	2022 (Y4)	2023 (Y5)	2024 (Y6)
All	45.9	46.1	48.5	-----	50.5	52.5	61.7	70.8	80
Asian	62.3	65.2	69.6	-----	71.3	73.1	77	80.9	84.9
Black	33.7	35.3	35.7	-----	38.3	40.8	53.3	65.7	78.1
Hispanic	31.3	28.5	33.3	-----	35.8	38.2	51.1	63.9	76.8
White	72.2	72.3	75.5	-----	75.5	78.7	81.7	84.7	87.7

# Grade 5 (Math Annual Targets – End of Grade Exams)

## Percent College and Career Ready



# Grade 5 (Math Annual Targets – End of Grade Exams)

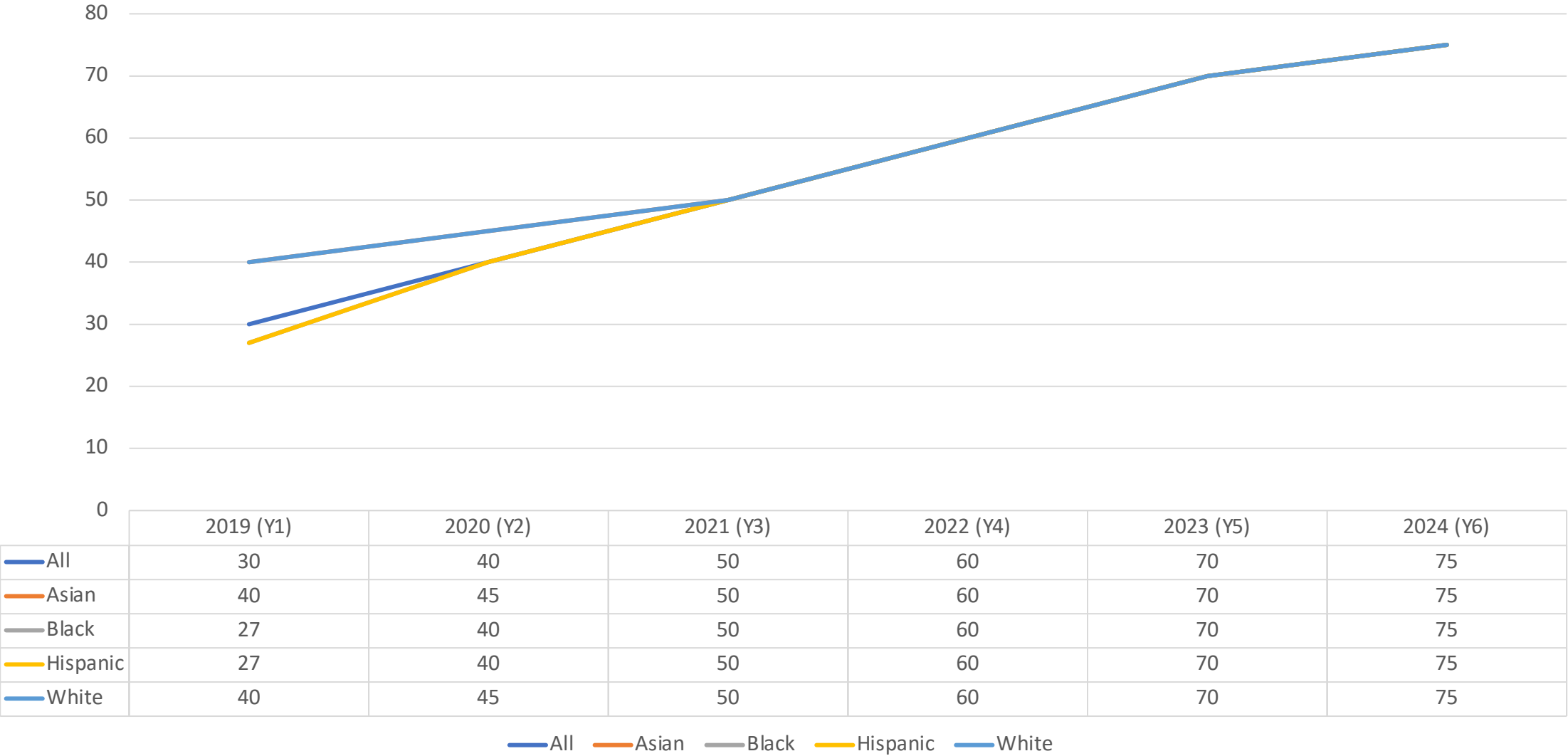
## Percent College and Career Ready

	2018 (Actual)	2019* (Actual)	2019 (Y1)	2018 (Actual)	2020 (Y2)	2021 (Y3)	2022 (Y4)	2023 (Y5)	2024 (Y6)
All	57.8	48.6	62.9	-----	65.6	69.2	72.9	76.5	80.1
Asian	81.8	77	85.3	-----	87	88.2	89.4	90.6	91.8
Black	41	32.4	46.8	-----	50.1	55.6	61	66.4	71.8
Hispanic	52.5	40.1	57.2	-----	60.2	64.4	68.7	72.9	77.1
White	81.3	73.7	85.6	-----	88	88.9	89.8	90.7	91.7

