



WAKE COUNTY
PUBLIC SCHOOL SYSTEM

Strategic Plan

2023-2028

PATHWAYS TO
Excellence + Equity

Board Work Session

November 4, 2025



Mission

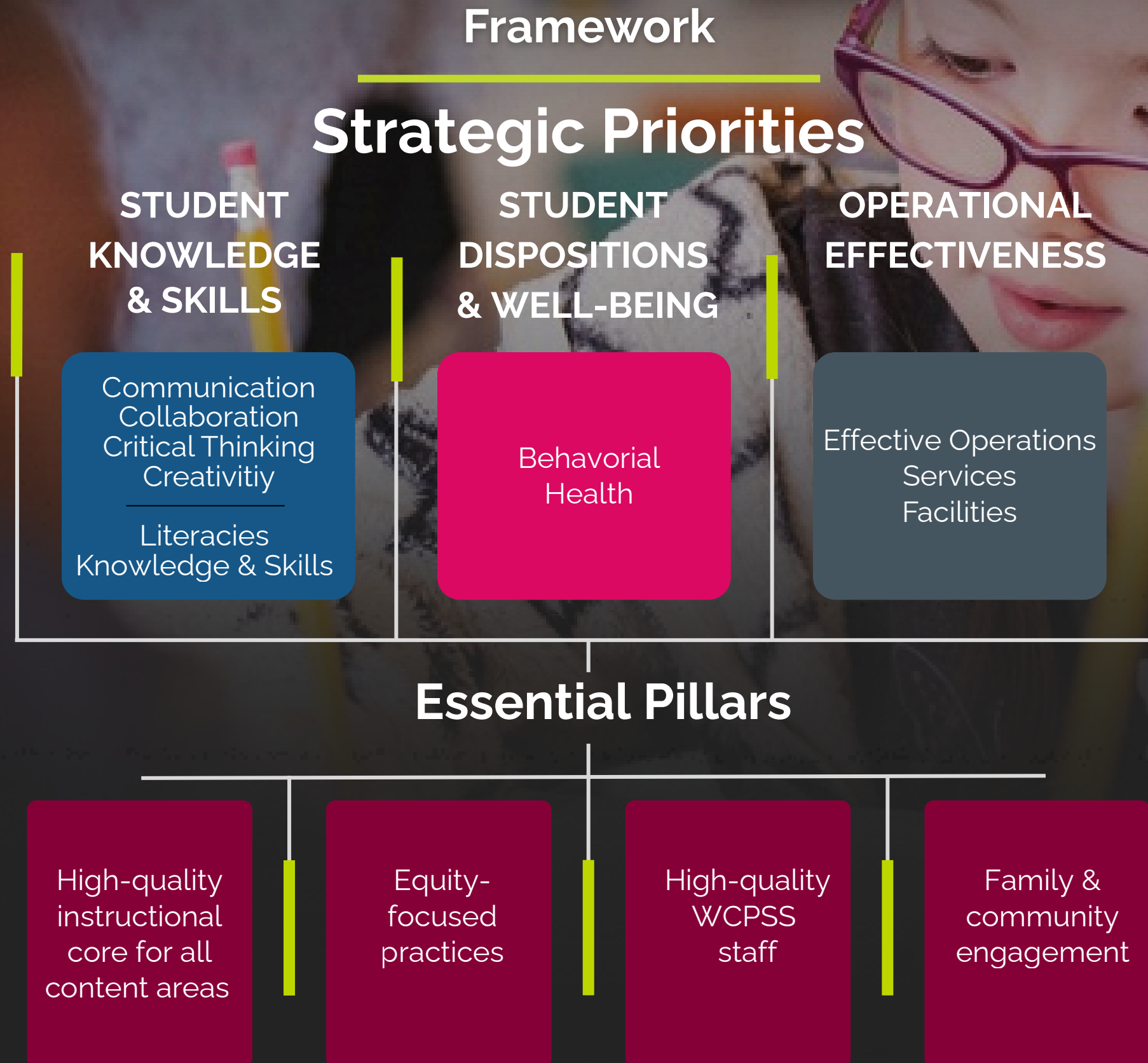
Wake County Public School System will provide a relevant and engaging education and will graduate students who are collaborative, creative, effective communicators, and critical thinkers.

Vision

All Wake County Public School System students will be prepared to reach their full potential and lead productive lives in a complex and changing world.

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** | We will sustain best practices while promoting continuous improvement, risk-taking, and innovation to drive a high-performing organization focused on student achievement, well-being, and agency.
- 5** | The Board of Education, superintendent, and all staff value a diverse school community that is inviting, respectful, inclusive, flexible, and supportive.
- 6** | 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.
- 7** | All students and staff deserve to work in optimal learning environments supported by sufficient resources, well-maintained facilities, and sustainable operational systems.





3

Priorities

7

Goals

4

Pillars

20

Aims



Desired Outcomes

- Review update on Strategic Plan Goals and metrics.
- Dive deeply into Operational Effectiveness.
- Receive forecast on future deep dives.

