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# Orange County Schools Strategic Plan 2021-2026

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**ENGAGE. CHALLENGE. INSPIRE.**



**Teaching  
Tomorrow's  
Leaders**

**Exemplary  
Staff**



**EQUITY**



**Excellence  
and  
Efficiency**

**Empowering  
Culture**



**ENGAGE. CHALLENGE. INSPIRE.**



## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 1: Increase the percentage of all OCS students demonstrating Grade Level Proficiency**

### **Key Action Details**

Develop, implement and monitor a system of coaching and fidelity checks to ensure specially designed instruction, interventions and enrichment are delivered with fidelity and in line with the instructional framework for each and every student.

Plan, implement and monitor professional development and coaching cycles to build teachers' and instructional leaders' capacity to ensure confidence with differentiation and scaffolding of core instruction as well as utilization of data to drive instructional planning and shifts in programing.

Continue to analyze the Panorama data to reflect and respond to student perception of their learning environment.





## Teaching Tomorrow's Leaders

### Goal 1: Increase the percentage of all OCS students demonstrating Grade Level Proficiency (GLP)

Goal	2021-2022 (baseline)	2023-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
GLP on Math III EOCs from 60.3% to 80%	60.5%	63.0%	52.4%	68.6%	<i>pending</i>
GLP on Math I EOCs from 31.7% to 80%	31.7%	38.6%	34.1%	52.4%	<i>pending</i>
GLP on English II EOCs from 60.3% to 80%	60.3%	63.0%	59.7%	68.6%	<i>pending</i>
GLP on Math EOGs (Grades 3-8) from 45.9% to 80%	45.9%	50.7%	53.2%	60.4%	<i>pending</i>
GLP on reading End of Grade (EOGs) (Grades 3-8) from 42.9% to 80%	42.9%	48.2%	48.3%	58.8%	<i>pending</i>





## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 1: Increase the percentage of all OCS students demonstrating Grade Level Proficiency**

### **In Place**

- Professional Learning Communities (PLCs) in collaboration with Solution Tree
- Tiered District-Level Support for Schools
- Administration of Panorama Surveys
- Monthly Coaching Meetings
- Data Meetings
- Established process for goal-setting
- High-leverage Tutoring





## Priority 1: Teaching Tomorrow's Leaders

Goal 1: Increase the percentage of all OCS students demonstrating Grade Level Proficiency

### SY24-25 Priorities

- Establish process for continuous progress monitoring
- Implementation of district benchmarks and common formative assessments (CFA)
- Thorough program evaluation
- Increase visibility to support student-centered learning environments
- Aligned professional development plan for SY24-25
- Development of family-friendly resources
- Increase participation in Panorama
- District level walkthroughs





## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 2: Increase the percentage of schools meeting or exceeding growth.**

### **Key Action Details**

Implement, monitor and evaluate new science of reading research-based and standards aligned literacy curriculum k-12 with fidelity.

Build the capacity of school-based administrators to lead school-based PLCs, incorporating data analysis, the unpacking of standards, and planning data-driven instruction, through professional development offered through Solution Tree.

Develop a District Improvement and Support Team which will meet with School Improvement Teams and analyze district-level assessment data in order to remove barriers, provide resources and targeted support to school-based teams.





## Priority 1: Teaching Tomorrow's Leaders

Goal 2: Increase the percentage of schools meeting or exceeding growth.

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Increase the percentage of schools meeting or exceeding growth from 83%* to 100% by 2026.	76.9%*	81.2%	67.7%	87.4%	<i>pending</i>

\* The district had 14 schools through the 2021-2022 school year, until OCS Online Academy closed. Partnership Academy is exempt from school performance reporting requirements.





## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 2: Increase the percentage of schools meeting or exceeding growth.**

### **In Place**

- LETRS (Science of Reading) methodology training
- Professional Learning Community (PLC) training through Solution Tree
- Assistant Principal Academy
- Leadership professional development
- Professional development for new teachers





## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 2: Increase the percentage of schools meeting or exceeding growth.**

### **SY24-25 Priorities**

- Monitoring the implementation of LETRS
- Implementation of district benchmarks and common formative assessments
- Implementation of district Improvement and Support Team
- Establish a process for goal setting at the student level
- Continuous professional development aligned with district priorities
- Monitoring and perfecting the PLC planning process





## **Priority 1: Teaching Tomorrow's Leaders**

### **Goal 3: Increase the graduation rate from 90.2% to a minimum of 92% by 2026.**

#### **Key Action Details**

Monitor students' attendance data, 9th-grade retention data, interrupted learning experiences, and suspension data to ensure wrap-around services, i.e., Branching Minds, are utilized.

