

# I-SS Strategic Plan Scorecard

The Iredell-Statesville Schools Scorecard is used to communicate what we are trying to accomplish as well as measure and monitor our progress towards our strategic goals. The scorecard connects the dots between big picture elements such as mission—our purpose, vision—what we aspire for, core values—what we believe in, strategic focus areas (results/goals) and the more operational elements such as continuous improvement activities and measures which track strategic performance, progress and inform next steps.



## Ready for College and Career

**Goal 1: Every student in Iredell-Statesville Schools graduates from high school prepared for work and/or further education, and citizenship.**

Objective 1.1 Increase the cohort graduation rate

Measure 1.1.1 Percentage of graduates receiving a diploma within 4 years.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		90%	91%	92%
Actual Results	88.8%	87.7%		

Measure 1.1.2 Percentage of graduates receiving a diploma within 5 years.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		91%	92%	93%
Actual Results	89.5%	90.4%		

Objective 1.2 Graduate students prepared for post-secondary education

Measure 1.2.1 Percentage of the junior class scoring at or above the minimum requirement score on the American College Test (ACT) for admission into the UNC System (composite score of 17).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		60%	61%	62%
Actual Results	60.1%	54.6%		

Measure 1.2.2 Average ACT Composite Score.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		19.5	20	20.5
Actual Results	19	18.4		

Measure 1.2.3 Percentage of Advanced Placement (AP) exams taken on which students scored 3 or above.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		51%	52%	53%
Actual Results	50%	50.5%		

Objective 1.3 Graduate students pursuing a Career and Technical Education (CTE) concentration prepared for careers

Measure 1.3.1 Percentage of graduates who are CTE Concentrators who earned a Silver or better on the ACT WorkKeys assessment.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		65%	67%	70%
Actual Results	60.1%	59.2%		

Measure 1.3.2 Number of credentials earned by CTE students who complete industry certification programs.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		2,500	2,525	2,550
Actual Results	2,481	1,583		

Measure 1.3.3 Percentage of graduates students receiving a Career endorsement.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		19%	20%	21%
Actual Results	18%	41.2%		

## Objective 1.4 Increase student performance on the state's EOG and EOC assessments

Measure 1.4.1 Percentage of students' test scores at or above the proficient level on EOG and EOC assessments (Student scoring Level 4 and above—CCR).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		52% (New math standards & assessments)	54% (New ELA standards & assessments)	56%
Actual Results	52.7%	46.4%		

Measure 1.4.2 Percentage of students' test scores at or above the proficient level on EOG and EOC assessments (Students scoring Level 3 and above—GLP).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		62%	64%	66%
Actual Results	61.8%	60.6%		

Measure 1.4.3 Percentage of schools meeting or exceeding annual academic growth.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		75%	77%	80%
Actual Results	82%	71.4%*		

\* = 25 schools met/exceeded out of 35 (not counting Pressly or CATS)



## Personalized Education

### Goal 2: Every student has a personalized education.

Objective 2.1 Increase the number of students who graduate from high school with post-secondary credit

Measure 2.1.1 Number of high school students who earn college credit prior to graduating from high school.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		48%	775	825
Actual Results	48% (805)	723*		

\*Measure was changed from percentage to actual number of students

Measure 2.1.2 Number of high school students who earn an associate's degree or equivalent of 2 years of transferable credit, a Mitchell Community College (MCC) diploma, or MCC certificate prior to graduating from high school.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		110	115	140
Actual Results	98 CCTL: 95.6% Crossroads: 93%	71 CCTL: 98% Crossroads: 72%		

Measure 2.1.3 Number of students who participate in at least one AP course.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		1,450	1,500	1,550
Actual Results	1,463	1,354		

Objective 2.2 Increase the number of teachers and students using online learning tools

Measure 2.2.1 Number of students successfully completing one or more online NCVPS or I-SS online courses.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		1,700	1,900	2,100
Actual Results	1,538	1,831		

Measure 2.2.2 Number of courses in Canvas as the LMS for student instruction at secondary.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		4,000	4,500	4,700
Actual Results	3,174	4,205		

Measure 2.2.3 Percentage of teachers rating Accomplished or Distinguished on their summative for NCPTS 4.d.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		75%	80%	85%
Actual Results	70.5%	65.6%		

## Objective 2.3 Decrease the percentage of low performing schools

Measure 2.3.1 Percentage of low performing schools using the new definition from the General Assembly (September 2015): Schools that receive a school performance grade of D or F and a school growth score of “met expected growth” or “not met expected growth.” (Baseline was the 2014-15 school year).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		17% (6)	14% (5)	11% (4)
Actual Results	15% (5)	14% (5)		

Measure 2.3.2 Percentage of 3rd grade students scoring proficient or higher (level 3 & above) on the reading beginning of grade, end of grade, portfolio, or alternative assessment.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		87%	90%	93%
Actual Results	85.9%	81.1%		



## Excellent Educators

### Goal 3: Every student, every day, has excellent educators.

## Objective 3.1 Develop and support highly effective teachers

Measure 3.1.1 Percentage of teachers who will meet or exceed expected growth as measured by EVAAS.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target	85%*	90%*	95%*	100%*
Actual Results	81.8%	81.8%		

*\*The leading goal is to be above the state average.*

Measure 3.1.2 Percentage of teachers who responded “Strongly Agree” or “Agree” for the professional development domain of the North Carolina Teacher Working Conditions Survey or I-SS Climate Survey (Questions 25-28, 44-45).

