



2018-2019

#### ABSTRACT

A brief description of Cherokee Central Schools' educational program and activities for school year 2018-2019 for compliance with Bureau of Indian Education grant requirements.

Cherokee Central Schools

86 Elk Crossing Lane, Cherokee, NC 28719

**Cherokee Central Schools**  
**Cherokee Elementary School**  
**Cherokee Middle School**  
**Cherokee High School**

**Annual Report 2018-2019**

CCS Vision

The Cherokee Central School System will be a community where each student will graduate from high school, will be globally competitive for work and post-secondary education, will possess an appreciation for and an eagerness to preserve the Cherokee Nation, and will be prepared for life in the 21<sup>st</sup> century.

CCS Mission

The Cherokee Central School System is committed to:

- Empowering our students
- Preserving our nation
- Ensuring our future

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## Introduction

Cherokee Central Schools (CCS) is a tribally operated school system located on the Qualla Boundary, which is nestled next to the Great Smoky Mountains National Park. Although schools of some type (i.e. religious, boarding) have operated on the Reservation since 1804, CCS was formed in 1962 and initially operated by Bureau of Indian Affairs. In 1990, Cherokee Central Schools became a tribal grant school under P. L. 100-297. CCS consists of three schools – 1 elementary school (PK-5), 1 middle school (6-8), and 1 high school (9-12).

## Governance and Leadership

Cherokee Central Schools is governed by a six member elected school board, along with a representative from the tribal council. Each member serves a four-year term, and terms are staggered.

Central office personnel consists of the superintendent, assistant superintendent, and eleven directors. The central office administrators facilitate programs in special education, talented and gifted, testing, curriculum, staff development, Cherokee language and culture, human resources, finances, facilities, custodial, child nutrition services, information technology, and PK/preschool programs.

A principal leads each of the schools. Cherokee Elementary School has two assistant principals, with one specifically assigned to curriculum and instruction. Both Cherokee Middle School and Cherokee High School have an assistant principal. Principals at each school have formed and rely on a school leadership team.

## Campus

Cherokee Central Schools is housed on a state-of-the-art Green campus. Opened in August 2009, the campus houses all three schools, central office, facilities/maintenance, Hope Center (PK and Preschool programs), IT, and alternative learning programs.

When opened in 2009, the campus was the largest green building project in the region, achieving Silver LEED certification. Ninety percent of the waste generated from the construction project has been recycled, and it is projected to use 35% less energy. The campus boast of daylighting in over 75% of its space, and CCS also harvests rainwater to flush some of the toilets.

The campus includes computer labs, science labs, cultural centers (including the 350 seat Gathering Place), alternative learning centers, 1040 seat Performing Arts Center (the Chief Joyce Dugan Cultural Arts Center), sports arena, stadium, stickball field, and boys and girls fitness centers.

## Calendar

The school calendar provides 180 instructional days for students, and it includes teacher workdays, as well as time for professional development. Along with seven other school districts in the far western part of North Carolina, Cherokee Central Schools hosts CREW (Collaborative Regional Education Workshops), a one-day grass-roots conference for teachers, teacher assistants, principals, central office administrators, and superintendents.

Most courses in the elementary and middle school are taught as year-long courses. Most courses in the high school are taught on a block schedule, although a few are on a year-long schedule.

## Federal, State, and Tribal Mandates

Cherokee Central Schools' school board policy requires that each school implement North Carolina's Standard Course of Study, which is currently a modified version of the Common Core State Standards for English Language Arts and Mathematics.

The Bureau of Indian Education (BIE) requires that Cherokee Central Schools follow the North Carolina accountability workbook to meet federal ESSA requirements. Students in grades 3-8 are administered North Carolina's End of Grade (EOG) assessments in Reading and Math. They are also administered the science EOG in grades 5 and 8. High school students are administered four End of Course (EOC) assessments - Biology, English II, Math I, and Math III.

In addition, CCS provides families of new students with a Home Language Survey (HLS) to determine which students may need screening for English language proficiency. In accordance with BIE guidelines, the district screens students with WIDA's Screener, and students identified as Limited English Proficient (LEP) are administered WIDA's ACCESS assessment annually.

As do other students in the state, CHS students must also complete a CPR skills assessment as a graduation requirement.

Successful completion of Cherokee Language and History is a local graduation requirement. Implemented this school year, another local graduation requirement is the successful completion of a Personal Finance course.

## Enrollment

According to the Native American Student Information System (NASIS) on the last day of school (05/21/2019), Cherokee Central Schools had 1,240 students enrolled. Of the 1,240 students enrolled in 2018-2019, 91.45% were American Indian students, mostly enrolled in the Eastern Band of Cherokee Indian (EBCI).

**Table 1. May 2018 Ending Enrollment – All Students, All Schools.**

<b>Grade</b>	<b>Enrollment</b>	<b>Grade</b>	<b>Enrollment</b>	<b>Grade</b>	<b>Enrollment</b>
<b>PK</b>	40	<b>4</b>	84	<b>9</b>	85
<b>K</b>	113	<b>5</b>	87	<b>10</b>	74
<b>1</b>	102	<b>6</b>	100	<b>11</b>	68
<b>2</b>	107	<b>7</b>	99	<b>12</b>	76
<b>3</b>	102	<b>8</b>	103	<b>Total</b>	1240

## Academic Programs and Services

### Hope Center

The Hope Center includes a Baby Face program, Infant toddler program, a Preschool program, and a PK program. The Hope Center director oversees the PK program, which consists of three classrooms. Each year the Hope Center has a waiting list for its PK program, and CCS hopes to add additional classrooms when space is available. The Hope Center provided several activities for children and their families including autumn and winter events, Week of the Young Child celebrations, Loving Literacy training, a Children's

Fair, Spring Fling, field trips to an aquarium, book giveaways, as well as an end-of-year celebration.