Collaborate with student support services to develop an accountability structure to ensure attendance communication is provided promptly - 3-6-10-day letters





## Priority 1: Teaching Tomorrow's Leaders

### Goal 3: Increase the graduation rate from 90.8% to a minimum of 92% by 2026.

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Increase the graduation rate from 90.8% to a minimum of 92% by 2026.	90.8%*	90.8%	87.8%	91.0%	<i>pending</i>





## **Priority 1: Teaching Tomorrow's Leaders**

**Goal 3: Increase the graduation rate from 90.2% to a minimum of 92% by 2026.**

### **In Place**

- Revised Student Code of Conduct
- Identification of student barriers to access and support. (Accountability, Access, Curriculum, Representation, Environment)
- Culturally Responsive texts/library, affirming diverse perspectives and experiences
- Social/Emotional Learning surveys to students





## Priority 1: Teaching Tomorrow's Leaders

Goal 3: Increase the graduation rate from 90.2% to a minimum of 92% by 2026.

### SY24-25 Priorities

- Establish meaningful Family Academy sessions
- Train and support schools in restorative practices
- Utilize data to identify barriers to graduation
- On-going training on Student Code of Conduct
- Increase experiences (CTE, dual enrollment, apprenticeships and internships)
- Develop a streamlined process for 4-year graduation plans
- Develop graduation tracking tools at the school level
- Regular discipline data review by subgroups weekly/quarterly (school/district)
- Training on culturally responsive instruction



# Questions on Priority 1?



## **Priority 2: Excellence and Efficiency**

### **Goal 1: Increase teacher satisfaction ratings of “school safety.”**

#### **Key Action Details**

Provide professional training and establish roles and workflow refinement to improve safety, security, operational efficiency and customer service.

Be visible on site with staff discussing specific concerns to be addressed.

Develop, implement, monitor and continuously improve a district safety plan to ensure safe and secure learning/work environments to achieve the district’s mission, vision, and goals.

Quarterly collaboration with Law Enforcement, Fire and Emergency Management to cover pertinent information and/or roles and responsibilities.





## **Priority 2: Excellence and Efficiency**

**Goal 2: Increase school leader professional development contact hours on “school safety.”**

### **Key Action Details**

Continue annual safety summit with School Safety Teams.

Continue legal updates with the Board attorney on key safety initiatives.

Continue bi-monthly operational safety meetings with school leaders.





## **Priority 2: Excellence and Efficiency**

### **Goal 3: Increase student satisfaction on “school safety.”**

#### **Key Action Details**

**Conduct student roundtables to discuss student safety concerns.**

**Continual education of students on the "Say Something" anonymous reporting app**

**Provide professional development to school building staff surrounding elevating student's voices and provide a means to be elevated to the safety teams.**





## Priority 2: Excellence and Efficiency

### Goal 1: Increase teacher satisfaction ratings of “school safety.”

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Bi-annual North Carolina Teacher Working Conditions survey from 79% to 90% by 2026.*	79.0%	80.6%	N/A	83.7%	86.0%
From 1 to 18 hours annually by 2026	1 Hour	3 Hours	14 Hours	8 Hours	13 Hours
On the Panorama survey from 56% to 80% by 2026.	56.0%	59.4%	52.0%	66.2%	56.0%

\*“The school environment is clean and well maintained”

\*“The physical environment of classrooms in this school supports teaching and learning”





## Priority 2: Excellence and Efficiency

Goal 1: Increase teacher satisfaction ratings of “school safety.”

### In Place

- School threat assessment teams
- Required drills
- Stop the bleed kits in every classroom
- Nurse at every school
- Updated School Risk Management Plan
- Crisis Emergency Response Team Plan
- Annual SRO Symposium
- Legal updates
- Quarterly meetings with law enforcement





## Priority 2: Excellence and Efficiency

Goal : Increase teacher satisfaction ratings of “school safety.”

### SY24-25 Priorities

- Reunification training
- Active assailant table-top training
- Debriefing after major events
- On-going training on the student code of conduct and policy interpretation
- Reinstitute on-going quarterly Equity Task Force meetings and expand pathways of scholar leadership.
- Revision of Critical Incident Stress Management (CISM) processes and creation of a single CISM manual.



