VISION 2020
WCPSS Strategic Plan

Vision, Mission, Core Beliefs, Goal Statement

Vision Statement

All WCPSS students will be prepared to reach their full potential and lead productive lives in a complex and changing world.

Mission Statement

WCPSS will provide a relevant and engaging education and will graduate students who are collaborative, creative, effective communicators, and critical thinkers.

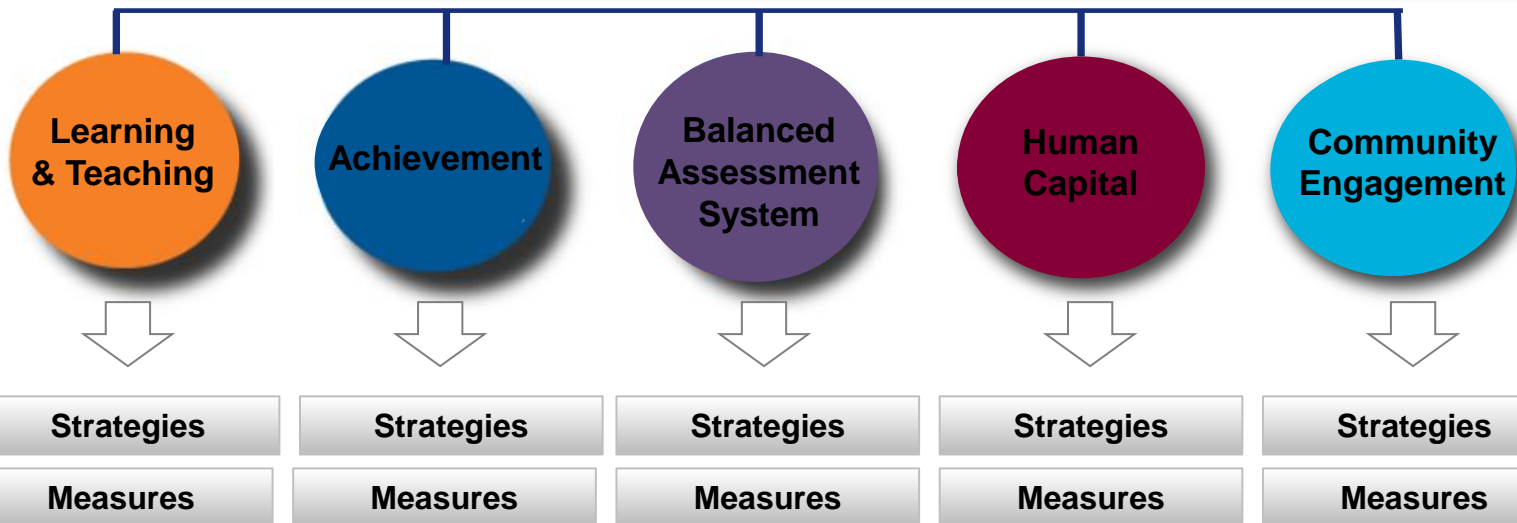## Core Beliefs – Listed Below

1   2   3   4   5   6

Goal Statement

By 2020, WCPSS will annually graduate at least 95% of its students ready for productive citizenship as well as higher education or a career.

- **Learning & Teaching**
- **Achievement**
- **Balanced Assessment System**
- **Human Capital**
- **Community Engagement**

Strategies	Strategies	Strategies	Strategies	Strategies
Measures	Measures	Measures	Measures	Measures

WAKE COUNTY
PUBLIC SCHOOL SYSTEM

Core Beliefs

1 Every student is uniquely capable and deserves to be challenged and engaged in relevant, rigorous, and meaningful learning each day.

2 Every student is expected to learn, grow, and succeed while we eliminate the ability to predict achievement based on socioeconomic status, race, and ethnicity.

3 Well-supported, highly effective, and dedicated principals, teachers, and staff are essential to success for all students.

