

Strategic Plan Data Dashboard



Charlottesville City Schools Data Dashboard History: A Timeline

2020

Superintendent Charge

Former Superintendent charged the division equity committee to determine a Data Dashboard Recommendation of up to 10 data points and/or metrics for Charlottesville City Schools.

Spring
2021

Data Points Recommended

The committee presented dashboard recommendations to the Superintendent.

Fall
2021

Inclusive Excellence

The committee presented the Inclusive Excellence Framework.

Spring
2023

Strategic Plan

In February, 2023 CCS began creating its new 5 year strategic plan and consulted with Insight Group to complete the project along with creating a dashboard shell.

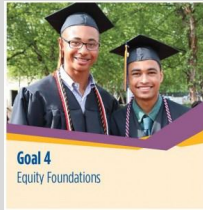
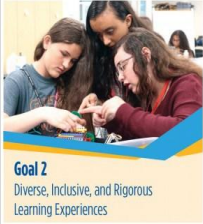
Spring
2024

Dashboard Shell Created

Insight finalized the dashboard shell, CCS will continue implementation of public-facing roll-out



Previously Recommended Data Metrics/Priority Areas



Links to School Quality Profile data under the appropriate equity goal

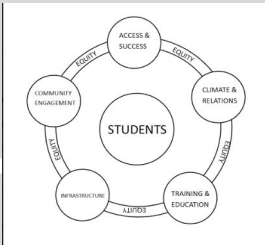
Teacher Recruitment/Hiring/Retention data and experiences

Teacher Climate Survey and focus group feedback

Equity Trainings and Professional Learning planning and exit data

School Climate Survey (including student connectedness) and student focus group feedback

Inclusive Excellence Framework



Strategic Plan- Priorities and Targets



1 PRIORITY

INCREASE ACADEMIC ACHIEVEMENT

Goals

- All CCS learners will graduate equipped with a plan for the future.
- All CCS learners will have access to rigorous, inclusive, and relevant learning experiences.
- All CCS learners will demonstrate mastery in reading and math, leading to the elimination of achievement and opportunity gaps.

Page 9 | charlotteschools.org

Targets	Measurements
Target 1: Meet or exceed graduation rate that is at or above the state average across all student membership groups.	<ul style="list-style-type: none"> Graduation rate Relevance data to document student plans Post-secondary enrollment Post-secondary plans for college, career, and military Data from AVID cohorts
Target 2: 100% of graduating students will be equipped with a post-secondary plan.	<ul style="list-style-type: none"> Percentage of students enrolled
Target 3: Increase the number of OHS students enrolled at CATEC by 6% annually.	<ul style="list-style-type: none"> Percentage of students enrolled in and passing at least one AP or OHS course Percentage of students enrolled in courses designated by student membership groups Multi-tiered systems of supports data
Target 4: Percentage of students in AP and/or dual enrollment course enrollment and completion rate will match racial demographic enrollment percentages.	<ul style="list-style-type: none"> Number of classes using standards-based grading or subject areas that use equitable grading practices Standardized report card processes across the division
Target 5: 80% or more students will demonstrate mastery and proficiency in 1st trimester.	<ul style="list-style-type: none"> Student responses on state climate survey questions related to rigor Students identified/leveraged by gifted programs Percentage of classes using collaborative model for students receiving SPED services Number of professional learning resources for differentiation
Target 6: Increase percentage of classes or subject areas that use equitable grading practices.	<ul style="list-style-type: none"> CCCR index
Target 7: Annually increase students' access to rigor, including critical and creative thinking, as well as offering relevant professional supports for staff.	<ul style="list-style-type: none"> SOI pass rate MAP growth
Target 8: 85% or more of graduating seniors will successfully meet College, Career and Civic Readiness Index (CCCR) standards.	<ul style="list-style-type: none"> SOI pass rate MAP growth
Target 9: Increase reading achievement for all students to at least 75% proficiency across all student membership groups.	<ul style="list-style-type: none"> SOI pass rate MAP growth
Target 10: Increase math achievement for all students to at least 75% proficiency across all student membership groups.	<ul style="list-style-type: none"> SOI pass rate MAP growth
Target 11: Annually reduce failure of math and reading SOI to 50% or more for African American students and students with disabilities.	<ul style="list-style-type: none"> Reading at or above grade level by 3rd grade ORLE MAP Preschool enrollment and attendance
Target 12: Increase early literacy for all students to at least 75% proficiency across all student membership groups.	

