Directions for the Plan for District Improvement Template:
All Low Performing Districts must submit a plan for district school improvement to NCDPI for review.
The following document is an <u>optional</u> template to record a district's Plan for Improvement.
Once completed, this document or the district's choice of a Plan for Improvement
document must be uploaded to https://www.rep.dpi.state.nc.us/dstplan/.
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Please note: The following MS Excel Workbook includes cells that contain formulas in order to populate the information entered on corresponding sheets. Begin entering information on the **District Info Mission Vision tab**, and if the formulas remain in place, the **District Name, LEA Code, and School Year** will populate to all the following tabs.
On the **Goals tab**, each goal entered will populate to its corresponding tab.
To save the Excel file as a PDF, select File, Save As, and **select PDF under Save as Type**.
To save the entire Workbook as a PDF, **use the Options button to select Publish What > Entire Workbook.**

District Name:		LEA Code:	Year:
Charlotte Secondary School, Inc.		60K	2015
Superintendent Name (or Designee)	Nancy Dillon	Superintendent (or Designee) Email	nancy.dillon@charlottesecondary.org

District Mission	Charlotte Secondary School embraces a comprehensive liberal arts education with a particular focus on civic education and the humanities for students in grades 6-12 with the intent to employ critical thinking and problem-solving based on 'real world' issues. Our mission is to develop students' capacity to: Think with discernment and ingenuity Communicate with empathy and tolerance Act with integrity and purpose
District Vision	Through the Paideia experience, Charlotte Secondary School (CSS) aspires to present to the young people of the Charlotte-Mecklenburg community to become vital citizens and ethical contributors to the future of mankind. Paideia is simply Greek for, "the whole upbringing of the child." CSS strives to nourish that child's spirit, mind and body so that each individual might, in the words of Mortimer Adler: "earn a decent livelihood, be a good citizen of the nation and the world, and make a good life for one's self".

During our investigation for the District Improvement Plan, our team looked at several data points including: 2014 & 2015 Measurements of Academic Progress data for our school as well as Nationally-normed standards; End of Course and End of Grade scores; 2012-2015 Attendance and tardiness information; Qualitative information gathered from various stakeholders (2015); 2012-2015 EVAAS data; Demographic information of student population (including socio-economic status, distance from residence to school, family size, number of parents per family, etc); Retention rates. Diversity within our student population continues to be a strength at Charlotte Secondary School. Our students come from a variety of socio-economic, religious, cultural, and ethnic backgrounds. CSS have approximately 20 % of its students who are certified through the Exceptional Children's Department. There are a range of disabilities within this population such as LD, OHI, Autism, SED, ID, and OI to name a few. We also have students within the school population who have mental health diagnoses which need support during the school day. This year, the income surveys returned to CSS from families shows that over 50% of our students are living below the poverty line. The CSS Staff is dedicated to providing an academic atmosphere which promotes the "whole child" . This year, CSS will have its first graduating class of high school seniors. Our College/Career Counselor is working to support students with applying for colleges as well as scholarships to attend. We only have one year of data for ACT results which shows an average score of 14. We will continue to offer students ACT and SAT prep during math and ELA classes. While our 2014-15 EOC and EOG scores did not meet growth, the faculty and staff at CSS believe that the attached Plan for Improvement will support the growth of all students during the 2015-16 school year. For the last 3 years, there was not enough staff response from the

District Name:		LEA Code:	Year:
Charlotte Secondary School, Inc.		60K	2015

District Goal #1: (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	*By the end of the 2015-2016 school year, CSS will move from Does Not Meet Expected Growth to Meets Expected Growth as determined by the State of North Carolina growth matrices.*	
	SBE Goal Alignment:	Goal 1: Every student in the NC Public School System graduates from high school prepared for work, further education and citizenship.
	LEA Goal Alignment:	Clear goals and high expectations for student achievement will guide the design of instructional strategies and learning activities.
	Indistar Indicator: (if applicable)	I02 - All teachers monitor and assess student mastery of standard-based objectives in order to make appropriate curriculum adjustments. (1715)
Progress:	Progress Monitoring Status:	Has Begun
District Goal #2: (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	*Student absenteeism and tardiness will decrease by 10% during the 2015-2016 school year.*	
	SBE Goal Alignment:	Goal 5: Every student is healthy, safe, and responsible
	LEA Goal Alignment:	Teachers, staff, administrators, parents, students and community members will share in the responsibility for providing a supportive learning environment within our school.
	Indistar Indicator: (if applicable)	A02 - The LEA has reoriented its culture toward shared responsibility and accountability. (1634)
Progress:	Progress Monitoring Status:	Has Begun
District Goal #3: (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	*Students in the Exceptional Children's program at CSS will grow at least one grade level during the 2015-16 school year.*	
	SBE Goal Alignment:	Goal 2: Every student has a personalized education.
	LEA Goal Alignment:	Each student is a valued individual with unique physical, ethical, linguistic, social, emotional and cognitive needs.
	Indistar Indicator: (if applicable)	I01 - The school has established a team structure among teachers with specific duties and time for instructional planning. (1711)
Progress:	Progress Monitoring Status:	Fully Implemented

