EMPOWERING EXCELLENCE
Orange County Schools' Strategic Plan

2021 - 2026

Orange County Schools
NORTH CAROLINA

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OUR VISION
Preparing every learner for lifelong service and success.

OUR MISSION
Orange County Schools' mission is to educate students in a safe, inclusive environment where we engage, challenge and inspire them to reach their maximum potential.

ENGAGE. CHALLENGE. INSPIRE.

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11/22/2022

BELIEF STATEMENTS

PROVIDE A SAFE ENVIRONMENT

Every student deserves an emotionally and physically safe environment in which to learn.

PRIORITIZE EQUITY

Every student must have equitable access to resources and engaging opportunities to support their individual educational journey by ensuring that systems, structures, policies, and practices do not discriminate against students. We prioritize equity to be front and center in all we do.

PUT STUDENTS FIRST

OCS places students first by making student-centered decisions. The primary consideration in every decision is what is best for our students.

COLLABORATE

Students, staff, families, and the community at-large collaborate for the betterment of our district and community.

ACCOUNTABLE FOR WHAT WE DO

We hold ourselves accountable for outcomes for every student. We are transparent in everything we do.

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VALUE DIVERSITY

OCS values all our students, regardless of race, color, ethnicity, national origin, religion, disability, sex, sexual orientation, gender, gender identity, gender expression, age, language, family composition or socioeconomic status.

EXCELLENCE IN ALL WE DO

Every student deserves rigorous and creative educational opportunities that allow them to excel and grow through excellent teaching and learning. OCS supports staff with excellent resources to continue their professional growth to meet the needs of every student.

SERVE THE WHOLE CHILD

In service to children, we provide an education that addresses the social, emotional, intellectual, and physical needs of each and every student.

INCLUSIVE CULTURE & CLIMATE STARTS WITH US

OCS cultivates mutually respectful and trusting relationships in an inclusive environment. We value and respect individual differences so students, staff, and families feel trusted, welcomed, safe, respected, and valued.

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Four Strategic Plan Outcome Goals:

Outcome Goal 1: Teaching Tomorrow's Leaders

Outcome Goal 2: Excellence & Efficiency

Outcome Goal 3: Exemplary Staff

Outcome Goal 4: Empowering Culture

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Outcome Goal 1: Teaching Tomorrow's Leaders

EQUITY PLAN: Goals 1, 2 and 3

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STRATEGIC PLAN

WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will use a Multi-Tiered System of Support (MTSS) to enable each and every each and every learner to excel by

- having access to and benefiting from rigorous, culturally responsive curriculum and instruction that is research/evidence based
- in classrooms where they are valued, having a sense of belonging and
- are expected to achieve at high levels in order to prepare them for college, career and civic engagement.

HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will
- identify and address inequities in curriculum and instruction;
- provide access to high-quality and rigorous curricula and programs;
- ensure high expectations are held for each and every student in culturally responsive learning environments in order to close the achievement, access and opportunity gaps and
- ensure each and every student has what they need to be successful.

HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?

This Outcome Goal is aligned to OCS Equity Plan Goal 1, Goal 2 and Goal 3.

GOAL 1: Identify and eliminate academic disparities and inequities in access to and success in programs and opportunities.

GOAL 2: Create safe, inclusive, racially culturally and linguistically affirming, relevant and sustaining spaces and experiences.

GOAL 3: Build the equity leadership capacity of district leaders, administrators, teachers, staff, and the OCS School Board by developing equity-oriented leadership skills, mindsets, and knowledge.

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Outcome Goal 1: Teaching Tomorrow's Leaders
EQUITY PLAN: Goals 1, 2 and 3

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WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?
- Increase student achievement for each and every student,
- decrease achievement gaps,
- increase access and opportunities to more rigorous courses and programs (enrichment, AP and IB),
- increase enrollment,
- increase graduation rates and
- build staff capacity through high quality, research-based, differentiated and ongoing professional development.

WHY IS THIS OUTCOME GOAL IMPORTANT?
- "Through a Multi-Tiered System of Support (MTSS) each and every learner will excel by having access to and benefiting from rigorous curriculum and instruction that is research/evidence based to prepare them for college, career, and civic engagement" (Clements & Kratochill, 2008; NCDPI, n.d.).
- "Educators who focus on results must also stop limiting improvement goals to factors outside the classroom, such as student discipline and staff morale, and shift their attention to goals that focus on student learning" (Dufour, 2004).
- An inclusive curriculum helps teachers and students understand different perspectives, appreciate others' strengths, and build empathy…Culturally relevant teaching is proposed as a powerful method for increasing student achievement & engagement and for reducing achievement gaps (Byrd, 2016).
- 69% of OCS students surveyed in 2022 indicated they had a sense of belonging, which is 8% less than in 2021 and only 57% indicated that they believe people at their school understand them as a person in 2022 which is down 7% from 2021.
- Students whose lives and cultures are not treated as important are less likely to invest in the overall learning process, whereas those who are empowered and feel valued will be more ready to learn.