Charlotte-Mecklenburg Schools Strategic Plan 2023-2028 | Page 7

2 PRIORITY

PROVIDE A CULTURE OF SAFETY, WELLNESS, AND BELONGING

Goals

- CCS will support social, emotional, and physical wellness.
- CCS will foster a strong sense of community.
- CCS will promote a safe and positive learning environment.

Charlotte-Mecklenburg Schools Strategic Plan 2023-2028 | Page 9

Targets	Measurements
Target 1: All schools will be fully updated by September 1 each year.	<ul style="list-style-type: none"> Violence at the start of the year Number of properly licensed staff
Target 2: Annually increase the retention rate of teachers by 2% or more (with a goal of 90% or higher retention rate).	<ul style="list-style-type: none"> Annual retention rates disaggregated by demographics Average years of experience
Target 3: Make annual progress toward being licensed staff of color. Goal is for staff minority representation to match or exceed Charlotte's area demographics as measured by various data.	<ul style="list-style-type: none"> Annual data of administrators and licensed staff disaggregated by demographics
Target 4: Supply opportunities for 10 or more currently licensed employees annually to obtain further leadership certification or advanced degrees.	<ul style="list-style-type: none"> # of licensed staff with relevant leadership course enrollments or program completions/certifications or advanced degrees
Target 5: Supply pathways for 5 or more current unlicensed employees to become licensed staff.	<ul style="list-style-type: none"> # of staff in process of completing licensure requirements
Target 6: Increase the percentage of staff who report that professional learning is effective or highly effective.	<ul style="list-style-type: none"> Professional learning survey data State climate survey data relating to professional growth
Target 7: All staff will annually demonstrate culturally competent and equity-focused teaching practices.	<ul style="list-style-type: none"> Teacher evaluations Percentage of staff who have attained an equity certificate Percentage of instructional coaches and teachers who have completed training such as SCIP for better supporting English learners
Target 8: Improve and maintain attendance rates for all staff.	<ul style="list-style-type: none"> Teacher attendance rates Substitute data Retention data to understand and address root issues
Target 9: Annual improvements on state climate survey among staff respondents.	<ul style="list-style-type: none"> State culture and climate data
Target 10: Create and annually review or update a division-wide teacher contract handbook.	<ul style="list-style-type: none"> Annual completion & distribution of handbook

Charlotte-Mecklenburg Schools Strategic Plan 2023-2028 | Page 13

3 PRIORITY

SUPPORT OUR STAFF

Goals

- CCS will recruit and retain licensed and properly endorsed staff.
- All CCS staff will engage in meaningful, relevant, timely, and personalized professional learning.
- CCS will recruit and retain teachers of color.
- CCS will value staff voices.

Page 10 | charlotteschools.org

Targets	Measurements
Target 1: All schools and the division will demonstrate annual improvement on implementation of tiered supports.	<ul style="list-style-type: none"> Achievement/needs data by groups Multi-tiered systems of supports data Tiered Faculty inventory data
Target 2: All schools will demonstrate improvement on licensure: Social Emotional Learning data.	<ul style="list-style-type: none"> DESEA Data Behavioral Data Number of school mental health workers, counselors, and Care and Safety Assistants
Target 3: Schools will demonstrate annual progress toward serving needs that are healthy, socially sourced, and well received by students.	<ul style="list-style-type: none"> Governor's Scorecard on Nutrition and Physical Activity Local purchases tracked by Cultivate # of schools eligible for free student meals # of students participating in meal programs # of schools with student or staff nutrition committees
Target 4: Increase percentage of schools that meet the standards of the Governor's Scorecard on Nutrition and Physical Activity.	<ul style="list-style-type: none"> Governor's Scorecard on Nutrition and Physical Activity Number of fitness program offerings
Target 5: Establish baseline and increase family/student engagement.	<ul style="list-style-type: none"> Family and community engagement survey data Family attendance at academic and social school-related events PTO membership at each school Family-School engagement metrics
Target 6: Maintain strong community partnerships across the division.	<ul style="list-style-type: none"> Community Partnership Survey Data (Feedback from volunteers and associated data (hours served, etc.))
Target 7: Decrease chronic absenteeism to 10% or less for all students.	<ul style="list-style-type: none"> Daily student attendance rates Chronic absenteeism rates School Culture and Climate survey data
Target 8: Annual improvements on school climate and related safety data using state data as benchmarks.	<ul style="list-style-type: none"> Diagnostic data (including disaggregated by race) Positive Behavior Interventions and Supports data Tread assessment data State climate survey data Percentage based on in-class and de-identification (ex-MAINT) training First responder contact log of all reports
Target 9: 100% completion of annually designated safety projects on school campuses.	<ul style="list-style-type: none"> % schools with completed camera upgrades % schools with exterior and interior access control systems and security enhancements

