

CHARLESTON COUNTY SCHOOL DISTRICT

2027-2031 Strategic Plan Board Goals

STUDENT OUTCOMES GOALS

Goal	Objectives
1. LITERACY By June 2031, 75.8% of students in Grades 3–8 will be reading on grade level or higher. <i>Data Source: SC Report Card</i>	<i>Objectives:</i> 1.1. CCSD will increase the percentage of Pre-K students who are prepared for literacy instruction in Kindergarten through initiatives such as the expansion of the District's quality Pre-K programs. 1.1.a. Measure(s): Kindergarten Readiness Assessment (KRA): By 2031, CCSD will increase the percentage of Pre-K students who are prepared for Kindergarten instruction to 62.9%. 1.2. CCSD will increase the literacy achievement of Grades 3-8 students, with particular attention on multilingual learners, pupils in poverty, and students with disabilities through initiatives such as weighted student funding. 1.2.a. Measure(s): SCReady Results for Grade 3: By June 2031, 77.1% of students in Grade 3 will be reading on grade level or higher. 1.2.b. Measure(s): SCReady Results for Grade 6: By June 2031, 73.5% of students in Grade 6 will be reading on grade level or higher. 1.2.c. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 41.6% of Grades 3-8 multilingual learners will be reading on grade level or higher. 1.2.d. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 58.9% of Grades 3-8 pupils in poverty will be reading on grade level or higher. 1.2.e. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 32.3% of Grades 3-8 students with disabilities will be reading on grade level or higher.
2. MATHEMATICS By June 2031, 69.5% of students in Grades 3–8 will be achieving on grade level or higher in mathematics. <i>Data Source: SC Report Card</i>	<i>Objectives:</i> 2.1. CCSD will increase the percentage of Pre-K students who are prepared for math instruction in Kindergarten through initiatives such as the expansion of the District's quality Pre-K programs. 2.1.a. Measure(s): Kindergarten Readiness Assessment (KRA): By 2031, CCSD will increase the percentage of Pre-K students who are prepared for Kindergarten instruction to 62.9%. 2.2. CCSD will increase the math achievement of Grades 3-8 multilingual learners, pupils in poverty, and students with disabilities through initiatives such as weighted student funding.

	2.2.a. Measure(s): SCReady Results for Grade 4: By June 2031, 70.8% of students in Grade 4 will be on grade level or higher in mathematics. 2.2.b. Measure(s): SCReady Results for Grade 6: By June 2031, 65.5% of students in Grade 6 will be on grade level or higher in mathematics. 2.2.c. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 39.2% of Grades 3-8 multilingual learners will be on grade level or higher in mathematics. 2.2.d. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 47.2% of Grades 3-8 pupils in poverty will be on grade level or higher in mathematics. 2.2.e. Measure(s) SCReady Results for WSF Student Groups, Grades 3-8: By June 2031, 26.1% of Grades 3-8 students with disabilities will be on grade level or higher in mathematics.
3. COLLEGE &/OR CAREER READINESS By June 2031, more than 90% of students will graduate college and/or career ready. <i>Data Source: SC Report Card</i>	Objectives: 3.1. CCSD will grow its partnerships with local employers and increase the number of students participating in hands-on, real-world career experiences with those partners through initiatives such as youth apprenticeship programs. 3.1.a. Measure(s): Students in Work-Based Learning Opportunities: By June 2031, CCSD will increase the percentage of students in the graduating cohort that have completed Work-Based Learning to 29.0%. 3.2. CCSD will increase the number of students earning college credits while in high school through initiatives such as partnerships with local institutions of higher education. 3.2.a. Measure(s): Students Demonstrating College Readiness (i.e., AP, IB, dual enrollment credit attainment aligned with SC Accountability Framework). By June 2031, CCSD will increase the percentage of students in the graduating cohort who earned college credit while in high school to 56.8%.
4. SCHOOL CLIMATE By June 2031, 76.8% of schools will achieve a Good or Excellent rating on school climate. <i>Data Source: SC Report Card</i>	Objectives: 4.1. CCSD will increase the students' sense of belonging and self-management in schools across the District. 4.1.a. Measure(s): School Climate Survey Results on Sense of Belonging in Grades 3-5: By June 2031, 72.0% of Grades 3-5 student responses will be favorable on Sense of Belonging. 4.1.b. Measure(s): School Climate Survey Results on Sense of Belonging in Grades 6-12: By June 2031, 61.1% of Grades 6-12 student responses will be favorable on Sense of Belonging. 4.1.c. Measure(s): School Climate Survey Results on Self Management in Grades 3-5: By June 2031, 64.7% of Grades 3-5 student responses will be favorable on Self Management. 4.1.d. Measure(s): School Climate Survey Results on Self Management in Grades 6-12: By June 2031, 76.5% of Grades 3-5 student responses will be favorable on Self Management. 4.2. CCSD will increase student attendance across schools in the District.