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Outcome Goal 1: Teaching Tomorrow's Leaders

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3 Strategic Goals

Goal I.1	**Increase the percentage of each and every OCS student demonstrating Grade Level Proficiency (GLP) on EOG (End of Grade) and EOC (End of Course):** a. Reading EOG Grades 3-8, from 42.9% to 80%, and b. Math EOG Grades 3-8, from 45.9% to 80%, and c. English II EOC, from 60.3% to 80%, and d. Math I EOC, from 31.7% to 80%, and e. Math III EOC, from 60.3% to 80%.
Goal I.2	**Increase the percentage of schools meeting or exceeding growth** from 83% to 100% by 2026.
Goal I.3	**Increase the graduation rate from 90.2% to a minimum of 92% by 2026.**

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Outcome Goal 1: Teaching Tomorrow's Leaders

KPIs for Strategic Goals I.1, I.2

Goals I.1, I.2	Increase the percentage of <u>each and every</u> OCS student demonstrating Grade Level Proficiency (GLP) and the percentage of schools meeting or exceeding growth — Black, Hispanic, EDS (Economically-Disadvantaged Students), EL (English Learner), and SWD (Students with Disabilities)
KPI 1.1a	Increase reading GLP proficiency among students in Grades 3-8.
KPI 1.1b	Increase math GLP proficiency among students in Grades 3-8.
KPI 1.1c	Increase GLP proficiency among students in English II EOC.
KPI 1.1d	Increase GLP proficiency among students in Math I EOCs.
KPI 1.1e	Increase GLP proficiency among students in Math III EOCs

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Outcome Goal 1: Teaching Tomorrow's Leaders

KPIs for Strategic Goal I.3

Goal I.3	Increase graduation rate from 90.2% to a minimum of 92% by 2026.
KPI 1.3a	Increase Pre-ACT passing rates among students in grade 10.
KPI 1.3b	Increase ACT passing rates among students in grade 11.
KPI 1.3c	Increase AVID enrollment among underserved students.
KPI 1.3d	Increase FAFSA completion rates.

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Outcome Goal 2: Excellence & Efficiency
EQUITY PLAN: Goal 5

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STRATEGIC PLAN

WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will ensure safe schools and provide exemplary operational support to schools, staff and community to ensure a focus on student learning.

HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will ensure equitable distribution of human, fiscal and capital resources across OCS.

HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?
This Outcome Goal is aligned to OCS Equity Plan Goal 5.

GOAL 5: Make decisions, draft policies and allocate and utilize resources that are aligned to Policy 1030 Equity In Education. Assess the racial and equity impact of decisions, policies and resource allocation and identify strategies to address inequities

WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?
- To ensure each and every individual are physically and emotionally safe, productive and able to learn and work in environments without fear or harm.
- To ensure transparency in operational accountability to meet each and every stakeholder expectations focused on student success.

WHY IS THIS OUTCOME GOAL IMPORTANT?
"Leading with transparency through open communication of clear and accurate information inspires the organization to make transformational changes...and creates an organizational environment that is safe, trusting, and cooperative" (NIST, 2022).

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Outcome Goal 2: Excellence & Efficiency

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Strategic Goals

Goal II.1	**Increase teacher satisfaction ratings of "school safety"** on the bi-annual North Carolina Teacher Working Conditions survey from 79% to 90% by 2026.
Goal II.2	**Increase school leader professional development contact hours on "school safety"** to 18 hours annually by 2026.
Goal II.3	**Increase student satisfaction on "school safety"** on the Panorama survey from 56% to 80% by 2026.

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Outcome Goal 2: Excellence & Efficiency

KPIs for Strategic Goal II.1

Goal II.1	**Increase school leader satisfaction ratings of "school safety"** on the bi-annual North Carolina Teacher Working Conditions survey from 79% to 90% by 2026.
KPI 2.1a	Increase staff satisfaction "school safety" and "facilities and resources" on the annual OCS Teacher Working Conditions Survey.
KPI 2.1b	Increase staff attendance in annual training on lockdowns, emergency communications and emergency procedures.
KPI 2.1c	Increase the percentage of each and every scheduled monthly inspections completed for fire, safety and security checks at OCS schools and facilities.
KPI 2.1d	Increase the percentage of quarterly crisis team meetings conducted at each and every OCS school and facility.
KPI 2.1e	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.