*\*Note: In 2018-19, new math assessments were created, along with new exam scales. Score declines were experienced across the state. Math scores in 2018-19 should not be compared to previous years.*

# State Graduation Endorsements

Percent of Graduates Earning at Least 1 Endorsements





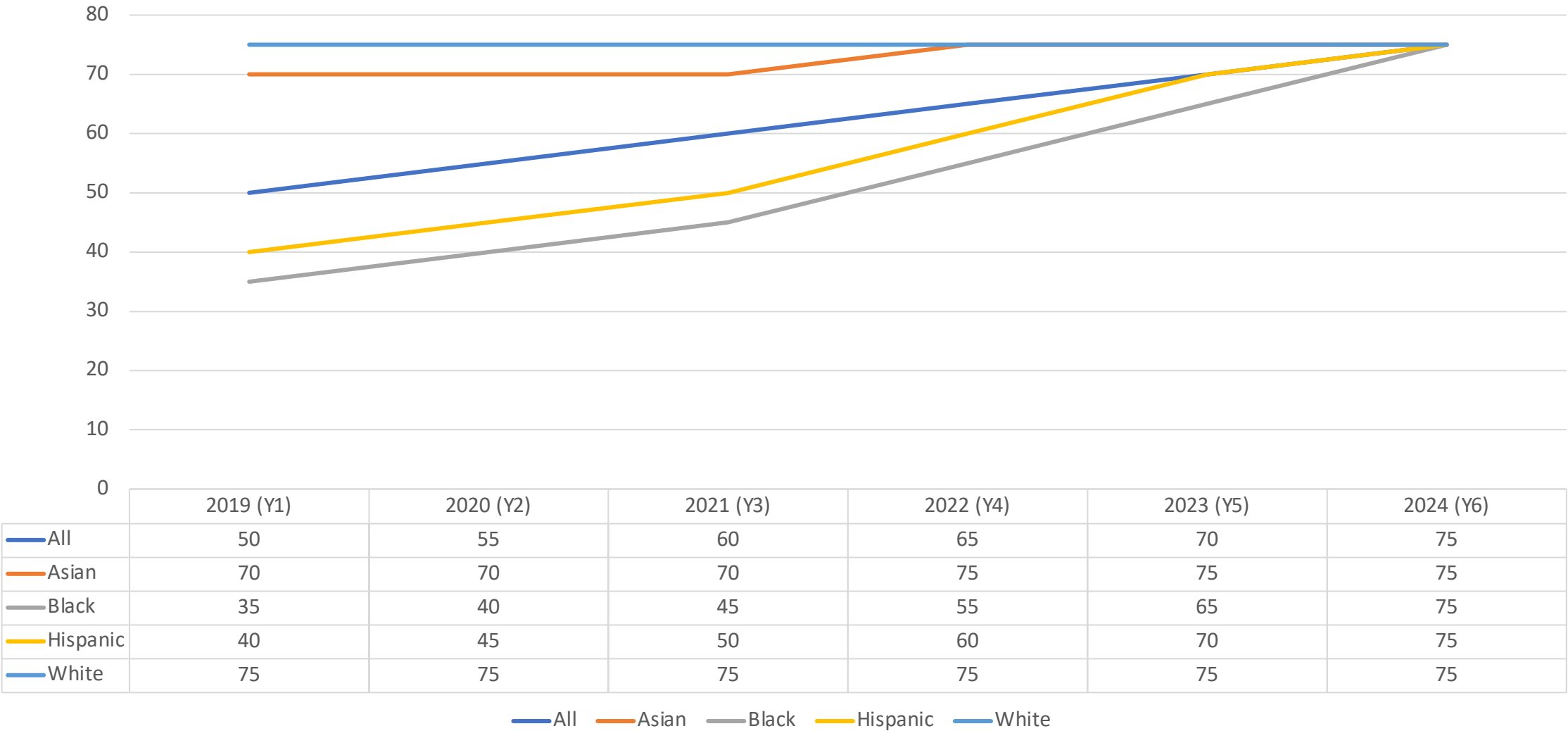
# State Graduation Endorsements

Percent of Graduates Earning at Least 1 Endorsements

	2019 (Actual)	2019 (Y1)	2020 (Actual)	2020 (Y2)	2021 (Y3)	2022 (Y4)	2023 (Y5)	2024 (Y6)
All	53	50	50.3	55	60	65	70	75
Asian	73.7	49	66.7	45	50	60	70	75
Black	37.6	27	33.9	40	50	60	70	75
Hispanic	44.9	27	40.3	40	50	60	70	75
White	73.1	40	74.5	45	50	60	70	75

