

Kannapolis City Schools

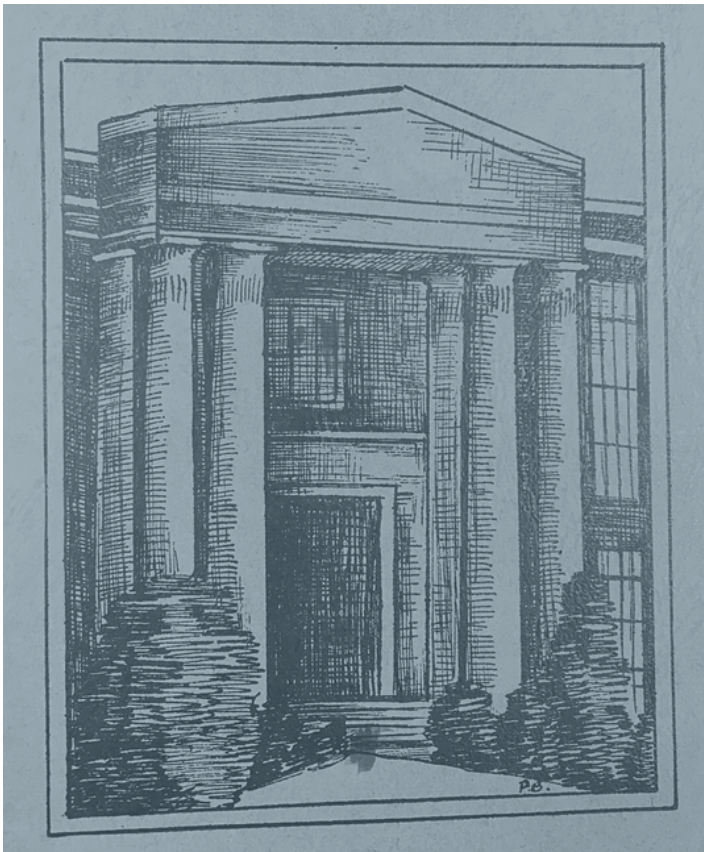
2020-2025 Strategic Plan



KCS HISTORY

Almost from the moment the town of Kannapolis was founded, it featured schools that brought people together and served as the heart of the community. Charles McIver School opened in 1908 with three elementary teachers and a principal. Ten years later, the school added a high school curriculum, and the first graduating class received their diplomas in 1921. In the fall of 1917, a second school was built on land donated by J. W. Cannon. It was a two-story, eight-room school with seven teachers and one principal. It was referred to as the "North School," and McIver School became known as the "South School." A few years later, Centerview School was built, and J. W. Cannon High School opened in 1924.

These schools became the foundation of Kannapolis City Schools. The North Carolina Legislature officially created the Kannapolis City School System on March 28, 1935. J. W. Bullock became the first superintendent of Kannapolis City Schools and remained in that position until he retired in 1971. Dr. Grier Bradshaw succeeded Bullock as superintendent and served from 1971-1989. Ralph Johnson led Kannapolis City Schools from 1989-1992, and Dr. Edward B. Tyson served as superintendent from 1992 until June of 2001. On July 1, 2001, Dr. Jo Anne A. Byerly became the fifth superintendent of Kannapolis City Schools and the first woman to hold the top leadership position. Dr. Pamela Cain was the district's sixth superintendent and served from July 2010 until October 2015. In January of 2016, Dr. Daron "Chip" Buckwell became Kannapolis City Schools' seventh superintendent.



KCS TODAY

During its decades of serving children and the community, Kannapolis City Schools has adapted to give students the best education possible. What began inside a small schoolhouse with three elementary teachers and a principal has flourished into a district made up of nine schools and approximately 5,500 students. KCS includes six elementary schools, one middle school, one high school, and one pre-school center. It also reflects the community that it serves. There are children from nearly every racial, ethnic, and socioeconomic background in Kannapolis City Schools. About one-third of KCS students are Hispanic; approximately one-third are white; and just under one-third are African-American. The district serves families from many different cultures and language backgrounds and has more than half of its students eligible to receive free or reduced price meals.