Page 10 | charlotteschools.org

4 PRIORITY

ENSURE EFFECTIVE AND EFFICIENT OPERATIONS

Goals

- CCS will modernize facilities to meet the evolving needs of the division.
- CCS will advance operational efficiencies and upgrades.
- CCS will promote sustainability and environmental awareness.
- CCS will demonstrate fiscal stewardship.

Charlotte-Mecklenburg Schools Strategic Plan 2023-2028 | Page 16

Targets	Measurements
Target 1: 100% completion of annually designated modernization projects on school campuses.	<ul style="list-style-type: none"> Completion of modernization projects for Director, James & Wendell Completion of necessary improvements for existing Walker campus Completion of design for new preschool center Completion of pre-school bid package in conjunction with funding plan
Target 2: Annual progress on improved air quality in division and school buildings.	<ul style="list-style-type: none"> Number of buildings with integrated air quality technology CO2 energy
Target 3: 100% alignment of CATEC technology, maintenance, and security systems with CCS standards and systems.	<ul style="list-style-type: none"> Installation of access control and visitor management systems
Target 4: Estimate waitlist for all students eligible for bus transportation.	<ul style="list-style-type: none"> Number of students on school bus waitlist
Target 5: Annual increases in numbers of students walking or biking to school buses or using CAT bus to and from school through continued partnership with City of Charlotte.	<ul style="list-style-type: none"> Number of students walking or biking to school buses or using CAT bus to and from school through continued partnership with City of Charlotte Programs on City spreadsheet of shared/bikeable equipment Number of crossing guards
Target 6: 100% of schools will meet the annual targets established and reported in the City of Charlotte's Energy & Water Performance Report.	<ul style="list-style-type: none"> ENERGY STAR scores Energy Use Intensity (EUI) scores Water Use Intensity (WUI) scores
Target 7: Annual progress on school community and recycling and composting programs.	<ul style="list-style-type: none"> Number of participating schools Composting data from vendor
Target 8: 100% of school campuses and offices will be connected via Private Fiber Network.	<ul style="list-style-type: none"> Annual assessment of network
Target 9: Upgrade/improve 100% of buildings to CAT 6A or greater cabling.	<ul style="list-style-type: none"> Annual assessment of cables
Target 10: Decrease the age of network equipment to 50%.	<ul style="list-style-type: none"> Annual assessment of network equipment
Target 11: Obtain the Merit-based Budget Award from the Association of School Business Officials (ASBO).	<ul style="list-style-type: none"> Results of ASBO Award submission
Target 12: 100% of budget allocations will support strategic plan priorities.	<ul style="list-style-type: none"> Review of budget allocations during budget adoption or budget amendments

Page 16 | charlotteschools.org



A look into the dashboard... A complete story



2023-2028 Strategic Plan Dashboard

At CCS, our vision is that we will be a community of hope, growth and learning where barriers are eliminated and possibilities are limitless. Our mission states that we are an interconnected, equity-focused school community committed to providing the skills and knowledge needed for lifelong learning, engaged citizenship, and personal fulfillment.

The strategic plan dashboard is an online platform that will provide information on where we stand as a community.

[Learn More about our Strategic Plan](#)

Priority Area 1: Increase Academic Achievement

Priority Area 2: Provide a Culture of Safety, Wellness, and Belonging

Priority Area 3: Support Our Staff

Priority Area 4: Ensure Effective and Efficient Operations

- **Equity Overview** (recommendation from '21 Equity Committee)
- **Data Points/Visual Graphs**
- **PDF's/Attachments** (Example: PL Catalog)
- **Links to additional websites** (Example: School Quality Profile; Governor's Scorecard on Nutrition and Physical Activity)



Next Steps...

- **Gather final feedback**
- **Continue to build out the dashboard shell**
- **Continue to build out the webpage**
- **Entire webpage designed/completed by 5/31**



Discussion

