It’s time to begin again

2018-2019 data
Words & Actions
Leadership

"Let go of LAST YEAR....good or bad, it’s over, You have different students and a different dynamic. A new school year is a new beginning....Learn it. Laugh about it. Love it!"

-Sandy C.
“Life’s most persistent and urgent question is, What are you doing for others?” — Martin Luther King, Jr.

“We make a living by what we get, but we make a life by what we give.” - Winston Churchill

“It’s easy to make a buck. It’s a lot tougher to make a difference.” – Tom Brokaw
The state of the school system

August, 2019
CCPS Facts

37 schools
- 22 elementary
- 8 middle
- 7 high
- 3 educational centers

3,542 EMPLOYEES — LARGEST EMPLOYER IN CHARLES COUNTY
Our Students

27,000+ students

African-American — 57 percent
White — 24 percent
Hispanic — 9 percent
Multiracial — 8 percent
Asian — 3 percent
Native American — .4 percent
Native Hawaiian — .2 percent

Stats for the 2018-19 school year
System Goals
7 goals with indicators to measure performance
Increase student achievement and close achievement gaps by utilizing the integration of best practices in technology and instruction

Goal 1
CHARLES COUNTY PARRC RESULTS FOR ENGLISH/LANGUAGE ARTS
GOAL 1.1

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33.77</td>
<td>37.43</td>
<td>42</td>
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<td>30.13</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>37.8</td>
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<tr>
<td>Maryland</td>
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CHARLES COUNTY PARCC SCORES FOR MATHEMATICS
GOAL 1.1

<table>
<thead>
<tr>
<th>Year</th>
<th>Elementary</th>
<th>Middle</th>
<th>High</th>
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<tbody>
<tr>
<td>2015</td>
<td>28.93</td>
<td></td>
<td>31.2</td>
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<tr>
<td>2016</td>
<td>37.43</td>
<td>21.9</td>
<td>29.5</td>
</tr>
<tr>
<td>2017</td>
<td>36.5</td>
<td>23.13</td>
<td>34</td>
</tr>
<tr>
<td>2018</td>
<td>36.5</td>
<td>29.4</td>
<td>35.9</td>
</tr>
<tr>
<td>GOAL</td>
<td>34.93</td>
<td>25.7</td>
<td>37.2</td>
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THE PERCENTAGE OF FEMALES IN COMPUTER SCIENCE AND PLTW COURSES WILL CORRELATE WITH THE PERCENTAGE OF FEMALES ENROLLED IN CCPS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>Females</td>
<td>48.41</td>
<td>48.64</td>
<td></td>
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<tr>
<td>Enrolled</td>
<td>42.92</td>
<td>43.87</td>
<td></td>
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THE NUMBER OF AFRICAN AMERICAN STUDENTS WITH OUT-OF-SCHOOL SUSPENSIONS WILL DECREASE BY 5% ANNUALLY

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>AF. American Out-Of-School Suspensions</th>
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<tbody>
<tr>
<td>2018</td>
<td>1145</td>
<td>1145</td>
</tr>
<tr>
<td>2019</td>
<td>1088</td>
<td>1088</td>
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<tr>
<td>2020</td>
<td>1033</td>
<td>1033</td>
</tr>
<tr>
<td>2021</td>
<td>982</td>
<td>982</td>
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PERCENT AP SCORES 3 AND ABOVE BY RACE

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>White</th>
<th>African American</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>59.3</td>
<td>63.4</td>
<td>37.8</td>
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<td>59.3</td>
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<td>33.3</td>
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<tr>
<td>2020</td>
<td>59.3</td>
<td>66.7</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>59.3</td>
<td>66.7</td>
<td></td>
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</table>
ADVANCED PLACEMENT ENROLLMENT WILL CORRELATE WITH THE OVERALL DEMOGRAPHICS OF CCPS HIGH SCHOOL STUDENTS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA Enrollment</td>
<td>68.8</td>
<td>69.51</td>
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<tr>
<td>White</td>
<td>39.28</td>
<td>40.7</td>
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<td></td>
</tr>
<tr>
<td>African American</td>
<td>60.72</td>
<td>59.3</td>
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</table>
ACCESS RESULTS FOR ENGLISH LEARNER STUDENTS WILL INCREASE BY 1 PERCENT ANNUALLY

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Exit Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>10.4</td>
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<td>2020</td>
<td>12.4</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>13.4</td>
<td></td>
</tr>
</tbody>
</table>
### 80 Percent of Students Will Be Reading on Grade Level by the End of Grade 3 by 2021

By the end of Grade 3, 80 percent of students will be reading on grade level. Here is the progress for the past four years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Grade 3 Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>74.37</td>
<td>74.37</td>
</tr>
<tr>
<td>2019</td>
<td>76.25</td>
<td>74</td>
</tr>
<tr>
<td>2020</td>
<td>78.13</td>
<td>74.37</td>
</tr>
<tr>
<td>2021</td>
<td>80</td>
<td>74</td>
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</tbody>
</table>

The graph shows an upward trend in the number of students meeting the target by each year.
The graduation rate for all students will meet or exceed 96 percent for the class of 2021.