District Name:		LEA Code:	Year:
Charlotte Secondary School, Inc.		60K	2015
District Goal #1:	*By the end of the 2015-2016 school year, CSS will move from Does Not Meet Expected Growth to Meets Expected Growth as determined by the State of North Carolina growth matrices.*		
Strategy #1: Describe the strategy that will support this goal	*Progress monitoring will be required by all core subject teachers.*		
Progress:	Progress Monitoring Status:	Fully Implemented	
Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Professional Development session to discuss progress monitoring. Monthly grade-level meetings. Monthly content area meetings to discuss data.*		
	Evidence:	Content area plan for progress monitoring. Class-specific data (tracked by teachers).	
	Person(s) Responsible:	Teachers	
	Timeline:	August 2015-June 2016	
	Budget Amount: (if applicable)		Budget Source: (if applicable)
Strategy #2: Describe the strategy that will support this goal	*Using data from either Measures of Academic Progress (MAP) or teacher-constructed system, teachers will identify and target those students who require intensive support.*		
Progress:	Progress Monitoring Status:	Fully Implemented	
Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Securing access to MAP testing for Middle School classes. Teacher Coach working with individual teachers to look at classroom data. High School teachers worked in content area groups to develop appropriate methods for tracking growth.*		
	Evidence: (Identify documents and	Teacher-specific data tracking system. Notes from High School teachers about progress monitoring system chosen/developed.	
	Person(s) Responsible:	Testing Coordinator. Teachers. Administrative Staff.	
	Timeline:	August 2015-June 2016	
	Budget Amount: (if applicable)	$3770 to NWEA for MAP testing	Budget Source: (if applicable) Testing
Strategy #3: Describe the strategy that will support this goal	*Teachers will be empowered to reflect on the data to directly inform their teaching practice.*		
Progress:	Progress Monitoring Status:	Fully Implemented	
Tasks/Action Steps: Describe the action	*Teachers have access to their EVAAS data and are walked through process of analyzing (if not already familiar). Teachers create own method for tracking changes. Teachers identify students who are below grade level and those performing below*		
	Evidence: (Identify documents and	EVAAS data. Plan of Action by High School teachers.	

steps that will be taken to support this stratgegy.	Person(s) Responsible:	Teachers
	Timeline:	August 2015-June 2016; Focused exam prep= December 2015-January 2016 (High School) and May -June 2016 (Middle and High School)
	Budget Amount: (if applicable)		Budget Source: (if applicable)	

District Name:		LEA Code:	Year:
Charlotte Secondary School, Inc.		60K	2015
District Goal #2:	*Student absenteeism and tardiness will decrease by 10% during the 2015-2016 school year.*		
Strategy #1: Describe the strategy that will support this goal	*Increase vigilance with monitoring of tardiness and absences and clear communication with families about truancy concerns.*		
Progress:	Progress Monitoring Status:	Fully Implemented	

Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Front office staff tracks and processes all tardy students. Dean of Students produces truancy letters for students with excessive absences and sends letters home. Administrative staff contacts families of students who are out of school frequently. Truancy Court will be held when students have more than 10 unexcused absences. Our Community Coordinator with the CMS Police*		
	Evidence: (Identify documents and artifacts)	Student sign-in sheets; 2015-16 Truancy Letter template	
	Person(s) Responsible:	Front office staff, Dean of Students, Admin staff.	
	Timeline:	August 2015-June 2016	
	Budget Amount: (if applicable)	Budget Source: (if applicable)	