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Outcome Goal 2: Excellence & Efficiency

KPIs for Strategic Goal II.2

Goal II.2	**Increase school leader professional development contact hours on "school safety"** to 18 hours annually by 2026.
KPI 2.2a	Increase school leader attendance in annual training on lockdowns, emergency communications and emergency procedures.
KPI 2.2b	Increase the percentage of each and every scheduled monthly inspections completed for fire, safety and security checks at OCS schools and facilities.
KPI 2.2c	Increase the percentage of quarterly crisis team meetings conducted at each and every OCS school and facility.
KPI 2.2d	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.

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Outcome Goal 2: Excellence & Efficiency

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KPIs for Strategic Goal II.3

Goal II.3	**Increase student satisfaction on "school safety"** on the Panorama survey from 58% to 80% by 2026.
KPI 3.3a	Increase the percentage of OCS schools that conduct quarterly school safety drills.
KPI 3.3b	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.
KPI 3.3c	Increase the percentage of students in grades 3-12 who feel physically and emotionally safe in school on Panorama survey.

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Outcome Goal 3: Exemplary Staff
EQUITY PLAN: Goals 3 and 4

Orange County Schools
NORTH CAROLINA

STRATEGIC PLAN

WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will recruit, hire, support and retain culturally proficient and high-quality staff committed to providing each and every student with an excellent education in a welcoming environment.

HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will hire and retain staff that reflects the diversity of the district, mirrors the demographics of the OCS student population and who are committed to becoming culturally proficient.

HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?
This Outcome Goal is aligned to OCS Equity Plan Goal 3 and Goal 4.
GOAL 3: Build the equity leadership capacity of district leaders, administrators, teachers, staff and the OCS School Board by developing equity-oriented leadership skills, mindsets, and knowledge.
GOAL 4: Recruit, hire, support and retain teacher and staff that reflect the racial and language diversity of the student population.

WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?
- OCS teachers currently do not mirror the demographic and linguistic makeup of OCS student population.
- Ensure students receive high-quality instruction from teachers who are culturally proficient and feel supported and valued in OCS.

WHY IS THIS OUTCOME GOAL IMPORTANT?
- "A school staff that believes it can collectively accomplish great things is vital for the health of a school and if they believe they can make a positive difference then they very likely will" (Hattie, 2018).
- "Models of student achievement indicate that assignment to an own-race teacher significantly increased math and reading achievement of both Black and White students" (Dee, 2002).

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Outcome Goal 3: Exemplary Staff

Strategic Goals

Goal III.1	**Orange County Schools teacher retention rate* of 81.9% will increase** by 4 percentage points on average every two years, in order to be below the state's attrition rate (currently 11.1% in 2022).
Goal III.2	**Staff retention rate for teachers of color will increase** by 3% every two years to 94.8% by 2026.
Goal III.3	**Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow** by 3% every two years to 17% by 2026.

*Turnover rate of 19.1% will decrease by 4% every two years to be below the state attrition rate to 11.1% by 2026.

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Outcome Goal 3: Exemplary Staff

KPIs for Strategic Goal III.1

Goal III.1	**Orange County Schools teacher retention rate* of 81.9% will increase** by 4 percentage points on average every two years, in order to be below the state's attrition rate (currently 11.1% in 2022).
KPI 3.1a	Increasing percent agreement on items in the OCS Teacher Working Conditions Survey: i. Percent agreement on "Time" ii. Percent agreement on "School Leadership" iii. Percent agreement on "Professional Learning"
KPI 3.1b	Provide each and every new OCS employee with introductory equity/culturally responsive training as part of the district's comprehensive onboarding process.

*Turnover rate of 19.1% will decrease by 4% every two years to be below the state attrition rate to 11.1% by 2026.

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Outcome Goal 3: Exemplary Staff

KPIs for Strategic Goal III.2

Orange County Schools

Goal III.2	**Staff retention rate for teachers of color will increase** by 3% every two years to 94.8% by 2026.
KPI 3.2a	Create mentorship or affinity group opportunities for teachers and leaders of color.
KPI 3.2b	Increase participation in affinity groups established to support the building of community and safe spaces for each and every diverse staff.

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Outcome Goal 3: Exemplary Staff

KPIs for Strategic Goal III.3

Orange County Schools

Goal III.3	**Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow** by 3% every two years to 17% by 2026.
KPI 3.3a	Track and increase the number of recruitment efforts for Hispanic teachers.
KPI 3.3b	Create a baseline number of Hispanic teacher applicants districtwide during the 2022-2023 school year which will be utilized to inform and increase recruitment efforts.