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>93.47</td>
<td>93.47</td>
</tr>
<tr>
<td>2019</td>
<td>94.3</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>95.12</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>96.00</td>
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</table>
THE GRADUATION RATE FOR SPECIAL EDUCATION STUDENTS WILL MEET OR EXCEED 85 PERCENT FOR THE CLASS OF 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>SpEd Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>69.87</td>
<td>69.87</td>
</tr>
<tr>
<td>2019</td>
<td>74.91</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>79.95</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>85.00</td>
<td></td>
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</table>
The graduation rate for FARMS students will meet or exceed 92 percent for the class of 2021.
THE GRADUATION RATE FOR AFRICAN AMERICAN STUDENTS WILL MEET OR EXCEED 95 PERCENT FOR THE CLASS OF 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>American</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>93.29</td>
<td>93.29</td>
</tr>
<tr>
<td>2019</td>
<td>93.86</td>
<td>94.43</td>
</tr>
<tr>
<td>2020</td>
<td>94.3</td>
<td>95.0</td>
</tr>
<tr>
<td>2021</td>
<td>95.0</td>
<td></td>
</tr>
</tbody>
</table>
The percent of non-graduates for the class of 2021 will be less than five percent of the total enrollment of the class of 2021.
We are accountable for our students’ achievement

The first step in fixing a problem is...

OWNING IT.

No excuses.

"Anger ... it's a paralyzing emotion ... you can't get anything done. People sort of think it's an interesting, passionate, and igniting feeling—I don't think it's any of that—it's helpless ... it's absence of control—and I need all of my skills, all of the control, all of my powers ... and anger doesn't provide any of that—I have no use for it whatsoever.”

Toni Morrison
Provide a safe, orderly and caring environment for students and staff

Goal 2
Provide a safe, orderly and caring environment for students and staff

Goal 2

- Emphasizing relationship building and trust in school cultures
- Opening the Fresh Start Academy as an option to support elementary students
- 5 new school psychologist positions and 4 new behavior specialist positions have been created over the past 3 years
  - Every secondary school except Piccowaxen has a full time school psychologist
  - 7 elementary schools have a full time school psychologist
- Improved Synergy referral process and added analytics – new RTI module
- Restorative practices training and mental health first aid training is on going
- Partnered with CSM to offer “Classroom Behavior Management K-12”
- Enhanced training for SST teams to ensure fidelity
Provide a safe, orderly and caring environment for students and staff

**Goal 2**

- Enhanced background screening
  - New hires
  - Volunteers
  - Existing employees
- Received over 1 million dollars in state grant funding
- 12 guided vestibules
- Expanding student ID pilot program
- Modernization of our emergency processes
  - Options based active shooter response
  - Comprehensive emergency procedures
  - Standard Response Protocols
  - Mobile app for staff notifications during critical events
- Full integration of See Something, Say Something and the state tip line
- Trauma kits in all classrooms
- Safety advisory/school safety committees
- Updated MOU with the Sheriff’s Office
  - Video sharing and card access
- Exterior door numbering
- State of art radio system
- All Hazard Planning group
- Exterior surveillance camera access in all main offices
- Doors, locks and window film
Recruit and retain a qualified, highly effective, and diverse workforce

Goal 3
Recruit and retain a qualified, highly effective, and diverse workforce

- 280 certificated hires in 2018-2019
  - 42% African American (29% in 16-17)
  - 55% White
- 20 conditional teachers at elementary
- 70 conditional teachers at secondary
- Year round recruiting: 747 candidates signed in at 41 different events from October 2018 - May 2019
- $48,000 starting teacher salary – 3rd highest in Maryland
- Tuition reimbursement:
  - support employees - $78,207.20
  - certificated employees - $913,441.13

CCPS has 131 school administrators – 38% are nonwhite
  Principals – 38% nonwhite
  Vice principals – 33% nonwhite
  Admin Interns – 62% nonwhite