The Hope Center provided screenings for children including developmental, speech/language, hearing, and vision screenings. In addition, transition services were provided for students with Individualized Education Plans (IEP).

<b>Table 2. Hope Center Enrollment, 2018-2019</b>			
<b>Baby Face Program</b>	<b>Infant Toddler Program</b>	<b>Preschool Program</b>	<b>PK Program</b>
38	14	31	40

PK and Hope Center staff participated in Crisis Prevention Intervention (CPI) training.

### Exceptional Student Services

#### Special Education

Cherokee Central Schools' special education department provides students with disabilities with instruction, support and services as determined by an Individualized Education Plan. The department follows the requirements of the Individuals with Disabilities Education Act (IDEA).

The Special Education department served 265 students in 2018-2019. Disability categories of the children served included traumatic brain injury, autism, multiple disabilities, emotional disturbance, intellectually disabled, specific learning disabled, hearing impairment, orthopedic impairment, speech impairment, visual impairment, developmental delay, and other health impairment.

<b>Table 3. Ending Enrollment in Special Education.</b>			
<b>Preschool</b>	<b>K-5</b>	<b>6-8</b>	<b>9-12</b>
43	128	65	71

Cherokee Central Schools provides individualized services to students with different abilities ranging from inclusion, to resource services, as well as services for those with more severe cognitive delays. The Department and IEP

teams make every effort to ensure that students with different abilities are provided instruction with the non-disabled peers.

The district also provides related services in the areas of occupational therapy, physical therapy, speech and language services, audiology and psychological services in the way of evaluations, the interpretation of evaluation results and therapy for students. Related Service personnel work closely to provide integrated services to ensure our students succeed. In the fall of 2018, our related service personnel were awarded the McLean Yoder Award of Professional Excellence. The National Joint Committee on the Communication Needs of Persons with Severe Disabilities (NJC) recognized them for their contributions and interprofessional practices in service provision to students who use or can benefit from augmentative and alternative communication.

The Special Education department also provides an alternative learning program, Pathseekers, for students in middle and high school who have severe emotional and behavioral needs. The program consists of two teachers, a paraprofessional, and a social worker.

In addition, Cherokee Central Schools has a classroom for students with autistic like characteristics, staffed by a teacher and two paraprofessionals. Staff members implement the Treatment and Education of Autistic and Communication related handicapped Children (TEACCH) method as delivered and supported by the UNC School of Medicine at UNC Chapel Hill and regional centers throughout North Carolina .

The department, based on student's eligibility determination, provides extended year services during the summer months to support student learning and reduce the educational loss during the summer months.

Family nights were held for parents and families of students with autistic like characteristics. Occupational Course of Study (OCS) students participated in the Annual OCS Gathering with students from four other regional schools.

The Special Education department provides a special education teacher and teaching assistant for each grade level, K-12. The department also consists of two psychologists, a transition specialist, several related services team members, and an administrative assistant, in addition to the director.

Members of the department participated in CPI training.

The department successfully piloted a reading and math program for EC students this year. Elementary education special education classrooms were restructured to provide teachers opportunities to utilize time more effectively and a Success Prep course was included in the spring schedule at the high school level to support students who needed additional assistance.



Many students participated in Special Olympics. Two students were chosen to represent North Carolina at the Special Olympics Youth Invitational in Canada in May 2019.

Special Education students participated in a regional SMART Tank competition and won first place for their product.

#### Talented and Gifted (TaG) Program

The TaG program included thirty-three (33) students in 2018-2019. The program serves students in grades 4-12 and is staffed with two teachers and a paraprofessional. Activities for students included field trips to a university and county/local libraries and colleges/universities tours. Students also participated in robotics, research, and community service projects.

CES TaG students participated in the regional SMART Tank competition and won third place. A CHS TaG student will participate in Princeton University's Leadership Enterprise for a Diverse American summer program. TWO CHS TaG students and two CMS TaG students will participate in summer camp at Pisgah Astronomical Research Institute. TaG students will also participate in Above and Beyond PARI camp and Astro Explorer camp. A senior TaG student participated in an acting audition at the Juilliard School in NYC.

Several TaG students placed in the 2019 Tech Fair in several categories including video (1<sup>st</sup>), digital photo (2<sup>nd</sup> and 3<sup>rd</sup>), digital book (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>), digital drawing (2<sup>nd</sup>), and robotics (1<sup>st</sup>, 2<sup>nd</sup>).