# College-Level Courses

## Percent of Graduates Completing at Least 1 College Course



# College-Level Courses

Percent of Graduates Completing at Least 1 College Course

	2019 (Actual)	2019 (Y1)	2020 (Actual)	2020 (Y2)	2021 (Y3)	2022 (Y4)	2023 (Y5)	2024 (Y6)
All	52.5	50	54.4	55	60	65	70	75
Asian	71.2	70	71.4	70	70	75	75	75
Black	36	35	39.2	40	50	55	65	75
Hispanic	41.8	40	44.3	45	50	60	70	75
White	75.7	75	77	75	75	75	75	75

# Effects of the Pandemic

# Fall End-of- Course Exams

Fall EOC figures are preliminary and subject to change.

**Lower Participation and Performance**  
was experienced across all EOC subjects in the fall,  
both in CMS and across the state.

The percent of students College and Career in CMS declined in all subjects.

**Math I**  
**17.8**  
Percentage Points



**English II**  
**3.3**  
Percentage Points



From Fall 2019-20 to Fall 2020-21

# Fall 2020-21 End-of-Course

## Test Completion by Student Subgroup (State of North Carolina)

	Total Expected Number of Tests	Number of Tests Completed	Percent Tested
State of North Carolina	<b>175,559</b>	<b>151,542</b>	<b>86.3</b>
American Indian	2,092	1,701	81.3
Asian	5,587	5,204	93.1
Black	42,818	33,086	77.3
Hispanic	32,958	27,892	84.6
Two or More Races	7,814	6,398	81.9
White	84,058	77,084	91.7
Academically or Intellectually Gifted	24,294	22,311	91.8
Economically Disadvantaged Students	57,075	44,978	78.8
English Learners	9,142	7,309	79.9
Students with Disabilities	17,022	13,693	80.4

**Source: NCDPI**  
**As of February 9, 2021.**

# Fall 2020–21 End-of-Course

## Test Completion Overall and by Student Group (CMS)

	Total Expected Number of Tests	Number of Tests Completed	Percent Tested
<b>CMS Total</b>	<b>16,441</b>	<b>14,465</b>	<b>88.0</b>
Asian	1,067	1,013	94.9
Black	6,572	5,509	83.8
Hispanic	3,971	3,399	85.6
White	4,405	4,169	94.6
All Other Groups	426	375	88.0
Academically or Intellectually Gifted	2,021	1,955	96.7
Low SES	4,773	3,751	78.6
English Learners	1,278	1,023	80.0
Students with Disabilities	1,104	894	81.0

**Notes:** Data as of March 4, 2021. All Other Groups contains students who identify as American Indian, Pacific Islander, Two or More Races, and Unknown. Data for Economically Disadvantaged Students were not provided by NC DPI; as a proxy, students with an address in the lowest third of SES by census tract are aggregated to create the Low SES group. Percentages  $\leq 5\%$  or  $\geq 95\%$  are redacted, as are other data in the same row that could inadvertently allow redacted numbers to be identified (marked as \*).

# Fall 2019–20 and Fall 2020–21

## End-of-Course Test Performance (State of North Carolina)

	Not Proficient		Level 3		Level 4		Level 5	
	19–20	20–21	19–20	20–21	19–20	20–21	19–20	20–21
Biology	42.1	54.5	8.5	6.8	32.4	29.0	17.0	9.7
English II	42.0	41.4	23.5	24.3	28.6	28.8	5.9	5.5
NC Math 1	48.2	66.4	29.0	23.4	19.4	9.0	3.3	1.2
NC Math 3	44.5	54.9	21.4	19.3	20.5	16.8	13.7	8.9

**Source: NCDPI**  
**Due to rounding some numbers may not add to 100. As of February 9, 2021.**



# Fall 2019–20 and Fall 2020–21

## EOC Test Performance (CMS)

	Not Proficient		Level 3		Level 4		Level 5	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
Biology	39.3	50.6	6.9	5.6	31.1	29.2	22.6	14.6
English II	31.9	33.4	22.5	24.3	34.7	33.2	11.0	9.2
NC Math 1	36.7	62.2	27.2	19.6	20.0	8.9	16.1	9.4
NC Math 3	36.5	45.9	20.2	20.3	22.2	19.9	21.1	13.9