Strategy #2: Describe the strategy that will support this goal	*Analyze the start of day when majority of absences and tardiness occur and create a dedicated homeroom time to minimize loss of direct instruction.*		
Progress:	Progress Monitoring Status:	Fully Implemented	

Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Revise schedule at the start of the day: tiered start time to reduce traffic jams during drop off. Homeroom time at the start of every day which allows for culture-building time and minimizes loss of instruction time.*		
	Evidence: (Identify documents and artifacts)	Schedule website coverage: http://www.charlottesecondary.org/resources/bells ; Communication of changes in school newsletter: http://us7.campaign-archive2.com/?u=2ba41e92eb4b627f631b99f44&id=6499feb3d2&e=[UNIQID]	
	Person(s) Responsible:	Communication & Development Manager	
	Timeline:	July-August 2015	
	Budget Amount: (if applicable)	Budget Source: (if applicable)	

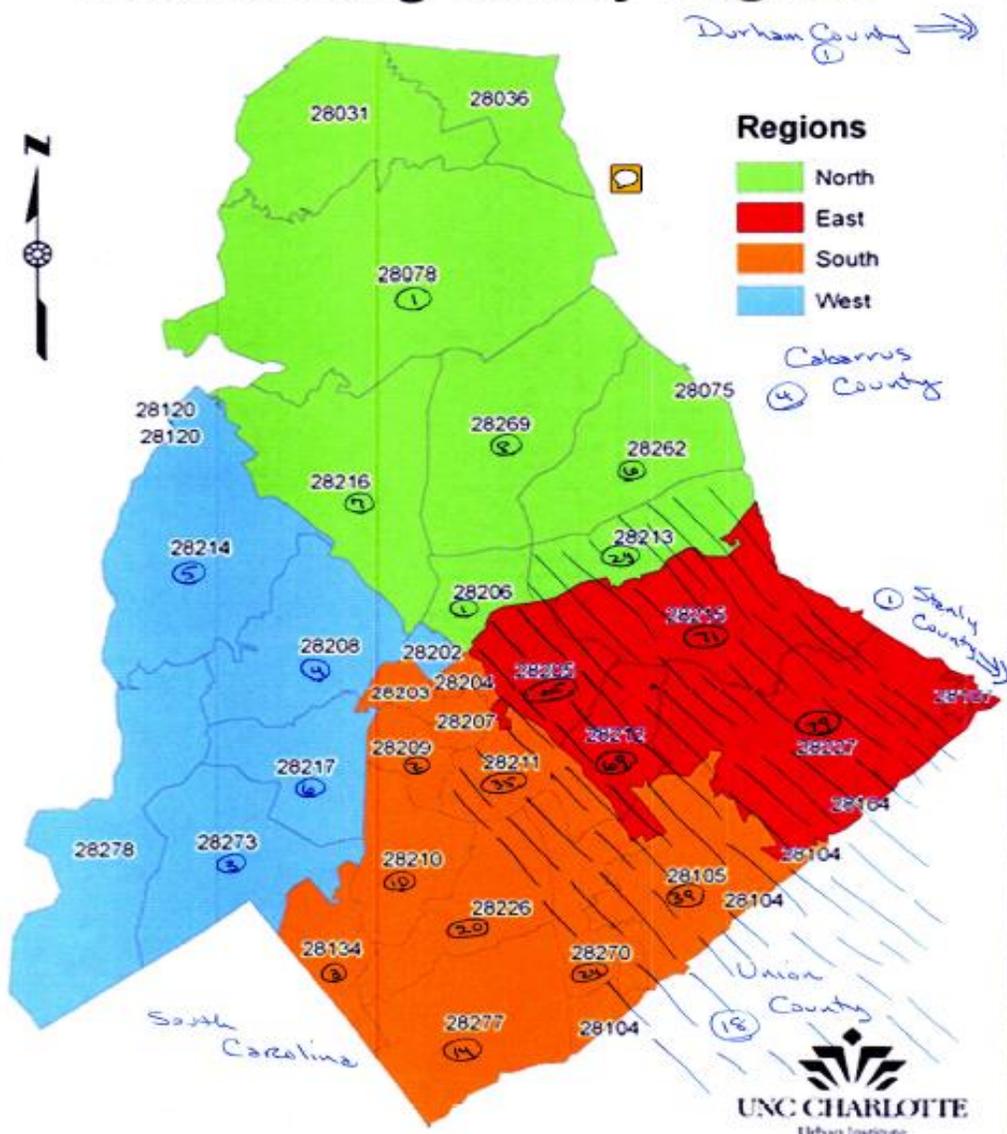| Strategy #3: Describe the strategy that will support this goal	Developing ways for students to be held accountable for loss of learning when they must miss a day of school.		
Progress:	Progress Monitoring Status:	Fully Implemented	
Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Implementation of multiple modes of communication between families and school. Teachers are required to have and maintain websites.*		
	Evidence: (Identify documents and artifacts)	Teacher websites listed in staff info: http://www.charlottesecondary.org/about/contact/staff	
	Person(s) Responsible:	Communication & Development Manager. Core & Elective teachers	
	Timeline:	July 2015-June 2016	
	Budget Amount: (if applicable)		Budget Source: (if applicable)	