#### English Learners (EL)

All new enrollees complete a Home Language Survey (HLS) that provides our schools with information on whether to screen new for English proficiency. If so, then the school administers the WIDA Screener. Students identified as English Learners (EL) based on the WIDA Screener have a LEP plan developed for them. Modifications and accommodations are provided when appropriate. Classroom teachers utilize ELL strategies for the students. Tutoring and intervention services are also provided. Students are re-assessed each year with the WIDA ACCESS assessment. Students may exit the ELL program based on their WIDA scores as determined by the BIE. Five (5) students were identified as English Learners at Cherokee Elementary School in 2018-2019, and based on WIDA ACCESS scores one student exited the program. Cherokee Middle School had three (3) students identified as an English Learner, and Cherokee High School identified one (1) EL student.

### [Cherokee Cultural Department](#)

The Cultural Department provides Cherokee Language instruction for each grade level at Cherokee Elementary and Cherokee Middle schools. Immersion classes are also available. At the high school level, Cherokee I and II are taught. In addition, the Cultural department provides paraprofessionals for grade 3 classrooms.

Cherokee Elementary and Cherokee Middle School students completed a Cherokee Language pretest at the beginning of the school year.

The Cultural department plans various student activities throughout the year, including a pow wow, Indian market, and Honor the Elders celebration. Many of these events bring parents and other community members into the school.

The traditional dancers, a student group, performed at Western Carolina University during Native American month.

The department held a two week Cultural Summer School for students, culminating in the Night of the Arts art show, drawing a large crowd of parents and community members.

An ongoing project for the Cultural department is the Shiyo app. Level I has been available for some time and work continues on level II.

Several Cherokee Language instructors continue to be presenters at the CREW conference held each fall (October 2018). The director and a teacher presented a session at the National Language Meeting for the BIE.

The director is currently in the planning stages with Haskell Indian University staff to collaborate on a distance learning degree program.

The cultural staff participated in professional learning provided by Anita Smith on Genealogy.

The Cultural Department also offered professional development to teachers. The Cultural Department offered staff the opportunity to participate in a pottery workshop (Christmas ornaments) and in a traditional skirt-making workshop. In addition, the department offered a Cherokee Language class for staff.

A group of students participated in the Cherokee Days event in Washington, D.C. in the spring. Student and staff attending Cherokee Days prepared by participating in a pucker Toe workshop.

### [Sacred Path](#)

The mission of Sacred Path is to build a classroom and school-wide community and to empower students by providing leadership opportunities and conflict

resolution skills while teaching the values and traditions of the Eastern Band of Cherokee Indians.

#### Sacred Path :

- Empowers our students
- Provides leadership opportunities
- Builds community
- Retains the dignity of our students
- Turns negatives into positives
- Is Cherokee inspired
- Helps establish the identity of our students
- Makes teaching more effective
- Provides the foundation for learning to take place
- Is a platform for relevant concerns of our students (conflict resolution)
- Satisfies North Carolina Course of Study requirement for character educations

Students at each school participate in age-appropriate Sacred Path activities. At the elementary school, class meetings are structured after tribal government, incorporating the roles of chief, vice chief, and recorder.

Sacred Path is for students and for staff members. With school board support, faculty and staff are able to participate in Sacred Path activities on four early release days throughout the year. The Sacred Path planning committee scheduled community bus tours for the staff, which are especially helpful for new teachers and staff.

#### Curriculum

Teachers in all grade levels follow the North Carolina Standard Course of Study (SCS). Currently, for English Language Arts and mathematics, the SCS is the Common Core State Standards. All core areas have locally developed curriculum guides based on North Carolina's SCS. Cherokee language, culture, and history are integrated in all content areas. Twenty-first century skills are taught and modeled by the faculty. Teachers use formative and interim assessment data to adjust their instruction.

In addition to the core subjects of English Language Arts, mathematics, social studies, and science, Cherokee Central Schools offer several arts courses and programs. All schools offer visual arts and chorus programs. The middle and high school also offer students the opportunity to participate in band and piano courses with performances and recitals offered throughout the year.

Students have the opportunity to participate in Performing Arts. The high school students chose to perform *Into the Woods* as their spring production. The middle school also fielded a Performing Arts class for the first time this year. The school's inaugural production was *Aladdin, Jr.*

The Chamber Singer performed an original composition with the North Carolina Symphony. "Bringing the Voices of Cherokee Youth to Center Stage" is at <https://youtu.be/Myg9PjoPMnM>

Cherokee High School offers Career and Technical Education courses in several fields, including Health Occupations, Business, Marketing, and Finance Education, Auto Mechanics, Agriculture and Technology, and Family and Consumer Sciences.

Cherokee Middle School also offers Career and Technical Education courses, notably in Family and Consumer Sciences, carpentry, broadcast journalism, and robotics.

Each school offers Physical Education and Healthy Living courses. A Health and P.E. course is a graduation requirement.

Students in the high school may opt to take online courses including college courses, Advanced Placement courses, and North Carolina Virtual Public School courses.

#### Achieve 3000 Pilot

All three schools continued with Achieve 3000 implementation.

Teachers believe the Achieve 3000 program is a great resource, and it is a natural fit with the district's Blended Learning initiative.

#### Personalized Education Through Blended Learning and ESTEAM (Entrepreneurship, Science, Technology, Engineering, Art, Mathematics) Initiative

Cherokee Central Schools continued implementation of its Personalized Education initiative. With the exception of new hires, the school year began with all regular classroom staff having received training in Blended Learning strategies. The district's instructional facilitators (IF) provided all new hires, Cherokee Language instructions, CTE teachers, and Specials teachers with training during the first month of school. Additionally, the instructional facilitators provided training to teacher assistants.

