Wicomico County Public Schools

2018-2019 Annual Report & Achieve! 4.0

Imagining the Future

Embracing the Possibilities

Achieving Success
Dear Family and Community Stakeholders,

As we enter 2020, it is with pleasure that I present to you the Annual Report for Wicomico County Public Schools. This report is a review of the progress we made in the 2018-2019 school year, as well as a look at the future with Achieve! 4.0.

Beginning with four Vision Points in 2016, we imagined a bright future for students in Wicomico County Public Schools. With confidence, we have continued to believe that through a very strategic plan, we can accomplish goals established to bring our aspirations to reality. Each year we have persevered in our commitment to supporting student success through high expectations, equitable access to high-quality learning opportunities, evidence-based interventions, and effective resource allocation. We aim to ensure that all students are prepared to achieve success in college and/or careers beyond high school. This year we continue our momentum focused on the original three goal areas, kindergarten readiness, graduation rate, and teacher recruitment and retention, with special emphasis on a fourth critical priority, ensuring safe schools.

On behalf of the Wicomico County Board of Education, we extend many thanks for the continued support and commitment of students, staff, families, and community partners that we are blessed with each day in our school system. Together we will continue to “Imagine the Future, Embrace the Possibilities and Achieve Success” in Wicomico County Public Schools!

Sincerely,

[Signature]
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At A Glance

Growing Enrollment

Wicomico County Public Schools Enrollment Growth 2010 vs. 2019

Growth of 821

Welcoming Diversity

As of September 30, 2019
Recognizing Each School’s Unique Population

Elementary School Enrollment

- Beaver Run Elementary: 605
- Chipman Elementary: 301
- Delmar Elementary: 932
- East Salisbury Elementary: 451
- Fruitland Intermediate: 416
- Fruitland Primary: 492
- Glen Avenue Elementary: 416
- North Salisbury Elementary: 467
- Northwestern Elementary: 334
- Pemberton Elementary: 562
- Pinehurst Elementary: 534
- Pittsville Elementary: 824
- Prince Street Elementary: 144
- West Salisbury Elementary: 350
- Westside Intermediate: 390
- Westside Primary: 229
- Willards Elementary: 323

Secondary School Enrollment

- Bennett Middle: 965
- James M. Bennett High: 1,567
- Mardela Middle/High: 675
- Parkside High: 1,083
- Pittsville Middle: 262
- Salisbury Middle: 820
- Wicomico Evening High: 875
- Wicomico High: 1,079
- Wicomico Middle: 875

Headcount as of September 30, 2019
Ensuring Equitable Opportunities

Targeted Student Population

- English Language Learners
- Special Ed
- FARMS
- Remainder of Population

*FTE - Full Time Equivalent for State Aid
Total Full-Time Staff Members: 2,382
Total staff with bachelor degrees: 1,731 or 72.7%
Total staff with masters degrees: 967 or 40.6%
Total staff with doctoral degrees: 35 or 1.5%
Total national board-certified teachers: 29 or 1.2%

Celebrating Talented Staff
**Transportation Services**

2018-2019

- School Buses: 159
  - (80% Contractor Owned)
- Students Transported Daily: 13,117
- Miles Driven Annually: 2,083,684
- Routes: 283

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**Food and Nutrition Services**

2018-2019

- Breakfasts: 987,756
- Lunches: 1,367,811
- Dinners: 35,127
- Meals Served: 2,390,694

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Serving Our Students
## Spending Responsibly

### FY 2019 General Fund Expenditures by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent Spent</th>
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<tbody>
<tr>
<td>Instrucional Programs</td>
<td>61.97%</td>
</tr>
<tr>
<td>Special Education</td>
<td>11.50%</td>
</tr>
<tr>
<td>Operation of Plant</td>
<td>7.99%</td>
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<tr>
<td>Transportation</td>
<td>4.80%</td>
</tr>
<tr>
<td>Administration</td>
<td>3.27%</td>
</tr>
<tr>
<td>Student Health &amp; Pupil Services</td>
<td>2.96%</td>
</tr>
<tr>
<td>Maintenance of Plant</td>
<td>2.55%</td>
</tr>
<tr>
<td>Food Services</td>
<td>0.23%</td>
</tr>
<tr>
<td>Other</td>
<td>4.72%</td>
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</tbody>
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*Instructional Spending = 73.47%*

*See WCPS Transparency Portal for additional financial information @ wcboe.org.*
Maryland KRA results reflect that 41% of students who entered Wicomico County Kindergarten classrooms in 2018 demonstrated the knowledge, skills, and behaviors needed to fully participate in Kindergarten curriculum.