	4.2.a. Measure(s): <i>Student Attendance Rate. By June 2031, CCSD will increase the student attendance rate to 94.4%.</i>
5. SCIENCE By June 2031, 70.3% of students in Grades 4, 6 will be achieving on grade level or higher in science. <i>Data Source: SC Report Card</i>	<i>Objectives:</i> 5.1. CCSD will increase the science achievement of Grades 4 and 6 students in poverty, students with disabilities, and multilingual learners through initiatives such as weighted student funding. 5.1.a. Measure(s): <i>SCReady Results for Grade 4: By June 2031, 69.6% of students in Grade 4 will be on grade level or higher in science.</i> 5.1.b. Measure(s): <i>SCReady Results for Grade 6: By June 2031, 69.0% of students in Grade 6 will be on grade level or higher in science.</i> 5.1.c. Measure(s) <i>SCReady Results for WSF student groups, grades 4 and 6: By June 2031, 36.4% of Grades 4 and 6 multilingual learners will be on grade level or higher in science.</i> 5.1.d. Measure(s) <i>SCReady Results for WSF student groups, grades 4 and 6: By June 2031, 51.3% of Grades 4 and 6 will be on grade level or higher in science.</i> 5.1.e. Measure(s) <i>SCReady Results for WSF student groups, grades 4 and 6: By June 2031, 29.1% of Grades 4 and 6 students with disabilities will be on grade level or higher in science.</i>

OPERATIONAL GOALS

Goal	Objectives
1. COMMUNITY ENGAGEMENT The District will proactively engage with and seek feedback on District initiatives and/or decisions from members of the community. <i>Measure: Number of informational and public engagement opportunities</i>	<i>Objectives:</i> 1.1. CCSD leadership will actively engage in the community in collaboration with key community leaders to share information and build relationships with community members regularly throughout the year through events such as the annual State of the Schools address. 1.1.a Measure(s): <i>Increase informational engagement opportunities to at least four (4) strategic engagements by June 2027.</i> 1.2. CCSD will provide in-person and virtual opportunities for community members to provide feedback and input on important District initiatives and decisions through events such as Coffee Chats and public surveys. 1.2.a. Measure(s): <i>Ensure 50 or more public engagement opportunities (in-person and surveys) annually.</i>

2. OPERATIONAL EXCELLENCE

The District will strive to continue to improve the safety, reliability, responsiveness, and efficiency of district operations.

Measure: Percentage of performance targets met across major operational areas

Objectives:

- 2.1. CCSD will improve the safety and efficiency of facilities, technology, and other essential operational services through preventive maintenance, timely issue resolution, and effective continuity planning.
 - 2.1.a. Measure(s): Implement a new more efficient system and establish metrics with 2027 baseline to show (1) decrease in ticket closure time and (2) decrease in repeat ticket submissions by 2031.
 - 2.1.b. Measure(s): (1) Decrease the number of facilities work orders submitted by schools by 5% annually and (2) Increase the number of facilities work orders completed within the 7 day goal by 5% annually.
- 2.2. CCSD will increase the reliability and efficiency of student transportation services through initiatives aimed at improving school bus services.
 - 2.2.a. Measure: Increase on-time arrival for school buses by 5% by 2031.
- 2.3. CCSD will increase access to high-quality educational services through initiatives such as expanded Pre-K and facilities renewals
 - 2.3.a. Measure(s): Increase the number of seats available for Pre-K to 1,600 by the start of the school year in 2030-31.

3. FISCAL STEWARDSHIP

The District will increase transparency and accountability in how it manages fiscal resources to advance student outcomes and ensure long-term sustainability.

Measure: Percentage of annual financial stewardship benchmarks met

Objectives:

- 3.1. CCSD will advance financial transparency and accountability through efforts to ensure residents have clear, real-time access to how public funds are managed.
 - 3.1.a. Measure(s): By 2031, expand detailed financial reporting with the creation of an Annual Comprehensive Financial Report validated to Government Finance Officers Association standards.
- 3.2. CCSD will strengthen accountability for public investment by developing clear tools to measure and communicate the outcomes and value of District initiatives.
 - 3.2.a. Measure(s): By 2031, expand of return on investment reporting to a public facing dashboard for major District initiatives, resulting in at least 90% of weighted student funding tied to a measurable ROI scorecard

4. EDUCATOR QUALITY

The District will recruit and retain high quality teachers and administrators to increase the number of highly effective teachers and leaders in schools across the District.

Measure: Percentage of schools meeting established

Objectives:

- 4.1. CCSD will increase the quality of new and returning teachers and administrators through initiatives such as prioritizing competitive pay, expanding the process for evaluating new teacher applicants, and investing in professional development for existing teachers and leaders.
 - 4.1.a. Measure(s): Recruitment and Development of Highly Qualified Teachers and Administrators: (1) Annually sustain beginning teacher compensation within the top tier of identified comparable South Carolina school districts and regional competitors. (2) By 2031, more than 90% of classroom teacher positions will be filled by highly qualified

benchmarks for educator recruitment, retention, and effectiveness

teachers by the first day of school. (3) By June 2031, 90% or more of teachers and administrators will meet or exceed established performance standards on applicable annual evaluations. (4) By June 2031, 90% or more of teachers and administrators identified for targeted professional development will successfully complete the assigned development activities.

4.2. CCSD will increase its retention of CCSD teachers and leaders through initiatives such as prioritizing competitive pay and building positive school climates.

- 4.2.a. Measure(s): Retention of highly qualified teachers and administrators: (1) By June 2031, retain at least 90% of effective teachers and school-based administrators annually, excluding retirements. (2) Reduce voluntary teacher turnover by at least 5% annually. (3) Increase favorable responses on identified SC Teacher School Climate Survey measures related to leadership, working conditions, and professional learning development.
 - Leadership: The school administration provides effective instructional leadership. (91.9% by 2031)
 - Working Conditions: I am satisfied with my current working conditions. (94.5% by 2031)
 - Professional Support: There are relevant professional opportunities offered to teachers at my school. (93.0% by 2031)