In Maryland, 17% of teachers are nonwhite. That number is 24% in CCPS (2018)
Recruit and retain a qualified, highly effective, and diverse workforce

- **New teacher support**
  - Induction program – includes mentoring beyond just the first year
  - Offered **19 workshops** specifically for new teachers
  - School based support – admin, ILT, dept chairs
  - New teacher orientation and new teacher breakfasts

- **Employee Wellness Program**
  - Credits from CareFirst BC/BS to offer **fitness classes** and webinars. Credits increased by an additional $30,000 per year for a total of **$50,000** for the 2019 calendar year.
  - Free fitness class enrollment was up 10% in 2018. In the spring of 2019 – participation more than doubled from the previous spring. Classes include beginning yoga to personal training to boot camp.
  - **Weight Watchers** for employees and their families is currently in the 7th series of the program. Each series has had at least 40 participants.
  - Monthly **wellness emails and webinar Wednesdays** are sent to all CCPS employees. Topics include flu awareness, skin cancer, migraines, diabetes awareness, healthy hearts, physical activity and sleep.
  - Healthy cooking **classes** are offered on a first-come, first served basis. Topics have included salad dressings, grilling and smoking meats and vegetables. Classes fill to capacity the day they are offered.
  - **Discounted gym membership** participation increased by 15% last school year.

- **Paid professional development opportunities and tuition reimbursement** for all staff
  - Offered **104 non credit workshops, 34 CPD credit courses and 52 summer workshops**
  - New training for Food and Nutrition Services staff. Offered “Outward Mindset” training to FNS leaders
  - Certified Administrative Professional (CAP) training and cyber security (phishing) offered to secretarial staff
Communicate, engage and partner with our parents and community

Goal 4
Communicate, engage and partner with our parents and community

- The Board and superintendent held 46 community engagement activities last school year (an increase of 39%)
- Launched a safety communication plan that included a volunteer background check and volunteer training site
- Launched a safety and security web page and an anonymous reporting tool
- Increased social media presence
  - FB – 7,384 followers (up 35%)
  - Twitter – 12,900 followers (up 10%)
  - Instagram – relatively new account – 356 followers so far
- Web clicks – ccboe averages 313,000 hits per month/about 3 million hits per year
- Video PTSO meetings took place in 3 schools. PR liaisons will be required to video and archive PTSO mtgs in the coming year
- Expanded capabilities of ParentVue
- Superintendent outreach
  - Chamber of Commerce Board
  - Economic Development Advisory Board
  - Teacher and student advisory groups meet several times each year
  - OPS representation on United Way, Charles County Advocacy Center for Children, Youth and Families
- Broadened the audience for Safety and Security Town Halls through social media and livestreaming
Promote a variety of pathways to prepare students for college and/or career success

Goal 5
Promote a variety of pathways to prepare students for college and/or career success

• Fine and Performing Arts participation
  • 5th grade band - Up 4.0 %
  • Middle School Fine Arts - Up 9.7 %
  • High School Fine Arts - Up 0.3 %
  • Dance program coming to McDonough HS

• Career and Technology Education
  • CTE Showcase at CSM for all 8th grade students
  • Revised application process to ensure access and equity
  • Added computer science, PLTW biomed and interactive media to articulation agreements with CSM
  • Adding Curriculum for Agricultural Science Education (CASE) program at McDonough HS
Support the use of environmentally sound practices in the construction, renovation and operation of our facilities

Goal 6
Support the use of environmentally sound practices in the construction, renovation and operation of our facilities

Goal 6

- Completed the solar site at Piccowaxen MS
- Two new geothermal systems - Billingsley ES and Dr. Mudd ES – total of 3 in CCPS
- Rainwater harvesting project ongoing at LPHS. Expected to be operational by the end of this year. Rainwater harvesting already in place at SCHS and TSHS. Rainwater harvesting expected to be in place at Lackey HS by fall, 2020
- 19 major projects completed this summer
- 12 security vestibules completed; 9 remaining
- Middleton ES has undergone a school wide open space enclosure and had a new roof installed over the past two summers – all locally funded
- Opening two new ES buildings – Billingsley ES and Dr. Mudd ES
- Exterior door numbering project – 90% complete
- Stoddert MS renovation begins this fall – students stay in place
- Turner ES renovation begins this fall – students move to transition school
Ensure responsible stewardship of taxpayer dollars by implementing effective practices to best utilize local, state and federal funding