*Notes: Due to rounding, some numbers may not add to 100. Data as of March 4, 2021.*

# Fall 2019–20 and Fall 2020–21

## Biology Test Performance by Student Subgroup (State of North Carolina)

	Not Proficient		Level 3		Level 4		Level 5	
	19–20	20–21	19–20	20–21	19–20	20–21	19–20	20–21
American Indian	53.3	67.7	11.4	5.3	28.6	21.0	6.7	6.0
Asian	17.7	25.4	5.8	5.1	31.5	35.3	45.0	34.3
Black	62.2	74.3	8.1	5.6	23.4	17.0	6.3	3.1
Hispanic	54.7	68.4	8.6	6.1	27.5	20.9	9.2	4.6
Two or More Races	43.2	55.1	8.2	7.2	31.4	30.1	17.2	7.6
White	30.1	42.9	8.8	7.7	38.3	36.6	22.9	12.8
Academically or Intellectually Gifted	4.8	12.3	4.1	6.4	39.0	50.6	52.1	30.7
Economically Disadvantaged Students	58.6	72.1	8.8	6.1	25.3	18.7	7.4	3.2
English Learners	86.6	92.4	4.9	2.0	7.4	4.7	1.1	0.9
Students with Disabilities	82.9	88.6	5.2	3.4	9.9	7.1	2.0	0.9

**Source: NCDPI**

**Due to rounding some numbers may not add to 100.**

**As of February 9, 2021.**

# Fall 2019–20 and Fall 2020–21 Performance: Biology

	Not Proficient		Level 3		Level 4		Level 5	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
State of NC	42.1	54.5	8.5	6.8	32.4	29.0	17.0	9.7
<b>CMS Total</b>	<b>39.3</b>	<b>50.6</b>	<b>6.9</b>	<b>5.6</b>	<b>31.1</b>	<b>29.2</b>	<b>22.6</b>	<b>14.6</b>
Asian	*	*	<=5	<=5	28.3	34.0	51.2	40.6
Black	56.9	68.1	7.8	*	27.0	21.8	8.3	<=5
Hispanic	54.8	64.1	8.0	5.8	29.1	23.6	8.2	6.5
White	13.2	23.5	5.8	5.5	37.8	42.1	43.2	28.9
All Other Groups	35.0	45.9	6.0	7.1	35.0	35.7	23.9	11.2
AIG**	<=5	<=5	<=5	<=5	27.6	40.3	69.0	54.0
Low SES	62.6	74.2	6.6	*	24.5	16.6	6.3	<=5
English Learners	81.8	86.8	<=5	<=5	10.5	8.7	<=5	<=5
Students with Disabilities	80.3	86.1	*	<=5	12.1	9.6	<=5	<=5

**\*\*Academically or Intellectually Gifted**

**Notes:** Due to rounding, some numbers may not add to 100. Data as of March 4, 2021. Percentages <=5% or >=95% are redacted, as are other data in the same row that could inadvertently allow redacted numbers to be identified (marked as \*).

# Fall 2019–20 and Fall 2020–21

## English 2 Test Performance by Student Subgroup (State of North Carolina)

	Not Proficient		Level 3		Level 4		Level 5	
	19–20	20–21	19–20	20–21	19–20	20–21	19–20	20–21
American Indian	51.9	63.0	25.3	20.9	20.5	13.6	2.3	2.5
Asian	20.8	20.3	17.5	17.3	43.1	44.7	18.6	17.7
Black	61.2	59.7	22.1	22.7	15.3	15.8	1.4	1.7
Hispanic	52.2	51.8	24.2	24.2	21.3	21.6	2.3	2.3
Two or More Races	41.3	42.6	24.6	24.2	28.6	28.2	5.5	5.1
White	30.8	30.8	24.2	25.5	36.5	36.2	8.5	7.5
Academically or Intellectually Gifted	5.0	5.0	14.3	15.2	57.0	58.8	23.7	20.9
Economically Disadvantaged Students	58.6	58.0	22.5	22.8	17.4	17.5	1.6	1.7
English Learners	90.5	92.0	8.0	6.5	1.5	1.5	0.0	0.1
Students with Disabilities	86.5	86.0	9.4	8.9	4.0	4.6	0.1	0.4