#### ESTEAM Family and Community Nights

CCS continued to offer two ESTEAM Family and Community nights – one each semester. Student-led activities included coding activities with Spheros and

First Lego League robots, polymer balls, straw rockets, catapults, legend activities, slime challenge, and acid/base color change demos. Several tribal and local organizations participated in the spring event, including Tribal Natural Resources department and the Great Smoky Mountains Park service. Another partner, AISES, also participated with ESTEAM Night activities.

#### Tech Fair 2019

During year two of Phase I of the Personalized Education initiative, administrators and teachers formed a Technology Fair Planning Team. The team met most every week from fall through early spring to plan the district's first Tech Fair. All students, PK-12, and all staff were eligible to participate in Tech Fair 2019. Tech Fair 2019 included 42 projects – some were individual entries and others were team projects. Staff entries (not judged) included projects from teachers, instructional facilitators, and administrators. Even the security staff participated by entering a security drone project.

Categories included computer animation, computer drawing, digital photography, video production, audio production, programming (game and non-game), Minecraft, app development, websites, and 3D design.

Community members comprised the judging cadre. Chief Sneed, along with others from various tribal programs, tribal leadership, and the business community judged each project in their assigned categories using a rubric. The Tech Fair Planning Team announced winners and gave prizes later in the day at the awards ceremony. Some broadcasting students created [a short video](#) of Tech Fair 2019.

#### ESTEAM Camp

After a last year's successful ESTEAM Camp pilot, CCS continued the ESTEAM Summer Camp in June 2019 for CES and CMS students. Students at CES integrated read alouds with various projects and activities. Helicopter, slime, recycling activities (bracelets, tie dye), clouds, and bubbles were some of the elementary activities. Elementary students also visited the Cherokee Museum and participated in planetarium activities. Students also went to a local farm and picked strawberries.

#### [STEAM CAMP SLIDESHOW LINK](#)

One huge project by CMS ESTEAM Camp students involved the design and building of a life-sized Humpback Whale. The students documented their work with in a [Humpback Whale slide](#). Other middle school camp activities included car building, paper airplane aerodynamics, and chemical reactions and timing. Students worked with the tribe's Natural Resources department, taking a field trip to learn more about traditional Cherokee fish harvesting through a fishing weir reenactment.

During ESTEAM Camp 2018, all students (CES and CMS) participated in coding activities daily. Students utilized Spheros and First Lego League robots for coding activities. Students completed code.org activities as well. Each group attended zSpace, the virtual reality lab for daily activities, too.

#### Makerspace planning

Through its partnership with WRESA, the CCS submitted a Makerspace grant proposal to the Cherokee Preservation Foundation. CPF funded the proposal in spring 2019. The planning team spent May and June purchasing and organizing the makerspace equipment and supplies to be ready for the start of the new school year. The project manager (WRESA) has planned a reception for the teacher workdays at the beginning of the year to familiarize teachers with the contents of the Makerspace.

#### STEM-related programs and activities

##### SMART Tank

As part of STEME grant from WRESA and funded by Cherokee Preservation Foundation, CCS students competed in the first regional SMART Tank competition. Each school fielded a single team for the regional competition, which was held at CCS. Each CCS team placed in the regional competition.