4 The Board of Education, superintendent, and all staff, while sustaining best practices, will promote and support a culture of continuous improvement, risk-taking, and innovation that results in a high-performing organization focused on student achievement.

5 The Board of Education, superintendent, and all staff value a diverse school community that is inviting, respectful, inclusive, flexible, and supportive.

6 The Wake County residents value a strong public school system and will partner to provide the support and resources to fully realize our shared vision, accomplish the mission, and sustain our core beliefs.

Learning & Teaching

Honoring Town Hall Results 2, 3, 4, 5 , 7, 8, and 10

To provide teachers and students with the opportunity to participate in a relevant, rigorous, innovative and comprehensive learning environment

RELEVANT ♦ RIGOROUS ♦ COMPREHENSIVE ♦ INNOVATIVE ♦ EQUITABLE
Strategies

- Challenge students to operate within a collaborative environment that draws on and enhances their strengths and those of others.
- Equip students to address open-ended and real-world problems by generating original and innovative solutions.
- Ensure environments nurture discovery and development of students' unique talents and their performance to self, community, and the world.
- Construct learning experiences to cultivate an environment of inquiry in which all students are challenged to take risks, think critically, and innovate.
- Ensure standards that provide infrastructure that supports innovative learning regardless of location or age of facility.
- Provide dynamic and wide-ranging curriculum that ensures access to coursework reflecting changing demands of career and college.
- Empower students and teachers to take responsibility for continuous growth through resilience and self-awareness.
- Design progressive learning environments that strategically integrate digital resources and emerging technologies.
- Develop and implement a differentiated model to allocate and align resources to schools based on need and performance.
- Create professional learning and resources for educators to facilitate culturally relevant and differentiated learning.
- Recruit and support student participation in all levels of curriculum so that diversity of school community is reflected in course enrollment.

WAKE COUNTY
PUBLIC SCHOOL SYSTEM

Honoring Town Hall Results 2, 3, 4, 5 , 7, 8, and 10

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RELEVANT ♦ RIGOROUS ♦ COMPREHENSIVE ♦ INNOVATIVE ♦ EQUITABLE
Measures

Track data related to:

- Performance based assessments for students to demonstrate mastery
- Partnerships with businesses, universities and community to increase student internships and apprenticeships.
- Accessibility to and utilization of functional, flexible work spaces
- Student articulation that learning experiences are engaging and challenging using such tools as surveys, goal setting, digital portfolios and self-assessments
- Evidence that students demonstrate self-awareness and growth as preparation for future learning using such tools as performance tasks, student products, data notebooks and student-led conferences
- Coursework aligned to career and college requirements as well as student interest
- Opportunities at all levels for a variety of co-curricular and extracurricular activities
- Consistency of curricular resources provided by the district
- Teacher effectiveness
- Use of digital resources and emerging technologies in classroom instruction.
- Teacher evaluations that reflect the implementation of culturally relevant instruction.
- Course enrollment and program participation that reflects the diversity of the school community.

Achievement

To increase proficiency and growth rates across all groups and eliminate predictability of achievement

EQUITABLE ACCESS ♦ PREDICTABILITY ELIMINATION ♦ GROWTH ♦ PROFICIENCY ♦ INTERVENTION

Strategies

- Provide all students with a rigorous, high-quality curriculum taught by an effective teacher in a safe and nurturing learning environment.
- Hire diverse staff who expect and are prepared to teach all students.
- Support central office and school staff in developing a growth mindset for all students and cultural competency.
- Provide intentional, high-quality student interaction to increase student engagement.
- Make school more engaging and offer real-world and experiential learning for all students.
- Provide differentiated, effective, job-embedded professional development to build educator capacity to provide good first teaching.
- Use multiple measures to make data-based instructional decisions to support, accelerate or enrich student learning.
- Implement multi-tiered systems of support for academics and behavior with fidelity.
- Improve communication between parents and schools and provide resources to help families support school success.
- Increase access to college and career readiness counseling and resources.
- Provide wraparound support such as counseling, social work, nursing and psychology in an aligned and collaborative manner to meet the needs of the whole child.
- Provide in-school and out-of-school mentorship opportunities for students needing additional support.
- Develop and expand extended learning opportunities to include early learning, nontraditional learning, summer and intersession learning and alternatives to suspension to reduce learning loss and address diverse learning needs.