**Source: NCDPI**

**Due to rounding some numbers may not add to 100.**

**As of February 9, 2021.**

# Fall 2019-20 & Fall 2020-21 Performance: English 2

	Not Proficient		Level 3		Level 4		Level 5	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
State of NC	42.0	41.4	23.5	24.3	28.6	28.8	5.9	5.5
<b>CMS Total</b>	<b>31.9</b>	<b>33.4</b>	<b>22.5</b>	<b>24.3</b>	<b>34.7</b>	<b>33.2</b>	<b>11.0</b>	<b>9.2</b>
Asian	17.7	10.8	15.6	16.8	42.6	50.0	24.1	22.4
Black	48.9	47.7	25.1	27.4	*	*	<=5	<=5
Hispanic	41.6	43.5	25.5	24.5	*	*	<=5	<=5
White	10.2	12.9	19.1	21.9	48.8	47.9	21.9	17.3
All Other Groups	29.4	28.9	23.5	21.1	37.8	36.7	9.2	13.3
AIG**	<=5	<=5	*	*	49.4	52.5	43.7	39.6
Low SES	52.5	55.2	24.0	25.2	*	*	<=5	<=5
English Learners	81.7	82.8	16.0	10.8	*	*	<=5	<=5
Students with Disabilities	78.8	79.7	14.5	9.9	*	*	<=5	<=5

**\*\*Academically or Intellectually Gifted**

**Notes:** Due to rounding, some numbers may not add to 100. Data as of March 4, 2021. Percentages <=5% or >=95% are redacted, as are other data in the same row that could inadvertently allow redacted numbers to be identified (marked as \*).

# Fall 2019–20 and Fall 2020–21

## NC Math 1 Test Performance by Student Subgroup

	Not Proficient		Level 3		Level 4		Level 5	
	19–20	20–21	19–20	20–21	19–20	20–21	19–20	20–21
American Indian	64.0	85.5	27.1	11.0	8.6	3.5	0.3	0.0
Asian	28.2	43.3	23.0	30.1	34.4	19.7	14.5	6.9
Black	66.9	82.7	23.4	14.2	9.1	2.8	0.6	0.3
Hispanic	55.0	74.6	27.0	18.6	16.0	6.2	2.0	0.6
Two or More Races	49.3	67.7	28.9	24.1	18.7	7.2	3.1	0.9
White	36.4	54.9	32.9	30.1	25.8	13.2	4.9	1.8
Academically or Intellectually Gifted	9.0	22.0	27.3	39.2	45.6	31.4	18.1	7.5
Economically Disadvantaged Students	60.4	76.9	25.0	17.4	13.0	5.1	1.6	0.6
English Learners	82.6	92.4	10.7	5.9	5.3	1.3	1.4	0.4
Students with Disabilities	84.5	91.1	11.4	7.3	3.8	1.5	0.3	0.0

**Source: NCDPI**

**Due to rounding some numbers may not add to 100.**

**As of February 9, 2021.**

# Fall 2019-20 & Fall 2020-21 Performance: NC Math 1

	Not Proficient		Level 3		Level 4		Level 5	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
State of NC	48.2	66.4	29.0	23.4	19.4	9.0	3.3	1.2
<b>CMS Total</b>	<b>36.7</b>	<b>62.2</b>	<b>27.2</b>	<b>19.6</b>	<b>20.0</b>	<b>8.9</b>	<b>16.1</b>	<b>9.4</b>
Asian	12.2	18.1	7.9	16.7	14.4	16.7	65.5	48.6
Black	53.0	78.1	29.3	17.1	*	<=5	<=5	<=5
Hispanic	48.7	75.0	32.7	18.9	*	<=5	<=5	<=5
White	13.3	30.8	26.1	26.2	33.9	21.4	26.7	21.6
All Other Groups	47.6	59.2	23.8	18.4	15.9	10.2	12.7	12.2
AIG**	<=5	5.9	*	11.0	14.1	22.5	78.6	60.6
Low SES	53.6	80.9	29.3	15.0	*	<=5	<=5	<=5
English Learners	66.4	91.0	19.5	6.5	*	<=5	<=5	<=5
Students with Disabilities	75.3	88.3	13.5	7.5	*	<=5	<=5	<=5

**\*\*Academically or Intellectually Gifted**

**Notes:** Due to rounding, some numbers may not add to 100. Data as of March 4, 2021. Percentages <=5% or >=95% are redacted, as are other data in the same row that could inadvertently allow redacted numbers to be identified (marked as \*).

# Measure of Academic Progress

Northwest Evaluation  
Association's (NWEA) MAP  
Assessment is administered  
three times a year – Fall,  
Winter, Spring – in grades  
K-8 for English Language  
Arts (ELA) and mathematics.