Goal 7
Ensure responsible stewardship of taxpayer dollars by implementing effective practices to best utilize local, state and federal funding

- External audit resulted in an unqualified opinion - FY19 budget - $370 million
- Reduced administrative fees for health care by 5%; no increase to premiums
- Redirected funds to:
  - replace computers/laptops over 5 years old
  - renovate space at Stethem for middle school opt in and Fresh Start
  - close open space classrooms at Middleton and replace roof
  - purchase 7 new buses to support enrollment growth and new programs
- Cell tower funds paid for Bermuda grass maintenance and bleacher replacement
- Managed $18.6 million in grant funding
- Reduced employee cost of 403(b) by switching providers (22 BP to 8.6BP)
- Increased interest income by 32% resulting in $594,641 increase in general fund
The state of the school system is strong

But, we are constantly looking for ways to be better.
Your leadership is key to this effort.
We cannot be great if we’re satisfied with good...
You chose this work for a reason
Our “why”

- It’s all about teaching and learning
- Be the difference
- Growth mindset
- The power of relationships
- High expectations for all students and staff (all means all)

As you enter positions of trust and power, dream a little before you think.

Toni Morrison
KIDS WANT TO LEARN
KIDS WANT TO BE Helpful & Kind
Kids Want to Be Awesome
This is what we believe about children.

What gets in the way?
Managing student behavior

• the definition of *discipline* is (Merriam Webster)
  • **1:** to *punish* or penalize for the sake of enforcing obedience and perfecting moral character
  • **2:** to *train or develop* by instruction and exercise especially in self-control
• The Latin disciplina: "teaching, learning."
• Discipline should be a way to help students understand *alternative ways to manage their behavior or conflict.*
• It’s the deed not the doer

When students develop and exhibit trust for adults who show care for them in schools, they are more likely to abide by rules and less likely to be defiant.  

Romero, 2014; Okonofua et al., 2016
Social emotional skills in conjunction with cognitive skills facilitate school success

Low, Cook, Smolkowski & Buntain-Rickefs, 2015

Identifying emotions
Emotional perspective taking
Emotional self-regulation
Problem solving

Focus on building relationships and setting expectations at the beginning of the school year.
The syllabus can wait.

Leadership requires us to stay abreast of promising practices that work
“Not all readers are leaders, but all leaders are readers”.  

Harry S. Truman

• Reading can improve intelligence and lead to innovation and insight

• Reading is one of the quickest ways to acquire and assimilate new information

• Reading makes you more effective in leading others by increasing verbal intelligence, making a leader a more adept and articulate communicator

• Reading novels helps to improve emotional intelligence which leads to improved leadership and management ability.

A large body of compelling scientific research has demonstrated that unconscious or implicit bias influences not only individuals’ perceptions and attitudes but also their actions and behaviors. Implicit bias is unintentional, automatic, pervasive and typically triggered by situational cues such as a person’s skin color, manner of speech or cultural attire.
Implicit Bias: thoughts and feelings outside of conscious awareness and control

It can be easy to reject implicit bias as "not me". But that's the easy path. To ask where these biases come from, what they mean, and what we can do about them is the harder task. Recognizing that the problem is in many others—as well as in ourselves—should motivate us all to try both to understand and to act.

It is possible to confront implicit bias through inclusive conversations that address how to overcome them. Shotter, 1998
We all must be alert to recognize the “soft bigotry of low expectations”.

**Equality**

The assumption is that everyone benefits from the same supports. This is equal treatment.

**Equity**

Everyone gets the supports they need (this is the concept of “affirmative action”), thus producing equity.

**Justice**

All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.
Words Matter

It’s not just what you say, but how you say it

“Toni Morrison was a magician with language who understood the power of words”

Oprah Winfrey reacting to the Nobel Prize Winner's death
Parents trust us to take care of their children

We earn that trust in every interaction we have with any individual in our school
Leader

Anyone who holds him or herself accountable for finding potential in people or processes.

Brene Brown, Ph.D., LMSW

"Leadership is not about titles, positions or flowcharts. It is about one life influencing another."

John C. Maxwell
Focus on the “why”

Distractions will come...it’s up to us to not let them pull us off track.

We can’t let the urgent overcome the important.

Children are counting on us.

Don’t be distracted by criticism. Remember, the only taste of success some people get is to take a bite out of you.

The main thing is to keep the main thing the main thing.

– Stephen Covey
Kids WANT TO LEARN
KIDS WANT TO BE Helpful & Kind
Kids Want to Be Awesome
You are awesome

Be the leader and make it a joyful year