Over the years, Kannapolis City Schools has expanded its curriculum to serve the needs of all students. KCS is proud to offer magnet programs in the areas of Dual Language Immersion, Global Studies and A+ Arts. KCS also offers students the opportunity to pursue more than 25 career pathways and earn more than 40 professional certifications. In fact, the district's one high school, A.L. Brown, offers more career opportunities to students than any other high school in the region. Additionally, KCS has a district-wide focus on STEM (Science, Technology, Engineering, & Math), college and career preparation, and a variety of neighborhood schools that offer award-winning educators, Classrooms of Tomorrow, and an emphasis on Wellness and Learning.

Kannapolis City Schools is unique in many ways. The district surrounds the North Carolina Research Campus (NCRC), which is one of the world's premiere centers of scientific discovery. The district's proximity to the NCRC and its exclusive partnerships with the campus give KCS students the rare chance to learn from some of the world's leading scientists and researchers. Students also have unparalleled opportunities to pursue internships at the research campus and successful careers in science. Another unique advantage of Kannapolis City Schools is that it offers a Schools of Choice program, which allows families to apply to any of the district's elementary schools and gives parents more options for the education of their children.





KCS Diversity

34% HISPANIC
32% WHITE
29% AFRICAN-AMERICAN
OVER 5,400 STUDENTS

Kannapolis City Schools prides itself on being a small-medium sized city school district and the diversity of the community served.

Not only is KCS unique in the balanced diversity of our students, but the district serves a community that is balanced in history and traditions with growing transformation and innovation.



OVER 750 EMPLOYEES

KCS Offers: advantages of smaller district; excellent community support and partnerships; competitive local supplement; tuition reimbursement

Kannapolis City Schools has over 750 employees serving our schools in various roles.

KCS consists of six elementary schools, one middle school, one high school, and one Head Start program.

Elementary: Fred L. Wilson, Forest Park, GW Carver, Jackson Park, North Kannapolis, and Shady Brook

Middle: Kannapolis Middle School

High: A.L. Brown High School

Pre-K: McKnight Head Start Center

STRENGTHS

1. Size of school district.
2. CTE work-based opportunities and credentialing.
3. Focus on equity.

THREATS

1. Poverty throughout the community.
2. State and local funding inconsistencies.
3. Language barriers.

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SCHOOL IMPROVEMENT TEAMS' RANKINGS

SWOT Analysis

WEAKNESSES

1. Consistent parent support for attendance and academics.
2. Low number of schools / subject areas are exceeding growth.
3. Teacher turnover rate.

OPPORTUNITIES

1. Variety of potential funding sources.
2. Potential for "KCS to workforce pipelines."
3. Diversity of work opportunities.



VISION

Valuing, inspiring, and supporting all students.

MISSION

To promote an environment that ensures safety, community, equity, and growth.

VALUES

We believe in the value and importance of the following:

- History and traditions.
- Highly qualified, professional, committed staff.
- Emphasis on valuing student differences.
- Cultural responsiveness.
- Safe and caring environment.
- High expectations for learning and growth.
- Challenging and engaging curriculum.
- Ongoing community partnerships.
- Development of critical/creative thinking.
- Culture of continuous improvement.
- Social/emotional and character support.
- Fiscal responsibility for resources.
- Effective/consistent student interventions.
- Resources/instruction to strengthen technology skills.
- Sufficient support programs for EC/EL.

KCS Commitments

1. EQUITY
2. EXPECTATIONS
3. STUDENTS FIRST

STRATEGIC PLAN 2020-2025



We commit to giving each student what they need to be successful.



We commit to holding high expectations for all students.



We commit to keeping students first in our actions.



Strategies

FOCUS ON...