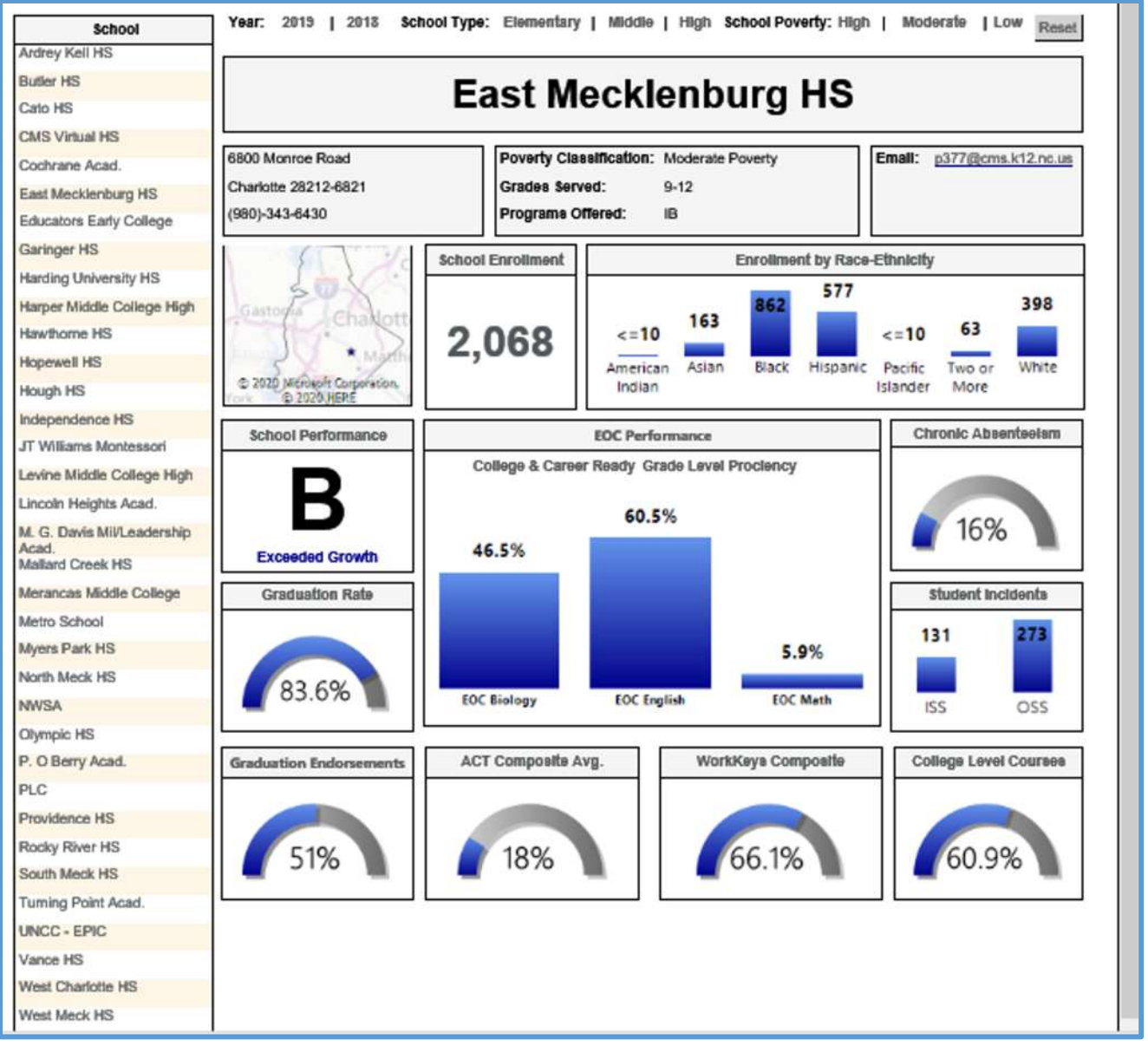
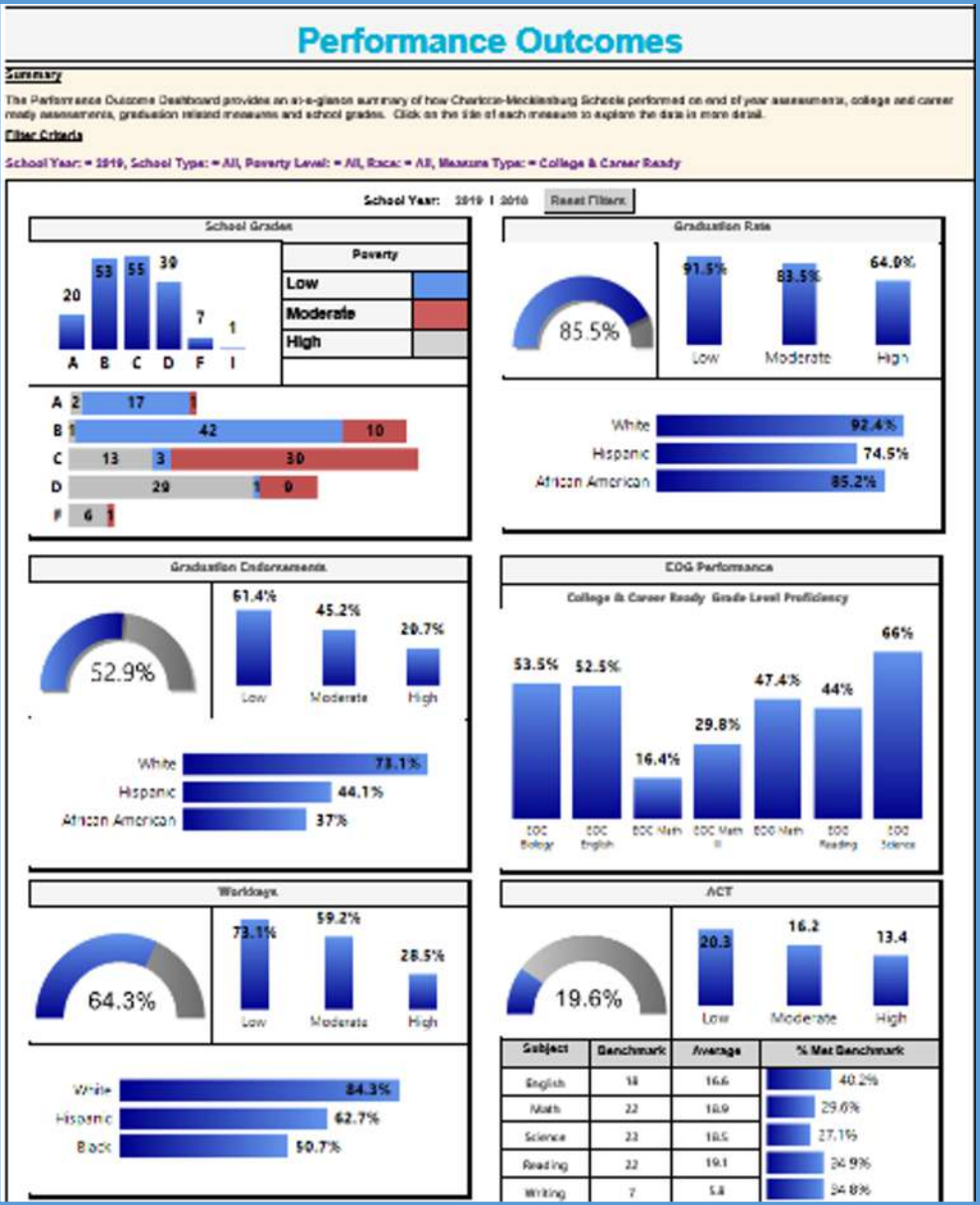
- MAP scores are used primarily to identify if students need extra help, and to monitor if students are making an expected amount of growth.
- Results in Kindergarten and 1<sup>st</sup> Grade appear surprisingly high, in the 80<sup>th</sup> and 90<sup>th</sup> percentiles, perhaps reflecting adult assistance during remote test taking.
- MAP scores, though having varying levels of predictive strength from grade to grade in both ELA and math, can provide insight into future End-of-Grade exam performance.
- After the winter assessment, MAP scores project lower college and career ready rates in grades 3-8 for all subgroups.