District Name:		School Code:	Year:
Charlotte Secondary School, Inc.		60K	2015

District Goal #3:	*Students in the Exceptional Children's program at CSS will grow at least one grade level during the 2015-16 school year.*

Strategy #1: Describe the strategy that will support this District Goal	*A Teacher Effectiveness Coach with an extended background in EC will be hired to support teachers in providing more rigorous instructional practices.*

Progress:	Progress Monitoring Status:	Fully Implemented

Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Our Associate Administrator will lift the practices of the EC team through regular meetings. This person will also support the planning processes of the team. She will also work with the EC and primary classroom teachers to enhance co-teaching.*		
	Evidence: (Identify documents and artifacts)	Minutes from meetings.	
	Person(s) Responsible:	Head of School. Finance & Human Resource Officer. Associate Administrator.	
	Timeline:	October-November 2015	
	Budget Amount: (if applicable)	$53,000	Budget Source: (if applicable)	Salary and resources

Strategy #2: Describe the strategy that will support this goal	*Dedicate resources for EC students who require remediation in English Language Arts and Math to maximize achievement*

Progress:	Progress Monitoring Status:	Fully Implemented

Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Students engage in specific and focused instruction in a separate setting outside of their English and Math classes.*	
	Evidence: (Identify documents and artifacts)	Teacher schedules. Lesson plans.
	Person(s) Responsible:	Exceptional Children staff. Head of School
	Timeline:	August 2015- June 2016
	Budget Amount: (if applicable)	Budget Source: (if applicable)

Strategy #3: Describe the strategy that will support this goal	*Review and revise Exceptional Children program so that the team is maximizing the services provided to students in order to enhance achievement of EC students.*

School Plan for Improvement

Progress:	Progress Monitoring Status:	Partially Implemented	
Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	*Revamped the Exceptional Children team schedule so that EC teachers are providing more services during core content classes. The revised schedule also allows for the EC teacher to plan with the Regular Education teacher to enhance the co-teaching model.*		
	Evidence: (Identify documents and artifacts)	Drafts of EC team schedule.	
	Person(s) Responsible:	Head of School. Associate Administrator.	
	Timeline:	August 2015- January 2016	
	Budget Amount: (if applicable)		Budget Source: (if applicable)

Mecklenburg County Regions

Durham County
1

Cabarrus County
4

Stanly County
1

Regions

- North (green)
- East (red)
- South (orange)
- West (blue)

28031 28036

28078
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28075

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South Carolina

Union County

UNC CHARLOTTE
Urban Institute

MECK
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UNION
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OTHER
Cabarrus
Stanly
Gaston
Durham