# Questions on Priority 2?



## **Priority 3: Exemplary Staff**

### **Goal 1: Orange County Schools teacher retention rate\* of 81.9% will increase.**

#### **Key Action Details**

Create staff affinity groups that will promote inclusiveness, community and provide relevant PD for staff.

Obtain feedback from the superintendent's round table to provide more transparency to staff and gain trust with OCS employees. School representatives will consist of teacher's of the year, classified staff and principal's.

Utilize 360 survey data to address areas that are presented as not inclusive and equitable. The survey data will be analyzed yearly to evaluate needed changes and focus areas.





## Priority 3: Exemplary Staff

### Goal 1: Orange County Schools teacher retention rate\* of 81.9% will increase.

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
From 81.9% it 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.)	81.9%	83.0%	80.4%	85.3%	<i>pending</i>





## **Priority 3: Exemplary Staff**

### **Goal 1: Orange County Schools teacher retention rate\* of 81.9% will increase.**

#### **In Place**

- Superintendent's Teacher of the Year Round Table
- OCS Stars of Ed Conference
- Beginning Teacher & Mentor Support Program
- Licensure Support
- Data Analysis and Utilization (TWCS, TTO, Vacancy, Exit Survey, Applicant Pool)





## **Priority 3: Exemplary Staff**

**Goal 1: Orange County Schools teacher retention rate\* of 81.9% will increase.**

### **SY24-25 Priorities**

- Increase Funding for the NCNTSP (EC and CTE Cohorts)
- Increased Support for edTPA and State Board Test(s).
- National Board Support (Financial & Process)
- Introduction on Ombuds Position and Purpose to Staff
- HR Presence on Superintendent's Round Table
- Off Year Target TWCS
- Increased Onboarding Resources and Opportunities





## **Priority 3: Exemplary Staff**

### **Goal 2: Staff retention rate for teachers of color will increase.**

#### **Key Action Details**

Create staff affinity groups that will promote inclusiveness, community and provide relevant PD for staff.

Identify teacher leaders of color through EVAAS, NCEES, OCS observation and staff proposals to lead professional development and/or become facilitators, coordinators and instructional coaches.

Establish a cohort of veteran staff of color to mentor new staff of color to provide mentorship, community, and partnership as they navigate OCS.





## Priority 3: Exemplary Staff

### Goal 2: Staff retention rate for teachers of color will increase.

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Increase 3% every two years to 94.8% by 2026.	86.5%	87.7%	81.8%	90.0%	





## **Priority 3: Exemplary Staff**

### **Goal 2: Staff retention rate for teachers of color will increase.**

#### **In Place**

- OCS Job Fair
- Recruitment From HBCUs
- Early Contracts
- Alternative Licensure Program
- University Partnerships
- Data Utilization (Demographic Data, TWCS, TTO, Exit Survey)





## **Priority 3: Exemplary Staff**

### **Goal 2: Staff retention rate for teachers of color will increase.**

### **SY24-25 Priorities**

- Utilize Data (EOG, EVAAS, Discipline) to Identify Highly Effective Staff of Color to Serve as Mentors
- More Targeted Recruitment Efforts for candidates that represent marginalized populations
- Training on hiring practices with district leadership team
- Training of best hiring practices with school teams to increase the reliability of interview data/feedback
- Expand recruitment from HBCUs state/region wide





## Priority 3: Exemplary Staff

**Goal 3: Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow.**

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Decrease by 3% every two years to 17% by 2026.	21.5%	20.9%	22.5%	19.6%	





## **Priority 3: Exemplary Staff**

**Goal 3: Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow.**

### **SY24-25 Priority**

- Develop a pool of racially and linguistically diverse OCS staff who are willing to serve on interview committees to ensure staff diversity in the hiring process.



# Questions on Priority 3?



## Priority 4: Empowering Culture

**Goal 1: Increase the average daily attendance rate of each and every student from 89% to 95% or greater by 2026.**

### Key Action Details

Increase daily attendance at **THREE** lowest-performing Elementary Schools to 95%, **TWO** lowest-performing Middle Schools 95%, and **ONE** lowest-performing High School to 95%.