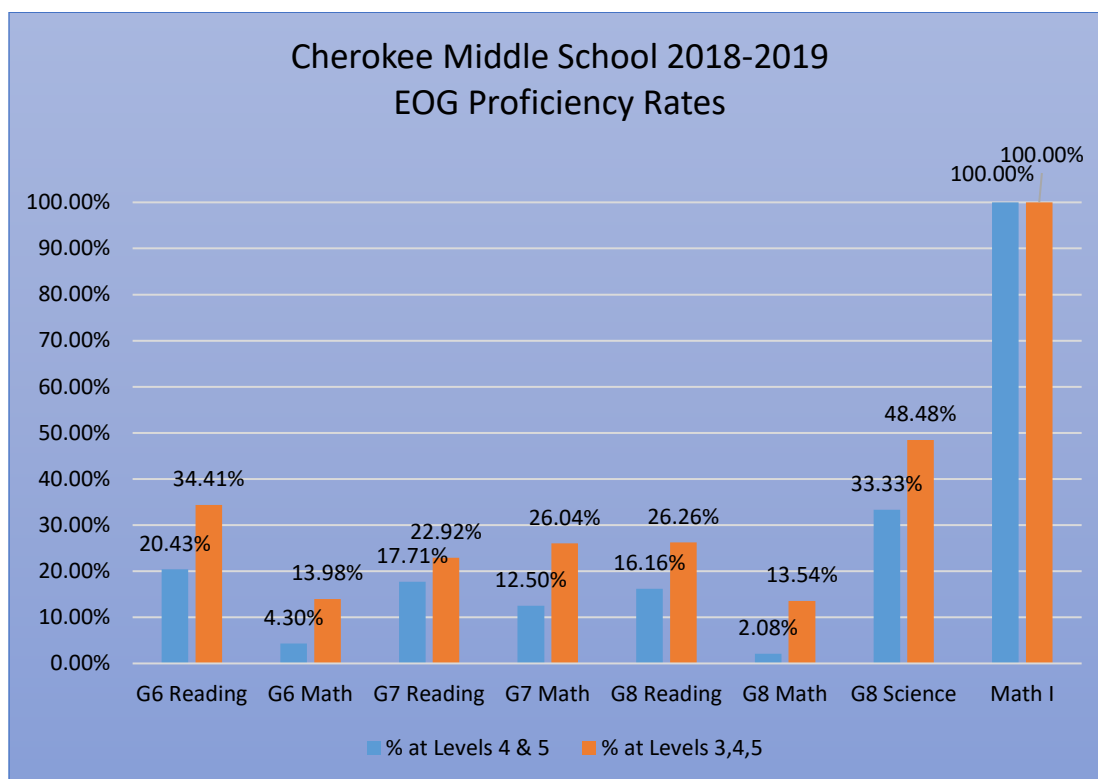
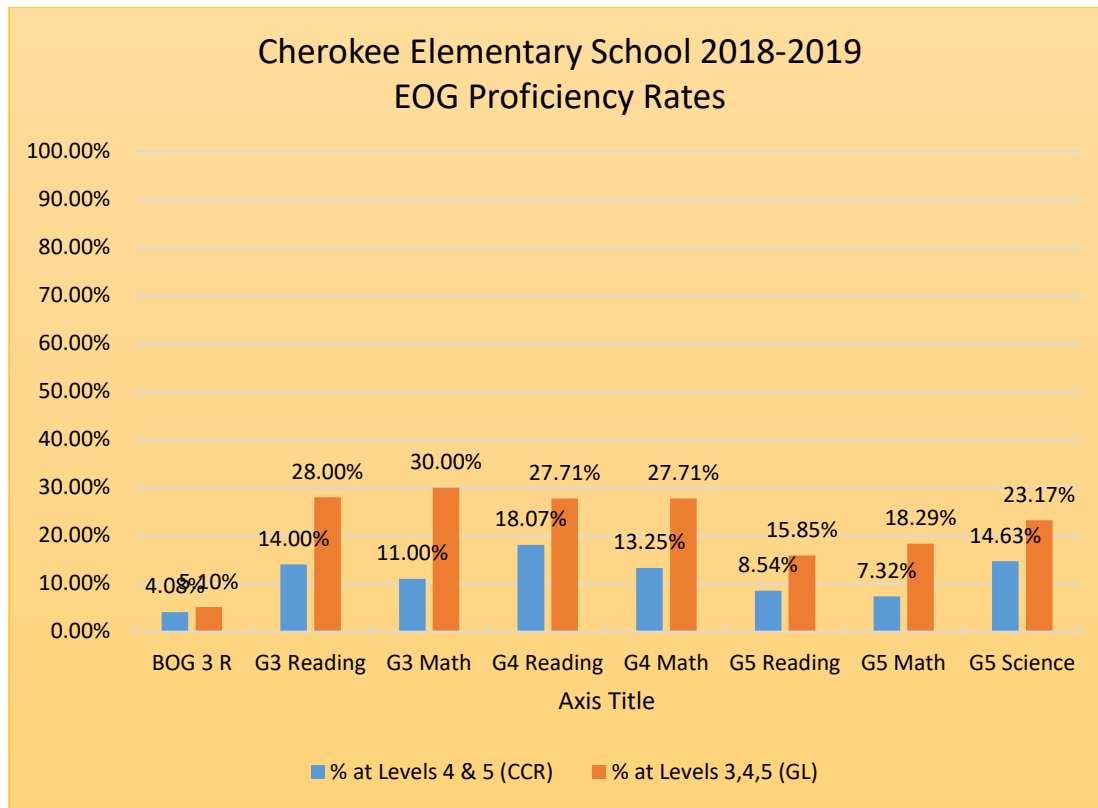
##### STEME Conferences