t by Zip Code

2013-14		2014-15		2015-16	
0		1	0.23%	0	
25	7.31%	35	8.10%	39	8.13%
0		2	0.46%	3	0.63%
0		0		0	
0		0		0	
0		0		0	
21	6.14%	17	3.94%	25	5.21%
1	0.29%	0		1	0.21%
0		0		0	
5	1.46%	4	0.93%	4	0.83%
0	0.00%	1	0.23%	2	0.42%
10	2.92%	8	1.85%	10	2.08%
21	6.14%	36	8.33%	35	7.29%
46	13.45%	61	14.12%	69	14.38%
9	2.63%	28	6.48%	24	5.00%
0		5	1.16%	5	1.04%
60	17.54%	61	14.12%	71	14.79%
11	3.22%	8	1.85%	7	1.46%
3	0.88%	3	0.69%	6	1.25%
18	5.26%	19	4.40%	20	4.17%
54	15.79%	66	15.28%	79	16.46%
4	1.17%	7	1.62%	6	1.25%
9	2.63%	5	1.16%	8	1.67%
24	7.02%	33	7.64%	24	5.00%
0	0.00%	2	0.46%	3	0.63%
9	2.63%	13	3.01%	14	2.92%
2	0.58%	1	0.23%	1	0.21%
3	0.88%	3	0.69%	2	0.42%
4	1.17%	5	1.16%	6	1.25%
1	0.29%	2	0.46%	4	0.83%
0		0		6	1.25%
2	0.58%	4	0.93%	4	0.83%
0		1	0.23%	1	0.21%
0		1	0.23%	0	
0		0		1	0.21%
342	100.00%	432	100.00%	480	100.00%

Demographics by Zip Code

	Population			Hous
	1/1/2015	Proj. 2020	Age 18-44	1/1/2015
28227	54,189	60,107	19,033	26,88?
28215	57,848	52,653	22,392	20,40?
28212	39,798	38,060	17,205	15,30?
28105	43,121	46,279	14,564	16,58?
28211	27,749	28,451	9,904	12,97?
28205	45,529	43,624	12,602	19,60?
28213	41,915	37,678	18,929	15,29?
28270	33,329	30,969	10,910	13,04?
28226	39,904	38,069	13,264	17,15?
TOTAL/AVG	383,382	375,890	138,803	157,24?

	Populatio			
	W	% W	B	% B
28227	30,285	56%	14,999	28%
28215	17,023	29%	29,786	51%
28212	11,472	29%	17,499	44%
28105	32,090	74%	5,981	14%
28211	23,337	84%	4,020	14%
28205	21,443	47%	13,868	30%
28213	11,685	28%	21,509	51%
28270	26,774	80%	3,137	9%
28226	32,733	82%	3,164	8%
TOTAL	206,842	54%	113,963	30%
Top 3 Zips	58,780	37%	62,284	39%
CSS	207	43%	204	43%

	seholds 2020	Median Income	w/4 yr degree
5			
2	29,455	$45,531	28%
4	21,982	$42,759	23%
0	16,081	$31,491	19%
4	17,850	$56,525	29%
7	13,770	$54,230	61%
1	20,734	$31,145	29%
5	16,617	$37,302	28%
8	13,985	$66,266	59%
0	18,133	$55,590	56%
1	168,607	$46,760	37%

n by Race

A/PI	% A/PI	H	%H
1,552	3%	9,048	17%
1,769	3%	11,872	21%
1,548	4%	12,566	32%
2,295	5%	3,512	8%
1,159	4%	1,467	5%
2,981	7%	9,111	20%
1,658	4%	9,335	22%
1,934	6%	1,984	6%
1,724	4%	3,301	8%
16,620	4%	62,196	16%
4,869	3%	33,486	21%
5	1%	64	13%

	School Year	2011-12	2012-13	2013-14	2014-15	2015-1
	Enrollment #	234	237	329	421	460
	Grade Range	6th-8th	6th-8th	6th-10th	6th-11th	6-12t
	Reading EOG Proficiency	77.8	51.10%	62	56	
	Math EOG Proficiency	83.5	31.50%	48	41	
	Science EOG Proficiency	91	53.60%	86	74	
	English II Proficiency	N/A	N/A	60	66	
	Math I Proficiency	>95%	69.20%	48	48	
	Biology Proficiency	N/A	N/A	48	41	
	State Report Card	N/A	N/A	63/C	53/D	
	Achievement	N/A	N/A	58	51	
	Growth	N/A	N/A	83.7	59.2	
NC Report Card Data	School Performance	N/A	N/A	63	53	
	EOG Reading	N/A	N/A	64	59	
	EOG Math	N/A	N/A	56	46	
	School Attendance	97	95%	95.7	95.7	
	Total # of Teachers	19	21	22	34	35
	Fully Licensed Teachers	74%	86%	77.30%	70.60%	
	% classes taught by highly qualifie	84%	86%	N/A	80.00%	
	# of acts of crime or violence	0	3			
	Short-term suspensions	48	26			
	Long-term suspensions	0	0			
	Expulsions	0	0			