Increase daily attendance rate among Black and multiracial students to 95%

Increase the percentage of students who feel engaged in school (as seen through the Panorama survey) from 86% to 90% or greater in grades 3-5 and 84% to 90% in grades 6-12.





## Priority 4: Empowering Culture

**Goal 1: Increase the average daily attendance rate of each and every student from 89% to 95% or greater by 2026.**

Goal	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Increase the average daily attendance rate of each and every student from 89% to 95% or greater by 2026.	89.0%	89.9%	91.6%	91.6%	91.7%





## **Priority 4: Empowering Culture**

**Goal 1: Increase the average daily attendance rate of each and every student from 89% to 95% or greater by 2026.**

### **In Place**

- Collaboration between schools and Student Services to increase awareness to parents/caregivers on the importance of consistent daily attendance





## **Priority 4: Empowering Culture**

**Goal 1: Increase the average daily attendance rate of each and every student from 89% to 95% or greater by 2026.**

### **SY24-25 Priorities**

- Targeted interventions for students/caregivers regarding truancy and chronic absenteeism
- Strengthening the Home-School relationships (Family Academy)
- School-based attendance plans
- Implementation of data review meetings with schools on attendance





## **Priority 4: Empowering Culture**

**Goal 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.**

### **Key Action Details**

Increase the number of students who feel engaged in school to 90% or greater in grades 3-5 and to 90% or greater in grades 6-12.

Reduce each and every student referrals in grades 3-5 and in grades 6-12. Reduce referrals of Black and multiracial students K-12.

100% of all new OCS employees will receive introductory equity/culturally-responsive training as part of the district's comprehensive onboarding process.





## Priority 4: Empowering Culture

**Goal 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	2021-2022 (baseline)	2022-2023 Goal	2022-2023 Actual	2023-2024 Goal	2023-2024 Actual
Reduce the suspension rate of multiracial students from 8% to 3% by 2026.	8.0%	7.3%	10.0%	5.9%	8.0%
Reduce the suspension rate of Black students from 9% to 3% by 2026.	9.0%	8.1%	14.0%	6.4%	13.0%





## **Priority 4: Empowering Culture**

**Goal 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.**

### **In Place**

- Review and analysis of district suspension data by subgroup
- Training on the student code of conduct and policy interpretation for Principals, Assistant Principals, and staff.
- Social/Emotional Learning surveys to students
- Social Emotional Learning curriculum for students K-12





## **Priority 4: Empowering Culture**

**Goal 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.**

### **SY24-25 Priorities**

- Institutionalize restorative practices strategies districtwide
- On-going training on the student code of conduct and policy interpretation
- Review and analysis of district suspension data by subgroups (weekly/monthly/quarterly) (school.district) and provide targeted interventions and supports to mitigate punitive consequences.





## **Priority 4: Empowering Culture**

### **Goal 3: Increase family partnership and engagement among Black families from 18% to 40% and 11% to 40% for Latino Families by 2026.**

#### **Key Action Details**

**Increase the percentage of all families logging into Parent Portal: including Black families, and Hispanic families (from baseline)**

**Increase the number of district-led parent engagement opportunities each year for families**

**Increase Family Academy attendance, including for Black families and Hispanic families.**





## Priority 4: Empowering Culture

### Goal 3: Increase family partnership and engagement among Black families from 18% to 40% and 11% to 40% for Latino Families by 2026.

Goal	2022-2023 (baseline)	2023-2024 Goal	2023-2024 Actual
Increase family partnership and engagement among Latino families from 11% to 40%.	11.0%	16.8%	
Increase family partnership and engagement among Black families from 18% to 40%.	18.0%	22.4%	





**Priority 4: Empowering Culture**  
**Goal 3: Increase family partnership and engagement among Black families from 18% to 40% and 11% to 40% for Latino Families by 2026.**

### **In Place**

- Family engagement sessions specifically targeted towards Latino families





**Priority 4: Empowering Culture**  
**Goal 3: Increase family partnership and engagement among Black families from 18% to 40% and 11% to 40% for Latino Families by 2026.**

## **SY24-25 Priorities**

- Monthly Family Academy sessions to increase stakeholder capacity.





- Assign Goal Team Leads & Members
- Quarterly Updates:
  - Teaching Tomorrow's Leaders–Q1
  - Excellence and Efficiency–Q2
  - Exemplary Staff–Q3
  - Empowering Culture–Q4



# Questions?