Goal: Increase the percentage of students who enter Kindergarten ready to learn from 33% to at least 38% by 2022 as measured by the Kindergarten Readiness Assessment (KRA).
1. Increased pre-kindergarten enrollment.
   9/2018 - 583 (200 half day and 383 full day)
   9/2019 - 680 (107 half day and 573 full day)

2. Increased parent engagement through Ready at Five resources including Ready Rosie and Parent Learning Parties.

3. Implemented Connect4Learning and Raising A Reader Curriculum.

4. Provided professional development in research-based best practices for WCPS and community childcare providers.

5. Provided appropriate technology resources for increased enrollment and instructional initiatives.

6. Achieved EXCELs Level 5 accreditation at Fruitland, Pinehurst, West Salisbury, Westside Primary, Willards elementary schools.
According to the Maryland State Department of Education, **83.22%** of students who entered grade 9 in 2014 graduated in 4 years from Wicomico County Public Schools in 2018.

**Goal:** Increase the percentage of students who enter Grade 9 and graduate 4 years later from 82% to at least 87% as measured by the 4-Year Adjusted Cohort Graduation Rate.
Graduation Rate
Strategies Leading to Success

- Expanded NeXgen STEM Academy for middle school students interested in science, technology, engineering, and mathematics fields of study.

- Enhanced services to English Language Learners through additional FTEs and other supports.

- Increased CTE opportunities through new interactive media pathway and expansion of Certified Nursing Assistant program.

- Increased nontraditional learning opportunities through additional space for online instruction and expanded evening high school hours.

- Expanded the arts by adding performance theater pathway.

- Increased dual enrollment and early college opportunities.

- Continued supports and interventions for 2020 cohort of graduates through Gear Up grant program.

- Increased social, emotional, and behavioral supports for students through increased staffing and professional development.

- Added Seal of Biliteracy designation for students who demonstrated dual language proficiency.

- Increased/expanded opportunities for credit recovery through school day, afterschool, and summer programs.
WCPS Human Resources Department data reflect that at the conclusion of the 2018-2019 school year, **87.8%** of first-year teachers remained in Wicomico County Public Schools.

**Increasing Teacher Retention Rate**

Goal: Increase the retention of first-year teachers from 85% to at least 90% by 2022 as measured by the annual turnover rate.
Increased average teacher salary from $61,894 to $64,600.

Continued to host and attend teacher recruitment fairs with a specific focus on critical shortage areas.

Increased percentage of minority teachers through a specific focus on minority recruitment.

Expanded Teacher Academy of Maryland program to “grow our own” teacher candidates.

Continued to gather and respond to feedback from new teachers’ experiences in WCPS.
Other Important Data Points

Maryland Comprehensive Assessment Program (MCAP) Mathematics Summary

MCAP ELA Summary

Attendance Rate 92.9%

Mobility Rate >25%
ESSA Star Ratings

Delmar Elementary, Pemberton Elementary, Westside Intermediate, Northwestern Elementary, North Salisbury Elementary, Pittsville Elementary and Middle, Mardela Middle and High, and Parkside High earned 4 STARS while all remaining Elementary, Middle, and High Schools earned 3 STARS.

5 Primary Schools are not rated because they do not administer state assessments.

SAT Scores Grade 11
Administered 2018-2019

Mean Total SAT Score 939
Mean Total SAT Verbal Score 474
Mean Total SAT Math Score 465

Advanced Placement 2018-2019

AP Courses Offered 24
AP Exams Taken 942
Students Taking Exams 610
Exams Scored 3,4,5 55%
AP Scholars 110

SCHOLARSHIP MONIES OFFERED

$17,936,565
$21,702,309

2018 Graduates
2019 Graduates
2018-2019 Highlights
Celebrating 150 Years
And
Reopening West Salisbury

Spreading Kindness, Holiday Spirit
And
Supporting Outstanding Teachers
The North Salisbury Elementary Mustache Mustangs in Kansas City, Mo., after finishing 1st in the world in the Destination Imagination Global Finals Elementary Medical Mystery challenge.