# **CMS Strategic Plan**

**Transparency Moving Forward**

# Monitoring Metrics: CMS Performance Dashboard



# Keeping Track: Strategic Plan Scoreboard

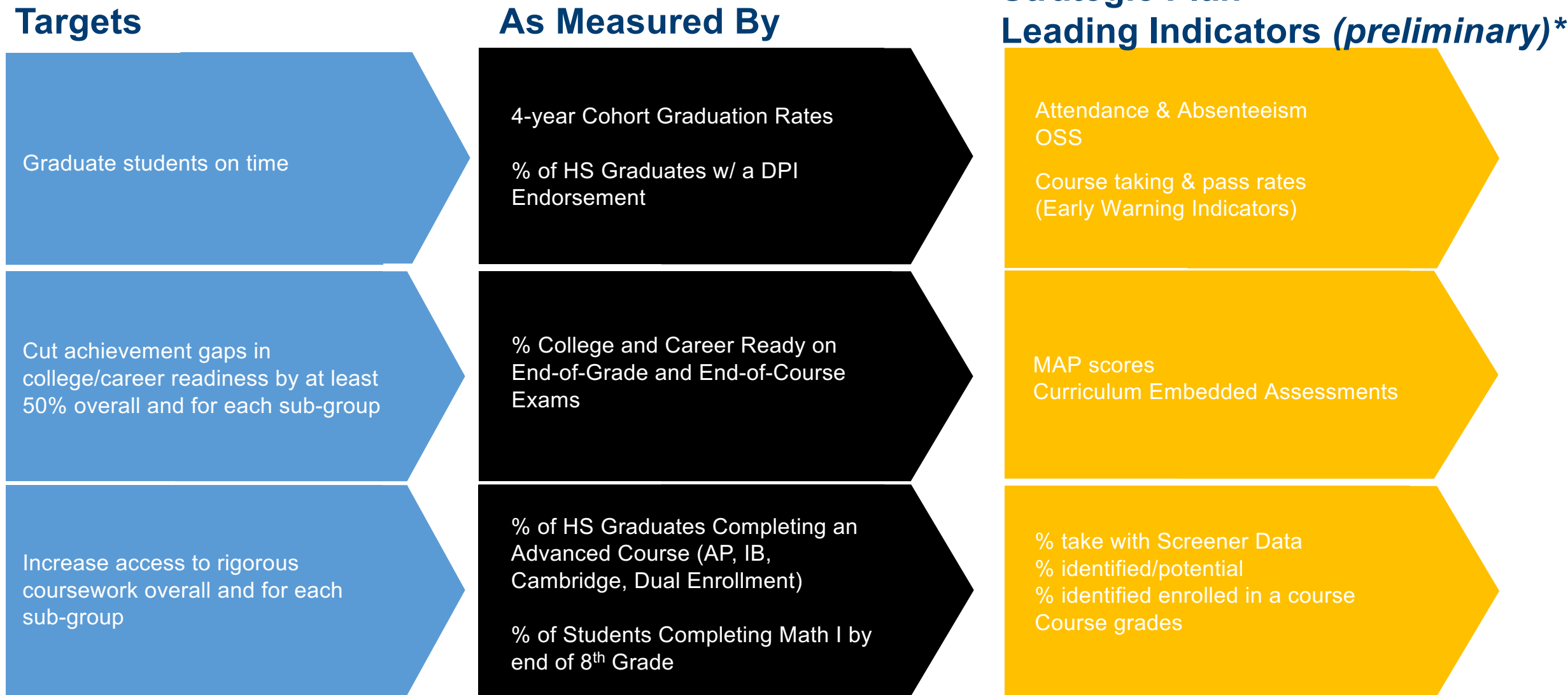
(To Be Launched in Fall 2021)

Indicator	Status	Target (Prior Year)	Actual (Prior year)	Targets (Future Years)	Trend
% Graduating with Cohort in 4 years					
% of HS Graduates w/ a DPI Endorsement					
% College and Career Ready (CCR) on End-of-Grade and End-of-Course Exams					
% of HS Graduates Completing an Advanced Course (AP, IB, Cambridge, Dual Enrollment)					
% of Students Completing Math I by end of 8 <sup>th</sup> Grade					

# Monitoring Trends and Intervening:

## Quarterly Reporting of Leading Indicators (Three Times a Year)

### Strategic Plan Leading Indicators *(preliminary)\**



*\*To be finalized Summer 2021*

# 2021 Update – The New Reality

- The pandemic has significantly impacted teaching and learning
- CMS, like many districts throughout the country, must address gaps widened due to the pandemic
- Our strategic plan with goals set through 2024 must assess the new reality and establish a new baseline and revised annual milestones

# Key Dates

<b>May 12–28:</b>	<b>End-of-Year (EOY) Testing in CMS</b>
<b>July 15:</b>	<b>Four-year Cohort Rate data finalized statewide</b>
<b>August:</b>	<b>English Language Arts results back from NC Department of Public Instruction (NCDPI)</b>
	<b>Preliminary End-of-Grade, End-of-Course and Graduation rate embargoed results released to districts by NCDPI</b>
<b>Sept. 1 or 2:</b>	<b>State Board of Education releases preliminary EOY results</b>
<b>September:</b>	<b>School district data correction window</b>
<b>Oct 6 or 7:</b>	<b>State Board of Education releases official EOY results</b>