Achievement

Honoring Town Hall Results 3, 7 and 9

To increase proficiency and growth rates across all groups and eliminate predictability of achievement

EQUITABLE ACCESS ♦ PREDICTABILITY ELIMINATION ♦ GROWTH ♦ PROFICIENCY ♦ INTERVENTION

Measures

- Disparity between subgroups in areas such as: Academically and Intellectually Gifted services and referrals, high-level course enrollment; co-curricular participation rates; special education services and referrals; academic proficiency rates; discipline referral and suspension rates; retention rates
- Teacher, student and parent perception surveys
- Number of interpretation and translation services
- Number of long-term English language learners and success after exiting services
- Percent of kindergarteners who score proficient according to school readiness benchmark data
- College-going and persistence rates as well as levels of remediation needed in higher education
- Post secondary outcome measures around career and citizenship

Balanced Assessment System

Honoring Town Hall Results 3, 4, 5, and 8

To develop and implement a balanced assessment system that accurately reflects students' knowledge of core curriculum standards as well as the ability to collaborate, be creative, communicate and think critically

COLLABORATION ♦ CREATIVITY ♦ COMMUNICATION ♦ CRITICAL THINKING

Strategies

- Define and communicate standards for Collaboration, Creativity, Communication, and Critical Thinking (The "4 Cs")
- Retool district K-12 assessment framework to include
  - "4C" measurement.
  - Ongoing development and support for local performance-based assessment.
  - Digital portfolios for every student to house specified assessment "data."
  - Sampling for benchmark and summative assessment whenever possible.
  - Re-examine existing assessments for balance and load.
- Delineate the role and purpose of all balanced assessment system components to
  - Clarify assessment _of_ learning vs. assessment _for_ learning.
  - Get stakeholder awareness and buy-in.
  - Create accountability structures that incorporate "4C" measurement

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COLLABORATION ♦ CREATIVITY ♦ COMMUNICATION ♦ CRITICAL THINKING

Measures

- Balanced system components in place
  - <u>Formative</u>
    - ✓ Classroom assessment strategies and performance rubrics
    - ✓ Public evidences of project-based learning such as work samples, presentations, performances
  - <u>Benchmark</u>
    - ✓ Districtwide per subject and grade
    - ✓ Districtwide performance tasks once per grade span
  - <u>Summative</u>
    - ✓ State and local assessments per subject and grade
    - ✓ Performance-based assessments
    - ✓ "4Cs' incorporated into report cards
- Digital portfolios that store the specified data and "follow" students throughout their K-12 career

Honoring Town Hall Results 1 and 9
To identify, recruit, develop and retain highly effective talent

**TALENT IDENTIFICATION & RECRUITMENT ♦ INDUCTION
CAREER MANAGEMENT & DEVELOPMENT ♦ LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING
♦ EQUITABLE ACCESS**

Strategies

- Develop a process to identify, build and continuously update the criteria necessary to maintain a highly effective workforce.
- Develop a process to utilize all available supporting partners to locate and recruit a diverse and talented applicant pool for all types of school system positions.
- Create an induction process for all employees that educates and empowers staff to embody the culture of WCPSS.
- Create onboarding programs that can be utilized in all departments to ensure all new employees are prepared for transition into a high functioning educational setting.
- Develop career pathways that will support personnel at all levels of the organization to enhance and build the skills necessary for professional growth, leadership opportunities, or career advancement.
- Enhance the process by which employees are recognized and rewarded for continued exemplary and innovative performance.
- Improve existing evaluation systems to promote continuous feedback that advances a collective and individual culture of learning.
- Create and align succession planning to address future hiring needs and attrition.
- Develop comprehensive exit review process allowing for feedback on potential succession planning and systematic improvements to career advancement.
- Identify trends that reveal disproportionate hiring and promotion patterns across all employee groups.
- Collaboratively provide cultural proficiency training for hiring managers.
- Through ongoing review and analysis, both internally and externally, develop and maintain a competitive salary structure that supports the district's mission to attract, recruit, and retain our employees.