Celebrating Global Champions
Honoring Our Exceptional Musicians

All State Music Selected Students:

Band: Hunter Wirt and Mitchell Adams (MMHS)
Treble Chorus: Zoe Michelle Bradshaw (MMHS)
Mixed Chorus: Laila Libertin (Parkside/VPA)

Mardela Middle and High School Bands
Overall Winner at the Apple Blossom Parade

Hunter Wirt
Mardela High School
Selected to 2019 National Association for Music Education
All Eastern Honors Orchestra
Austin Loar
Salisbury Middle School
Winner of Eastern Shore Regional Spelling Bee

Lauren Illa
James M. Bennett High
Rensselaer Medal Award Rensselaer Polytechnic Institute

Heaven Rodriguez
Wicomico Middle
Student Ambassador MD Business Roundtable for Education

Marvin Li
James M. Bennett High
Perfect score on 2018 AP U.S. History Exam
1st Place individual & 3rd Place team, 2018 Eastern Shore High School Mathematics Competition
Honorable Mention & Top 2% in state, University of Maryland High School Mathematics Competition
AMC 10 Winner & Qualifier for American Individual Mathematics Examination

Cade Trauger
James M. Bennett High
Appointment to the U.S. Naval Academy

Celebrating Extraordinary Students
Emily Gass  
Parkside High CTE Horticulture  
Represented WCPS and MD at the Borlaug Dialogue and Global Youth Institute of the World Food Prize

Parkside High CTE  
1st Place Skills USA – States (L-R):  
Evan Horwat; CNC Technician  
Destin Ames; CNC Milling Specialist  
Adam Hanes; CNC Turning Specialist

Wicomico High JROTC  
National Army JROTC Leadership and Academic Bowl Finished 9th  
Col. Carlos Glover Esprit de Corps Award  
Excellence in Community Service and Performance by Academic, Drill and Raider teams

Koby Nguyen & Ryan Lewis  
Parkside High CTE Automotive Technology  
Finished 6th in the National Automotive Technology Competition  
New York International Auto Show

2019 VEX Worlds Robotics Competitors from across Wicomico County

Celebrating Extraordinary Students
Hailing State Champions

And Gold Medal Winners
Honoring Our Best

2019 Teacher of the Year
Mrs. Shane Morton
Recognized by Senator Mary Beth Carozza

2019 McCain Foundation Rising Star
Miss Debra Reynolds
Recognition at County Council by Councilman Bill McCain
Bryan Ashby, Supervisor of Athletics and Career Technology Education
Maryland Technology Education Leadership Award
Technology Education Excellence in Education Awards

Sarah Burton, WCPS Orchestra Teacher

Jerry Kelley, Parkside CTE Horticulture Teacher
Maryland Horticulture Teacher of the Year
Maryland Agriculture Teachers Association

Jennifer Pitoniak, WiHi, Wi Middle, Pinehurst, EHS Art Teacher

Stacey Phillips, Glen Ave, Willards Art Teacher

Dr. Harlan Eagle, West Salisbury Elementary PE Teacher
Local Jefferson Award winner and one of five national nominees for the Jacqueline Kennedy Onassis Award for Outstanding Public Service Benefitting the Community

Applauding Exceptional Educators
Applauding Exceptional Teachers

Jennifer Hill, Pinehurst Adapted Physical Education
SHAPE Maryland
(Society of Health and Physical Education in Maryland)
Teacher of the Year

Staci McGowan, Fruitland Intermediate
Chris Okerblom, Westside Intermediate
SHAPE Maryland - Simon A. McNeely Award

Kelly Dorman and Amber Dorman, Mardela Middle and High English Language Arts Teachers
Friends of Wicomico Public Libraries
Light of Literacy Educator Luminary Award.
Wicomico County Public Schools

We Aspire To Be:

A public school system committed to safe schools; created through a careful balance of clearly communicated and enforced expectations and an atmosphere where students know that teachers and administrators believe in them.

A public school system our community believes in — where teachers compete for jobs, employers compete for well-prepared graduates, families choose to live, and businesses aspire to relocate because of its reputation built upon the pursuit of excellence in providing an outstanding education for our community’s students.

Vision Points
**Vision Points**

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<th>A culture of trust and empowerment</th>
<th>Safe and positive school climate</th>
<th>A systemic approach to rigorous and relevant curriculum</th>
<th>Community confidence</th>
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**2017-2022 Strategic Priority:** Ensure that students are reading on grade level by Grade 3.

**Goal:**
Increase the percentage of students who enter Kindergarten ready to learn from 33% to at least 38% by 2022, as measured by the Kindergarten Readiness Assessment.