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Outcome Goal 4: Empowering Culture
EQUITY PLAN: Goals 2 and 6

Orange County Schools
NORTH CAROLINA

STRATEGIC PLAN

WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will cultivate supportive partnerships among families, schools, and community stakeholders to support students' well-being, academic achievement, and to ensure each and every student have what they need to be successful.

HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will identify and remove barriers and engage in culturally responsive practices that strengthen connections and communication with all families and students and the community.

HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?
This Outcome Goal is aligned to OCS Equity Plan Goal 2 and Goal 6.

GOAL 2: Create safe, inclusive, racially culturally and linguistically affirming, relevant and sustaining spaces and experiences.

GOAL 6: Engage staff, students, families, and the entire community in developing, cultivating and sustaining a culture of equity.

WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?

Increase parent/family engagement especially among historically marginalized families.

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Outcome Goal 4: Empowering Culture
EQUITY PLAN: Goals 2 and 6

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WHY IS THIS OUTCOME GOAL IMPORTANT?
This Outcome Goal is mission critical to ensuring each child is successful in and beyond school.

- Families, schools and the community need to be active partners and collaborators in ensuring student success.

- "Cumulative evidence from several decades of research points to several benefits of family involvement for children's learning, including
    - helping children get ready to enter school,
    - promoting their school success and
    - preparing youth for college and career" (Harvard University, 2006).

- If families are actively engaged in their student's learning:
    - academic achievement and attendance increases;
    - discipline decreases; attitudes are more positive towards schools;
    - there's an increased sense of belonging and
    - more willing collaboration between home and schools increases (Mapp, 2019).

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Outcome Goal 4: Empowering Culture

Strategic Goals

Goal IV.1	**Increase the average daily attendance rate** of each and every student from 89% to 95% or greater by 2026.
Goal IV.2	**Reduce the suspension rate** of Black students from 9% to 3% by 2026. **Reduce the suspension rate** of multiracial students from 8% to 3% by 2026.
Goal IV.3	**Increase family partnership and engagement*** among Black and Hispanic families from XX% to XX% by 2026.

*As measured by parent survey scale or items.
Baseline results forthcoming, Panorama Family Perception survey fall 2022

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Outcome Goal 4: Empowering Culture

KPIs for Strategic Goal IV.1

Goal IV.1	**Increase the average daily attendance rate** of each and every student from 89% to 95% or greater by 2026.
KPI 4.1a	i. Key on the 3 lowest performing elementary schools. ii. Key on the 2 lowest performing middle schools. iii. Key on the lowest performing high school.
KPI 4.1b	Increase average daily attendance among Black and multiracial students.
KPI 4.1c	Increase the percentage of students who feel engaged in grades 3-12, who feel physically and emotionally safe in school, as measured by the Panorama survey.

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Outcome Goal 4: Empowering Culture

KPIs for Strategic Goal IV.2

Goal IV.2	**Reduce the suspension rate** of Black and multiracial students.
KPI 4.2a	Increase the percentage of students in grades 3-5 and 6-12 who feel engaged in school on the Panorama survey.
KPI 4.2b	i. Reduce each and every student referrals in grade 3-5 and 6-12. ii. Reduce referrals of Black students K-12. iii. Reduce referrals of multiracial students K-12.
KPI 4.2c	Provide introductory equity/culturally responsive training as part of the district's comprehensive onboarding process to each and every new OCS employee.

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Outcome Goal 4: Empowering Culture

KPIs for Strategic Goal IV.3

Goal IV.3	**Increase family partnership and engagement*** among Black and Latino families from XX% to XX% by 2026.
KPI 4.3a	i. Increase the percentage of Black families logging into Parent Portal. ii. Increase the percentage of Latino families logging into Parent Portal.
KPI 4.3b	Increase the number of district-led parent engagement opportunities for families.
KPI 4.3c	i. Increase Parent Academy attendance among Black families. ii. Increase Parent Academy attendance among Hispanic families.

*As measured by parent survey scale or items.
Baseline results forthcoming, Panorama Family Perception survey fall 2022

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How It All Works Together

WHEN everything we do is rooted in **EQUITY** to ensure **ALL** students receive what they need to succeed; and

WHEN we stay focused on our **Strategic Plan goals**; and

WHEN we use strong **Core Instruction** that includes:
- culturally relevant and responsive teaching and
- research-based curricula that enables **authentic engagement** among students and teachers; and

WHEN teachers have the data to **personalize** support for students (through tiered intervention and instruction); and

WHEN we keep in mind the **social and emotional well-being** of our students and staff so as to develop the whole person...

THEN, and only then, will we impact learning and accelerate growth for **EVERY** child

Preparing every learner for lifelong service and success

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