Honoring Town Hall Results 1 and 9

To identify, recruit, develop and retain highly effective talent

TALENT IDENTIFICATION & RECRUITMENT ♦ INDUCTION
CAREER MANAGEMENT & DEVELOPMENT ♦ LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING
♦ EQUITABLE ACCESS

Measures

- Use of data to measure the ability to identify, recruit and employ top talent
- Improved preparedness of new employees as measured by feedback from supervisors
- Surveys that collect and measure employee satisfaction and understanding of how their work contributes to WCPSS goal
- Number of participants completing career pathways program
- Review levels of performance to measure the effectiveness of career pathway program and the impact on job performance
- The number and variety of methods by which staff are recognized for advancement and innovation
- Analysis of annual hiring and turnover metrics
- Participants completing cultural proficiency training

Honoring Town Hall Result 6

Community Engagement

To foster shared responsibility for student success by building trust, collaboration, and engagement among staff, families and community partners

COMMUNITY ♦ EQUITABLE ACCESS ♦ STUDENTS ♦ STAFF ♦ FAMILIES

Strategies

- Increase community volunteers from areas such as business, faith-based and civic groups to be trained to match school needs.
- Use Board of Education members, central services staff, and principals as a network that would help disseminate information.
- Strengthen Parent Academies and related programs by offering them in multiple languages, venues and channels.
- Create more structures for student contributions in determining the district's strategic directives.
- Create central services volunteer program to help students *and* align central services employees' perspectives with school employees.
- Require School Improvement Plans to include community engagement component supporting student achievement.
- Increase WCPSS profile in all communities.
- Increase the use of online tools that allow the community to engage in conversations with administrators and board members.
- Strengthen customer service, especially in areas with a routine high volume of parent calls and visits.

Honoring Town Hall Result 6

Community Engagement

To foster shared responsibility for student success by building trust, collaboration, and engagement among staff, families and community partners

COMMUNITY ◆ EQUITABLE ACCESS ◆ STUDENTS ◆ STAFF ◆ FAMILIES

Measures

- Improved screening and registration process for volunteers
- Creation of marketing campaign to increase profile of volunteers
- Surveys of volunteer effectiveness at school level
- Number of community members available to disseminate information about key issues
- Surveys of parents regarding effectiveness and participation in Parent Academies
- Dropout rates
- New ideas launched or incorporated by schools and the school system derived from student input
- Number of central service volunteer hours, number of employees participating outside of academics, number of schools coordinating volunteer efforts with central services employees, number of students working with volunteers.
- Annual School Improvement Plan review that works in concert with central services volunteer strategy
- Track number of events, measure awareness of WCPSS programs, survey satisfaction of participants

Appendix 1: Keeping the Town Hall Results in Mind

1. Recruiting, developing, and retaining high quality employees - 462 84%

2. Providing an appropriate rigorous education at all academic levels - 341 62%

3. Graduating students on-time, college and career ready, and preventing dropouts - 317 58%

4. Offering students a wide-ranging curriculum e.g., world languages, performing and visual arts, career and technical education courses and extra-curricular activities e.g., athletics and clubs - 288 53%

5. Encouraging students to communicate & work collaboratively with all kinds of people within the global society - 271 49%

6. Engaging the broader community e.g., parents, businesses, community agencies to support schools - 244 45%

7. Providing up-to-date learning materials and technology for our students - 196 36%

8. Promoting development of solid morals, good character, respect for others, and a strong work ethic - 143 26%

9. Providing comprehensive support services e.g., school health, counseling, social work, psychology - 138 25%

10. Maintaining safe, orderly, and modernized schools - 111 20%

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