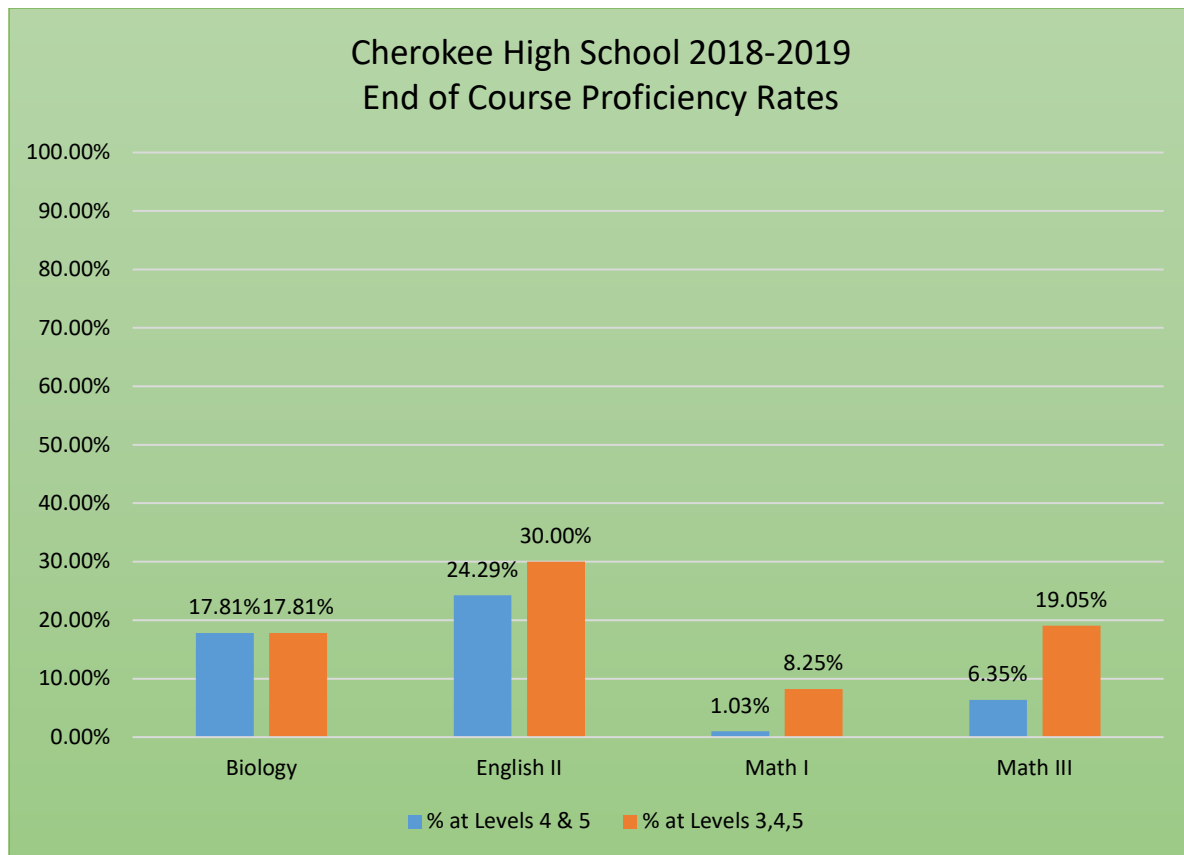
Each year WRESA sponsors a student STEME conference. Cherokee Preservation Foundation funds the conference, and CCS is the host school. Each school in the region has a STEME club for students. Middle school and high school students attend the conferences in the fall and spring, and elementary school STEME clubs attend in the spring.

#### Assessment and Accountability

Assessments include North Carolina's End-of-Grade (EOG), End-of-Course (EOC), NCEXTEND1, Career and Technical Education (CTE) post-assessments. The EOG, EOC, and NCEXTEND1 results are used for federal accountability purposes. Students completed approximately 1,838 state assessments in 2018-2019.

The graphs below indicate the state results from 2018-2019 End of Grade and End of Course state assessments. Please note that the Math standards and assessments changed this school year.





In addition to the state assessments, Cherokee Central Schools utilizes the NWEA MAP assessments to measure growth in reading and math, K-11, and in science in grades 5-8. Teachers use data from the MAP assessments to determine flexible grouping and differentiation. Each school also used MAP data to individualize instruction within the Achieve 3000 program.

Cherokee Elementary School also uses mCLASS: Reading 3D and Dibels Next to screen, assess, and progress monitor students' reading proficiency.

Cherokee Central School also administers the ACT Plus Writing assessment to all grade 11 students each spring.

#### Professional Development

The school calendar provided staff development days. Teachers were provided professional development in a variety of ways. The district utilized both in-house and outside consultants.



Much of our professional development during 2018-2019 was homegrown and delivered by our instructional facilitators (IF). The IFs continued with training around the district's Personalized Education initiative, including digital citizenship. In addition, the IFs developed and delivered training on backwards design principles, based on ASCD's Understanding by Design work. This work with our secondary teachers strengthened the curriculum in all areas. This work is ongoing as teachers will continue to build out their units.

The school district is a member of the Western Region Education Service Alliance (WRESA) which provides low-cost/no-cost workshops for its member districts. Teachers and administrators attended workshops at WRESA, and the WRESA trainers also held onsite workshops.

A trainer from The Science House (NCSU) helped teachers in grades K-2 with science curriculum through workshops, curriculum development, lesson planning, and model lessons.

CCS is committed to building the capacity of its instructional coaches and others. To that end, CCS sent the Instructional Facilitators and members of IT Department to NCTIES, a technology education conference sponsored by the North Carolina chapter of ISTE.

Professional Learning Communities (PLC) continue to meet at each school. The instructional facilitators often lead the PLC meetings, though the district is looking to build capacity among teachers for facilitating the PLC work.

#### [MTSS, Multi-tiered System of Support](#)

In the fall of 2018, a core group of educators with representation from each school met with a consultant from NCDPI. The consultant provided introductory training for the group. From this initial training, each school and central office formed a MTSS planning team. The remainder of the semester saw the district team continue training and begin implementation of a district-wide MTSS team. Each school team also continued training.

#### [AdvancED Accreditation](#)

While the three schools that make up Cherokee Central Schools have been accredited by SACS and later AdvancED for decades, in 2011-2012 the school system decided to strive for district accreditation, which they achieved. CCS successfully hosted another Quality Assurance Review team in school year 2016-2017 for reaccreditation. Cherokee Central Schools maintains a continuous improvement process, and the district will be ready for reaccreditation in 2021-2022.

## Cherokee Elementary School (CES)

The 2018-2019 overall attendance rate (ADR) for CES is 92.59%. Due to increased enrollment, CES opened a 6<sup>th</sup> Kindergarten classroom this year.

In addition to core courses, arts courses, Cherokee language courses, and physical education courses, students at the elementary school also participate in a variety of extracurricular activities. Students entered projects in the Tech Fair and the annual Arts Show. In addition, students can opt to participate in the Traditional singing group or Traditional dancing group.