Measure Values	2017-18 (NCTWCS)	2018-19 (I-SS)	2019-20 (NCTWCS)	2020-21 (I-SS)
Target		88%	87%	90%
Actual Results	84.2%	85%		

Measure 3.1.3 The equity gap in the percentage of teachers meeting or exceeding growth (three year average) serving high poverty and/or high minority schools.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		-2.0	-1.0	0.0
Actual Results	Baseline year			

Measure 3.1.4 Percentage of teachers who will be fully certified/licensed in the subject(s) area they teach.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		100%	100%	100%
Actual Results	99.17%	99.67%		

Measure 3.1.5 Percentage of teachers indicating a strong interrelationship between growth and summary performance ratings .

Measure Values	2017-18	2018-19	2019-20	2020-21
Target				
Actual Results	Baseline year			

Measure 3.1.6 Percentage of students who respond “Strongly Agree” or “Agree” for the questions in the I-SS Climate Survey (1. The adults at my school care about me, 2. My teacher believes all students can learn, 3. There are adults at my school with whom I can discuss personal issues that are bothering me.).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		1. 92% 2. 95% 3. 77%	1. 94% 2. 97% 3. 80%	1. 96% 2. 99% 3. 83%
Actual Results	1. 89% 2. 93% 3. 77%	1. 90% 2. 93% 3. 78%		

## Objective 3.2 Develop and support highly effective administrators

Measure 3.2.1 Percentage of administrators who will meet or exceed expected growth as measured by EVAAS.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target	85%*	90%*	90%*	
Actual Results	77.5%	60.6%		

*\*The leading goal is to be above the state average.*

Measure 3.2.2 Percentage of administrators indicating a strong interrelationship between growth and summary performance ratings.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target				
Actual Results	Baseline year			

Measure 3.2.3 The equity gap in the percentage of administrators meeting or exceeding growth (three year average) serving high poverty and/or high minority schools.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target				
Actual Results	Baseline year	-6.42		

Measure 3.2.4 Percentage of teachers who respond “Strongly Agree” or “Agree” for the teacher and school leadership domains on the NCTWCS or I-SS Climate Survey (Questions 14-17, 42-43).

Measure Values	2017-18 (NCTWCS)	2018-19 (I-SS)	2019-20 (NCTWCS)	2020-21 (I-SS)
Target		89%	87%	90%
Actual Results	87.97%	87.5%		

Measure 3.2.5 Whole School, Whole Child (WSCC) Assessment Measures are at or above North Carolina average.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target	100%	100%	100%	100%
Actual Results	47%			



# Effective and Efficient Systems

**Goal 4: The district has up-to-date financial, business and technology systems to serve our students, parents and educators.**

Objective 4.1 Provide all schools with sufficient wireless coverage to support 1:1 computing initiatives

Measure 4.1.1 Percentage of schools with a sufficient level of wireless coverage to implement 1:1 programs campus wide.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		100%	100%	100%
Actual Results	--	100%		

Measure 4.1.2 Percentage of schools implementing 1:1 or Bring Your Own Device (BYOD) programs for students.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		100%	100%	100%
Actual Results	53%	50%		

Measure 4.1.3 Percentage of teachers reporting sufficient access to instructional technology.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		87%	88%	90%
Actual Results	--	84.8%		

Objective 4.2 Use all state and federal funding according to state and federal laws and State Board of Education policies

Measure 4.2.1 Number of audit findings reported on the annual independent financial audit.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		0	0	0
Actual Results	0	0		



Objective 4.3 The Board of Education receives sufficient funding from the Iredell County Commissioners

Measure 4.3.1 Mandated salary and benefit increases are funded by the county.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target	will vary annually	\$39,752,369		
Actual Results		\$37,189,750		



## Healthy, Safe and Responsible

**Goal 5: Every student is healthy, safe, and responsible.**

Objective 5.1 Decrease the number of students who are chronically absent

Measure 5.1.1 Iredell-Statesville Schools will be in the top ten in North Carolina.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		Top 25%	Top 18%	Top 10%
Actual Results	29.9%			

Objective 5.2 Every child has an advocate

Measure 5.2.1 Percentage of students having at least one adult in school who cares about them (an advocate).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		50%	90%	100%
Actual Results	--	86%		

### Objective 5.3 Decrease the disproportionality rate in OSS for all students

Measure 5.3.1 Iredell-Statesville Schools disproportionality rate for EC students will be below 3%.

Measure 5.3.1 Iredell-Statesville Schools disproportionality rate for African American students will be below 14.2%.

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		EC=5% AA=30%	EC=4% AA=22%	EC=3% AA=14%
Actual Results	--	EC=3.48% AA=31.5%		

### Objective 5.4 Decrease school violence and crime in Iredell-Statesville Schools

Measure 5.4.1 Decrease the Crime and Violence rate to below State (5.3 per 1000 students).

Measure Values	2017-18	2018-19	2019-20	2020-21
Target		6.0	5.0	5.0
Actual Results	--	5.18		