1. CULTURE
2. CORE INSTRUCTION
3. SUPPORT & INTERVENTIONS
4. MULTIPLE MEASURES OF STUDENT SUCCESS

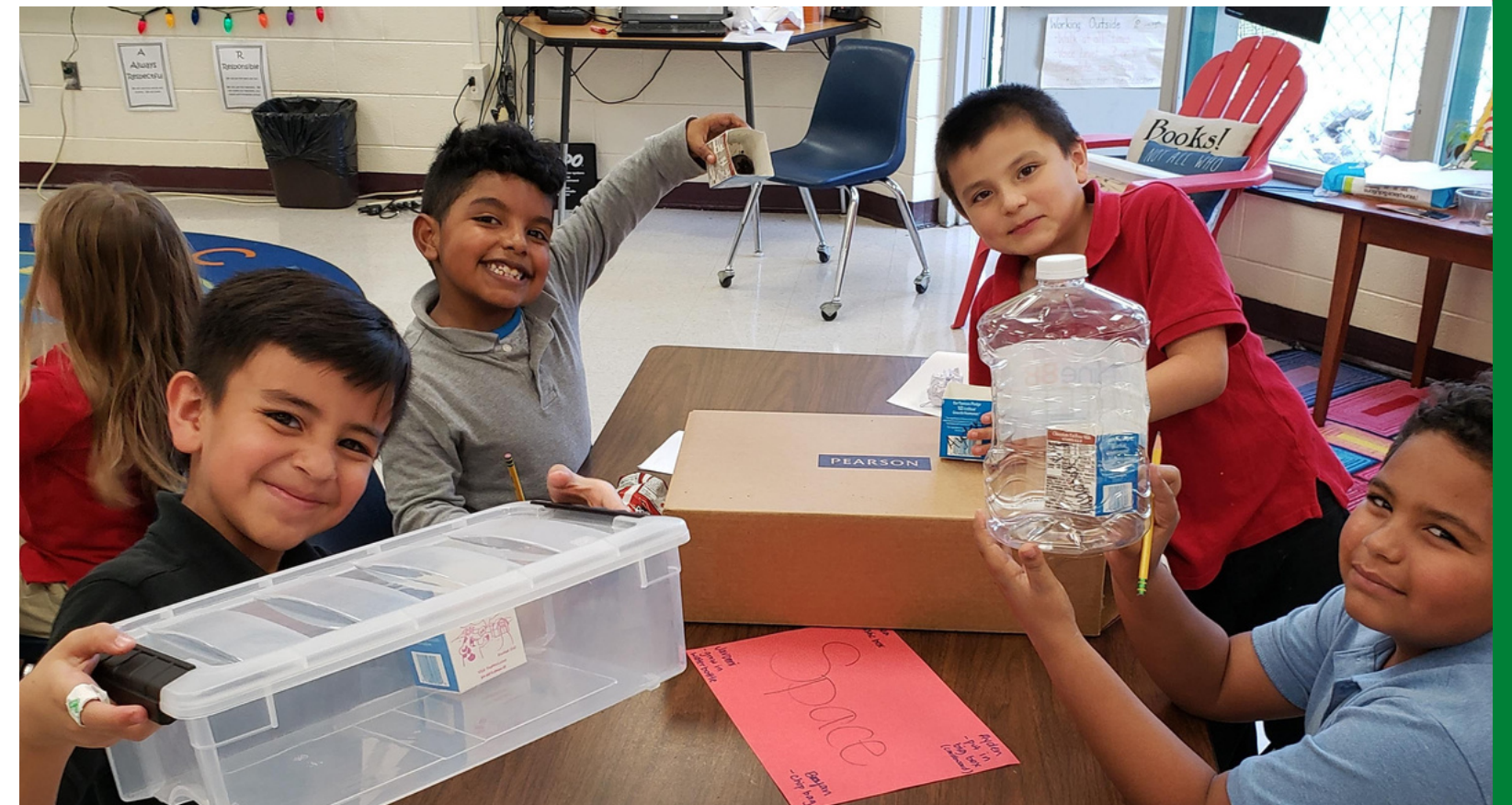
GOALS



1. Ensure a quality, professional culture for teaching and learning.
2. Maintain a culture that is focused on our people first.
3. Promote a nurturing, positive, supportive environment that is respectful of all learners.
4. Recruit, develop, and retain quality educators.
5. Expand our Understanding by Design curriculum support.
6. Foster equitable practices in all areas of teaching and learning.
7. Increase differentiation of core instruction across all grade levels.
8. Promote the ongoing balance of social/emotional learning with academic learning.
9. Implement a consistent, effective, sustainable MTSS process for K-12.
10. Improve district and school-based practices for achieving goals of meeting or exceeding growth.
11. Ensure KCS continues to maintain and create programs and partnerships that highlight all students.
12. Expand CTE career, certification, and credentialing preparation.

1. Build a KCS culture of shared focus on four primary strategies.
2. Increase stability in personnel and consistency in curriculum practices across all KCS learning teams.
3. Expand our implementation of Understanding by Design as the planning model for core instruction.
4. Support teachers with differentiation of core instruction and interventions for core instruction professional development.
5. Prioritize student growth as the most significant collective student outcome.
6. Increase instructional and technology resources for remote learning.
7. Implement remote learning professional development for all instructional staff.
8. Expand our commitment to teach students in ways that reflect their cultures and experiences.
9. Improve our KCS framework for supporting and intervening with students struggling with mastery of math concepts.
10. Improve our KCS framework for supporting and intervening with students struggling with mastery of reading concepts.
11. Support KCS with practices that better prepare students for college readiness measures.
12. Support KCS with resources that better prepare students for career readiness certifications.
13. Provide additional interventions for students most at-risk for not graduating with their cohort.
14. Create and sustain supplemental and intensive math supports for Math I.
15. Build consistent and comprehensive K-12 MTSS structures for academic support and interventions.
16. Build consistent and comprehensive K-12 MTSS structures for behavior support and interventions.
17. Expand cultural competency and specific subgroup professional development for teachers.
18. Continue to utilize Racial Equity professional development as a cornerstone for cultural competency.