Cherokee Elementary School students participated in a variety of end-of-year field trips including the aquarium, Dollywood, and Darnell Farms.

Students create the school yearbook and make it available for purchase near the end of the school year.

Students, parents, and faculty and staff attended the much-anticipated Harvest Festival in October. Games, activities, prizes, and food made for an enjoyable evening for everyone. The Harvest Festival draws large numbers of parents and family members, and it is an important fundraiser for teachers.

The school hosts four open houses throughout the year. Some focus on specific curricular areas, and other focus on specific events (e.g., book fair, STEAM).

Students were able to join in a variety of after school clubs this year, including STEME. CES fielded a Science Olympiad team for the second time this year.

In addition, students were able to receive tutoring after school. The After School program implemented a few Homework Diner nights, as a pilot, for parents and students to complete homework and school projects together. Teachers were available to support parents as they worked with their children. The program was successful, and the department plans to expand it for next school year.

Cherokee Elementary School implemented an Integrated Classroom, staffed by CES personnel and employees from Cherokee Indian Hospital. CES places students in the Integrated Classroom who need more support emotionally and behaviorally than what is found in a typical classroom.

In addition, the school nurse screens students for vision-related issues.

CES students designate a week as an 'Anti-Bullying' week. Through theme days (e.g., mismatched sock day, favorite team day), students bring awareness to the issue of bullying.

## Cherokee Middle School

The 2018-2019 attendance rate (ADR) for Cherokee Middle School is 90.54%.

Cherokee Middle School offers Earth & Environmental Science and Math I, both high school courses, to students who are prepared for more challenging course work.

Students, teachers, and administrators had a successful Eighth Grade trip. Students spent five days traveling to various sites in North Carolina and surrounding states. Many of the sites were culturally relevant to the Cherokee tribe.

An Integrated Classroom with a mental health focus was continued this school year. The classroom provides additional support for students who are struggling behaviorally.

Middle school performing arts students performed *Aladdin, Jr.* This was the first major musical theater production for CMS.

CMS students participated in piano recitals during the 2018-2019 school year.

## Cherokee High School (CHS)

The attendance rate (ADR) for Cherokee High School is 88.62%.

Students at the high school participated in many extracurricular activities and special events. Students have a variety of clubs from which to choose to participate, including HOSA (Future Health Professionals), Travel Club, Math Club, Students Against Destructive Decisions, Recycling Club, Horror Film Club, Video Game Club, Student Council, and Coding Club.

Students in grade 12 complete Graduation projects as a graduation requirement.

Students entered artwork they had created throughout the year in the annual Art Show. Artwork was displayed for several days in the Gallery, and an evening event was held for family and community members.

Band concerts were held each semester, and high school students participated in the *Into the Woods* production. The Chamber Singers performed in various venues, including a stint with the North Carolina Symphony. The NC Symphony performance included an original composition based on ideas from The Chamber Singers.

Students were honored for their academic achievement in May at the annual Academic Banquet. Athletes were honored for their achievements at the annual Athletic Banquet.

Cherokee High School cohort graduation rate for 2018-2019 sits at 81.61%. The drop out rate is 6.71%.

## Support Services

### School Nutrition Services

The School Nutrition Program provides breakfast and lunch for each student at Cherokee Central Schools, following the USDA guidelines, at no cost to the student or family.

Table. Approximate Participation of Students		
	Breakfast	Lunch
<b>Cherokee Elementary School</b>	61%	84%
<b>Cherokee Middle School</b>	25%	78%
<b>Cherokee High School</b>	28%	52%

Students at CHS are offered the Breakfast Grab-n-Go option. A BIC (Breakfast in the Classroom) program was implemented in the Kindergarten classroom. The Child Nutrition Director talked with CMS students about why they were not eating breakfast and what types of items they would like the cafeteria to offer as breakfast options.

The School Nutrition Director is a member of the SHAC (Student Health Advisory Committee), which is comprised of students, school staff, and representatives from various community and tribal programs.

The School Nutrition program provides breakfast and lunch to students attending Cultural Summer School and the ESTEAM Camp pilot program.

### Cultural Arts Center (CAC), Public Relations, and Development Programs

The CAC hosts a variety of events at its venues, ranging from Graduation Project presentations to Academic competitions to Superband to Prom.

### Print Studio/Laser Engraver

The print studio provides printing services for posters to business cards to notepads.

The department customized a variety of products with the laser engraver. These products supported various school programs and activities. For example, the department engraved medals and plaques for Tech Fair 2019, as well as the Academic and Athletic banquets.

### Public Relations

The PR department utilizes ConnectED and the [district's Facebook page](#) to communicate with our parents, families, staff and other stakeholders.

### Development

Development facilitated several grants including the Personalized Education through Blended Learning and ESTEAM – Phase II grant funded by the Cherokee Preservation Foundation. The department wrote or supported several grants submitted to the Harrah's Scholarship Fund. Additionally, the department coordinates and tracks the STEME and NASA grants.

### Inventory

The department has trained staff from each school and department in the new inventory system. These staff members will inventory all items in their school or department by the beginning of school year 2019-2020.