<table>
<thead>
<tr>
<th>2020 Strategies:</th>
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<tbody>
<tr>
<td>1. Continue the implementation of Universal Prekindergarten, expanding capacity by adding facilities for four classrooms of pre-k students.</td>
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<tr>
<td>2. Provide appropriate technology resources for increased enrollment.</td>
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<tr>
<td>3. Restructure leadership for increased focus on early childhood education.</td>
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<tr>
<td>4. Collaborate with Ready at Five for enhanced resources for families such as Ready Rosie and Parent Learning Parties.</td>
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<tr>
<td>5. Increase collaboration with private childcare providers for professional development.</td>
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<tr>
<td>6. Expand professional development on developmentally appropriate best practices in inclusion, understanding diversity, and literacy.</td>
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<tr>
<td>7. Expand classroom libraries and take-home materials with a focus on multiculturalism, bilingualism, and diversity to enhance literacy.</td>
</tr>
<tr>
<td>8. Implement the integrated project-based curriculum, Connect4Learning and Raising A Reader.</td>
</tr>
<tr>
<td>9. Increase parent engagement through family nights including take-home materials and summer learning bags.</td>
</tr>
<tr>
<td>10. Communicate relevant information, research, and success stories about early childhood education widely in the community.</td>
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## Achieve! 4.0

### 2020 Strategies

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2017-2022 Strategic Priority: Ensure that students graduate college and/or career ready.

<table>
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<th>Goal: Increase the percentage of students who enter Grade 9 and graduate 4 years later from 82% to at least 87% by 2022, as measured by the 4-Year Adjusted Cohort Graduation Rate.</th>
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<tr>
<td>1. Continue to plan for and implement career-connected pathways and/or signature themes in middle and high schools, including full capacity for NeXgen Stem Academy, PLTW Biomedical Science and workforce development through apprenticeship opportunities.</td>
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<tr>
<td>2. Provide enhanced services for English Language Learners, including a Newcomers Program.</td>
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<tr>
<td>3. Expand nontraditional graduation pathways, including online learning options, summer programs, increased dual enrollment, and early college opportunities.</td>
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<tr>
<td>4. Provide intervention for students not meeting attendance expectations.</td>
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<tr>
<td>5. Focus on early intervention and support for identified 9th grade students (guided study halls, creative scheduling, CTE etc.).</td>
</tr>
<tr>
<td>6. Complete Gear Up Grant program for class of 2020, providing increased supports and scholarship opportunities for identified students.</td>
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<tr>
<td>7. Partner with Equal Opportunity Schools to increase enrollment of underrepresented students in AP courses.</td>
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<tr>
<td>8. Communicate relevant information, research, and success stories about best practices in raising graduation rates in the community.</td>
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### Achieve! 4.0
#### 2020 Strategies

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<tr>
<td>2017-2022 Strategic Priority: Ensure a high-performing workforce.</td>
<td>X</td>
<td>X</td>
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**Goal:**
Increase the retention of first-year teachers from 85% to at least 90% by 2022 as measured by the annual turnover rate.

**2020 Strategies:**
1. Continue the work of the teacher recruitment task force, holding WCPS Recruitment Fair(s) and attending others, with a specific focus on minority recruitment.
3. Work with the new teacher cohort and other staff groups to better understand supports needed for improvements in induction programs and other factors related to working conditions.
4. Continue to partner with leadership in higher education to address critical teacher shortage areas.
5. Restructure leadership and enhanced mentoring supports for new teacher cohort.
6. Increase work with new teachers on equity and cultural sensitivity to assist in their understanding of families and to strengthen student rapport.
7. Open a New Teacher & Technology Training Center, giving teachers the opportunity to drop-in for personal support and direction.
8. Communicate relevant information, research, and success stories about best practices recruiting and retaining staff in the community.
**VISION POINTS**

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**2020-2022 Strategic Priority:** Ensure that all schools are safe for student learning.

**Goal:**
Increase positive school climate and safety by reducing the percentage of students with repeat incidents of physical aggression from 3.01% to 2% or lower by 2022 as measured by database of recorded infractions.

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**2020 Strategies:**
1. Evaluate and enhance social, emotional, and behavioral support initiatives.
2. Engage with community partners, including Wicomico County Sheriff's Office, State’s Attorney’s Office, and the Department of Juvenile Services, to hold students and parents more accountable for student behavior.
3. Expand alternative school/classroom programs both outside and within schools.
4. Continue efforts to engage parents as partners in addressing student behavior.
5. Maintain consistency in schools’ administrative teams to the greatest extent possible.
6. Hire campus patrol positions to monitor hallways and maintain positive school climate.
7. Expand mentoring program, including faith-based partners and other community organizations.
8. Continue providing professional development in targeted areas such as cultural competence, behavior management, and restorative practices.
9. Communicate relevant information, research, and success stories about best practices in school climate and safety in the community.
Mission Statement
The mission of the Wicomico County Public School (WCPS) system is to provide all students an educational foundation and a set of skills which will enable them to become responsible and productive citizens in our society.

Vision Statement
Our vision is to educate each student to his or her full potential.