ACTIONS



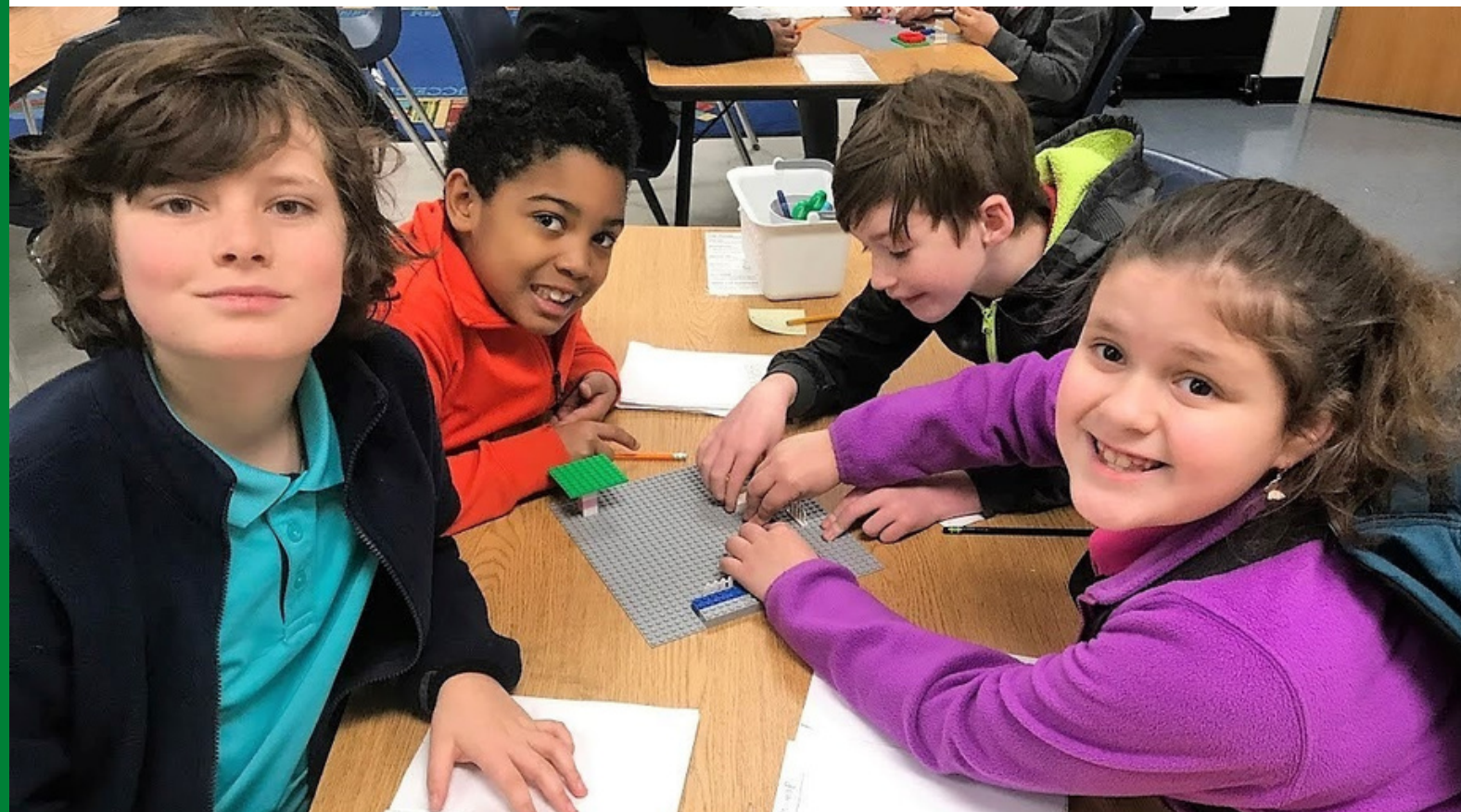
19. Research, prepare and implement additional KCS magnet opportunities for dual language immersion.
20. Increase teacher application of the four WIDA domains of listening, reading, speaking, and writing.
21. Provide professional development to all instructional staff members on Ellevations.
22. Expand social-emotional assessment and skill development to strengthen our MTSS framework
23. Increase mental health services and support available to students across all grade levels within KCS.
24. All schools will deliver Digital Citizenship curriculum to instruct students on digital and internet safety.
25. Provide ongoing bi-directional communication with parents, families, and stakeholders utilizing our website, social media platforms, and communication systems.
26. Continue to secure and prioritize funding for increasing the KCS local supplement.
27. Improve access to the KCS Pre-K enrollment and screening process.
28. Increase on-site and virtual Pre-K parent and family engagement opportunities.
29. Support all students by providing Universal Free Breakfast and expanding alternative breakfast options.
30. Provide KCS students equal access to nutritious meals throughout the calendar year.
31. Infuse the STEM problem-based learning skills into the K-5 core curriculum.
32. Develop and align AIG curriculum documents for grades four through seven.
33. Provide ongoing communication and appropriate training regarding EC regulations and best practices.
34. KCS will identify, evaluate and support all students in need of specially designed instruction for learning disabilities.
35. Use the Teacher Working Conditions and KCS Employee Surveys to collect, evaluate, and act upon ongoing employee feedback.
36. Focus on compensation, training, hiring, and job structures for bus drivers.