### Security

Members of the department received training at NASRO 2019, Axis Camera Recertification, and OnSSI recertification. Security installed additional cameras to replace end of life exterior cameras. The department replaced network switches to increase bandwidth for the security network. The department, along with SROs and pertinent administrators, reviewed a gunshot detection software system for possible implementation. This tribe made funds available for this system.

### Technology Department

The technology team imaged or re-imaged desktops and laptops for all three schools and added the devices to the network to support our 1:1 Personalized Education initiative. They deployed 52 iPads for the Cultural department.

They provided troubleshooting assistance for tech work orders from staff, averaging 132 work tickets per month for the district. Additionally, the IT department services 220 staff computers.

The department hosted the STEME conferences on six days (3 fall, 3 spring). Additionally, the IT department provided support for CREW 2018 (Collaborative Regional Education Workshops) and for Tech Fair 2019 in March 2019.

The Technology department supported each of the schools during NWEA MAP assessments and during state End of Grade, End of Course, and CTE Post assessments. In addition, the IT department supported students, teachers, and counselors involved in WIDA ACCESS testing.

Members of the Technology department enhanced their skills through various conferences (e.g., NCTIES, NCET) and workshops (e.g., Google).

### Facilities

The facilities department maintains over 473,000 square feet of buildings and 14 acres of grounds. The facilities department works closely with the administration to plan future needs involving replacements and repairs. Facilities also oversees the 60,000 gallon of rain water storage in the underground cisterns in each courtyard and the 290 geothermal wells (450 feet deep) for heating and cooling.

Facilities staff averaged 214 completed work requests each month. These daily work orders are in addition to the preventative maintenance schedule. Monthly utility services include Duke Power, Cherokee Water and Sewer, PSNC Energy, and Orkin Pest Control.

Facility Management provides a safe and comfortable environment for students and staff. The maintenance staff is knowledgeable and equipped to deal with unforeseen emergencies, such as equipment failure.

### Custodial

When fully staff, the Custodial department boasts 21 full-time and 3 part-time staff members. The manager assigns staff members to various school, departments, and shifts, in order to clean and sanitize the campus buildings properly. Staff perform a deep clean each summer.

Department members participate in training sessions on OSHA regulations as well as training sessions hosted by vendors.

### Finance

The Finance department works with Cherokee Boys' Club (CBC), the fiscal agent for CCS, to execute and maintain the budget alignment, accounts payable, and payroll processes appropriately.

The Finance director meets with each principal and director, beginning mid-year to develop a budget for the next school year. Principals and directors must conduct needs assessments and set goals for their schools or departments prior to attending the budget meeting. The director works with CBC Finance department to develop an overall budget for submission to the school board and tribe.

The Finance department began MUNIS training during 2018-2019. With MUNIS, CCS Finance department staff can access current finance reports from the same system used by CBC and the tribe.

### Human Resources

On average, Cherokee Central Schools employs 318 full time employees and 23 part time employees.

Employee Type	Number of Positions
<b>Licensed Teachers</b>	116
<b>Instructional Assistants</b>	58
<b>Licensed Support Staff (counselors, social workers, media specialists, instructional facilitators, related services)</b>	19
<b>Licensed Administrators (principals, assistant principals, central office)</b>	12
<b>Instructors</b>	16
<b>Support Staff, non-licensed</b>	50

One of the major functions of CCS Human Resources department is to provide specific training and professional development to CCS staff. The HR director coordinates, schedules, and trained on Suspected Child Abuse and Neglect (SCAN) monthly.

### Special Projects:

#### Policy Manual Revision

In order to provide the district with a set of current and comprehensive policies, Cherokee Central Schools began revision of its policy manual in school year 2017-2018 and continued the revision work during 2018-2019. The work is grounded in the North Carolina School Board Association's (NCSBA) policy manual. The CCS school board is a member of the NCSBA, and Yellowhill school board member, Jennifer Thompson, is a member of the NCSBA Board of Directors.

Various administrators have led the revision of assigned series, and the district added draft policies to the web site for staff and public comment.

The CCS School board will vote on the policy manual adoption at its July 22, 2019, meeting. When adopted, the new policy manual will be available at [https://www.ccs-nc.org/apps/pages/index.jsp?uREC\\_ID=369027&type=d&pREC\\_ID=828006](https://www.ccs-nc.org/apps/pages/index.jsp?uREC_ID=369027&type=d&pREC_ID=828006).

### Expansion

Cherokee Central Schools moved onto the Ravensford Campus in 2009, ten years ago. Since that time, CCS has experienced a growth in both student enrollment and in programs.

CCS began meeting with PFA Architects in May 2017, to begin a study of needs and potential growth on campus. Based on the study, PFA developed a report documenting current and future needs and outlined several options for addressing these needs. The report was shared with the school board and with Tribal Council.

On February 19, 2019, the CCS School Board passed a resolution to request funding of \$22,195,424.00 from EBCI Tribal Council to implement a phased expansion to the current facilities. Dr. Mike Murray, superintendent, also sent a funding request to Rosemarie Davis, Associate Deputy Director, Tribally Controlled Schools, Bureau of Indian Education.

On April 2, 2019, the EBCI Tribal Council approved the board's resolution for funding for the expansion project. The resolution had been amended to include additional funding for a shooter detection system.

Preliminary work involves the hiring of a Construction Manager and architect drawings. PFA is projecting that construction could begin in May 2020 .