ACTIONS



MEASURES

1. 100% of KCS will receive annual reviews of the four primary strategies.
2. Reduce and maintain instructional staff turnover to less than 10% across all schools.
3. Provide annual professional development in a UbD stage for 100% of our instructional staff.
4. Provide at least 50% of our core instructional professional development on support and interventions.
5. Ensure that 100% of our schools will at least meet growth and at least 50% of our schools will exceed growth.
6. Increase KCS technology device access to support 100% of students.
7. Plan and deliver remote learning professional development that reaches 100% of KCS instructional staff.
8. Expand text equity professional development to include at least 75% of our K-5 teachers.
9. Increase math (grades 3-8) proficiency to reach and maintain at least the state proficiency average.
10. Increase reading (grades (3-8) proficiency to reach and maintain at least the state proficiency average.
11. Reach at least 50% of our high school juniors meeting the college readiness benchmark on the ACT.
12. Increase our total number of Career and Technical Education credentials by at least 10%.
13. Increase the KCS graduation rate to 90%.
14. Decrease Math I students not on grade level by 20%.
15. Successfully serve at least 15% of all students through supplemental and intensive academic tiers.
16. Successfully serve at least 15% of all students through supplemental and intensive behavior tiers.
17. Decrease reading and math achievement gaps for black and Hispanic students by 25%.
18. Grow our percentage of instructional staff completing the Racial Equity Institute to at least 50%.



MEASURES

19. Increase our dual language and global studies new magnet slots by 50%.
20. 10 % increase in student growth as measured by WIDA ACCESS test scores.
21. 100% of teachers will be trained and utilizing the strategies in Ellevations.
22. 100% of KCS K-8 schools will implement the comprehensive DESSA and experience an improvement from BOY to EOY assessment across all eight skills.
23. 100% of schools will have at least two school-based mental health clinicians available.
24. Digital Citizenship curriculum will be provided in 100% of classrooms in KCS, with a minimum of 75% of students completing program assessments.
25. Success rate of delivering phone communications will increase by 20% with data verification for each family, visits to our website will increase by 25% annually, and social media interaction by 30% annually.
26. Increase the KCS local supplement to 9%.
27. Increase the number of translators and locations where parents can complete Pre-K applications to all six elementary attendance zones.
28. Increase teacher/parent conferences to three times a year and provide a minimum of four curriculum nights.
29. Increase students' breakfast participation to 60%.
30. Expand the KCS Summer Feeding Program to include at least four sites within the KCS school district.
31. All K-5 core subject curricula will include at least one STEM problem-based learning experience.
32. 100% of social/emotional and honors curriculum documents will be completed.
33. Ensure that 100% of school-based staff receive continuous communication and PD on evolving federal and state requirements.
34. All KCS school-based teams will effectively and consistently implement identification processes for SLD.
35. Increase and maintain employees' overall job satisfaction by 10%.
36. Decrease Transportation turnover by 20%.



KCS DEPARTMENTS

Please click on the links below to view a more detailed Strategic Plan (2020-25) for each of our departments.

1. [Accountability](#)
2. [AIG](#)
3. [Curriculum & Instruction](#)
4. [EC](#)
5. [ESL](#)
6. [Finance](#)
7. [Human Resources](#)

8. [MTSS](#)
9. [Pre-K](#)
10. [School Nutrition](#)
11. [Student Services](#)
12. [Technology](#)
13. [Transportation](#)



CORE PLANNING TEAM

Daryle Adams

Chip Buckwell

Evelyn Carrasquillo

Wanda Clowney

Ryan Dayvault

Hortensia Delgado

Jennifer Fisher

Yachannah Galloway

Kevin Garay

Jessica Grant

Lemar Harper

Deana Lewis

Claudia Martins

Brenda McCombs

Alicia McDaniel

Cynthia Mills

Annie Parker

Janeth Ramierz

Mauricio Restrepo

Beryl Torrence

Sandra Torres

Claudia Velarde

Bonnie West

Cara Wolford

Special Thanks To:

Kannapolis City Board of Education Members:

Todd Adams, Chair
Kevin Clark, Vice Chair
Kristina Cook
Brenda McCombs
Anita Parker

KCS Higher Education Partners:

Rowan Cabarrus Community College
UNC Charlotte

KCS Local Government Partners:

City of Kannapolis
Cabarrus County Government
Rowan County Government

CONTACT INFO

Mailing address

100 Denver Street Kannapolis NC 28083

Email address

kcs@kcs.k12.nc.us

Phone number

(704) 938-1131