Forecasting 25-26 Board Updates



What additional deep dives would interest you?



2024 - 2025 At a Glance

Policy and Budgetary Uncertainty

Executive
Orders

Loss of Teacher &
School Leader (TSL)
Incentive Grant

Loss of School-Based
Mental Health Services
Grant

PRIORITY 1

**STUDENT
KNOWLEDGE AND
SKILLS**

**Communication | Collaboration
Critical Thinking | Creativity**

**Literacies | Knowledge
and Skills**

Students develop communication, collaboration, critical thinking, and creativity skills.

Students are challenged and engaged in relevant, rigorous, standards-aligned, and meaningful learning each day in:

- Reading/Language Arts;
- Mathematics;
- Science;
- Social Studies;
- The Arts;
- Digital Literacy;
- Financial Literacy; and
- Other Content Areas.



PRIORITY 1

- Prioritize students' development in critical thinking, communication, collaboration, and creativity skills, commonly called 'The Four Cs'.
- Focus on foundational literacies, knowledge, and skills in the core subjects of Reading/Language Arts, Mathematics, Science, Social Studies, Fine Arts, Digital Literacy, Financial Literacy and other content areas.

Goal 1: **GRADUATION**

By 2028, WCPSS will annually graduate 98 % of students prepared to reach their full potential and lead productive lives in a complex and changing world. By 2028, WCPSS will eliminate graduation rate disparities by race, ethnicity, gender, and socio-economic status.

Goal 2: **PROFICIENCY**

Goal 2: By 2028, 90 % of WCPSS students will meet or exceed grade level proficiency. By 2028, WCPSS will eliminate proficiency disparities by race, ethnicity, gender, and socio-economic status.

Goal 3: **GROWTH**

Goal 3: By 2028, 90 % of WCPSS schools will exceed the statewide average for growth and 100% of student subgroups will exceed the statewide average growth.⁹

Goal 1: By 2028, WCPSS will annually graduate 98 % of students prepared to reach their full potential and lead productive lives.

Asian: 97.8%
White: 95.7%
Multiracial: 91.0%

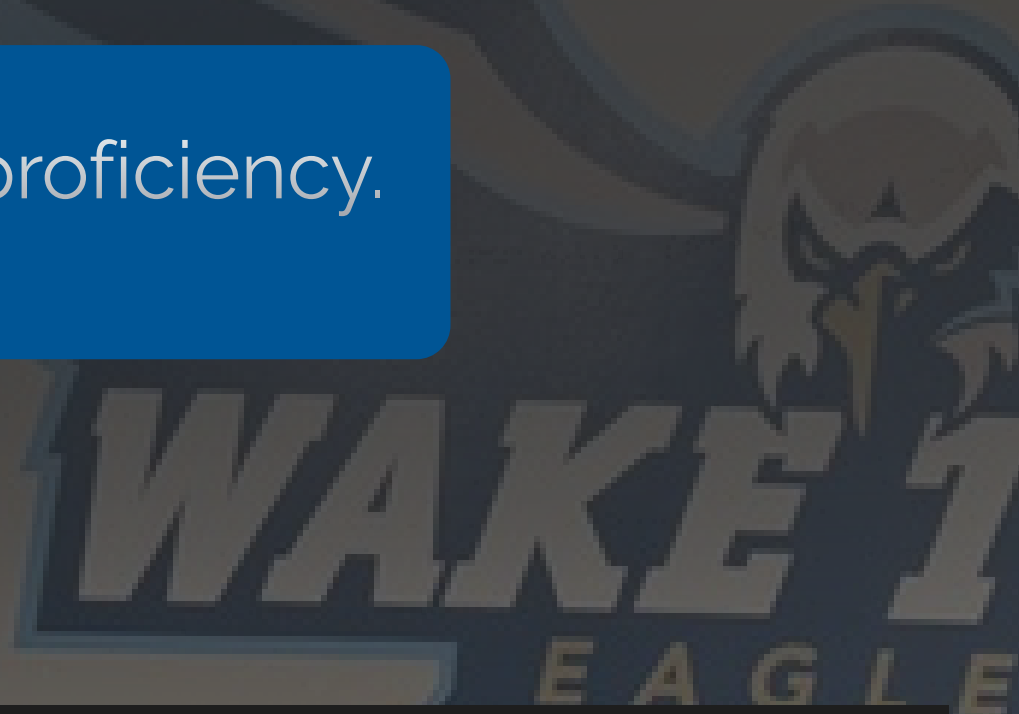
All Students: 90.7%

Black/African American: 88.2%
Economically Disadvantaged: 82.3%

Hispanic: 79.5%
Students with Disabilities: 75.7%
English Learners: 67.9%

How is the Graduation Rate Calculated?

$$\frac{\text{Number of students who graduate in 4 years}}{\text{Total number of students in the adjusted 9th grade cohort}} \times 100$$



Goal 2: By 2028, 90 % of WCPSS students will meet or exceed grade level proficiency.

Asian: 87.7%
White: 80.2%
Multiracial: 66.8%

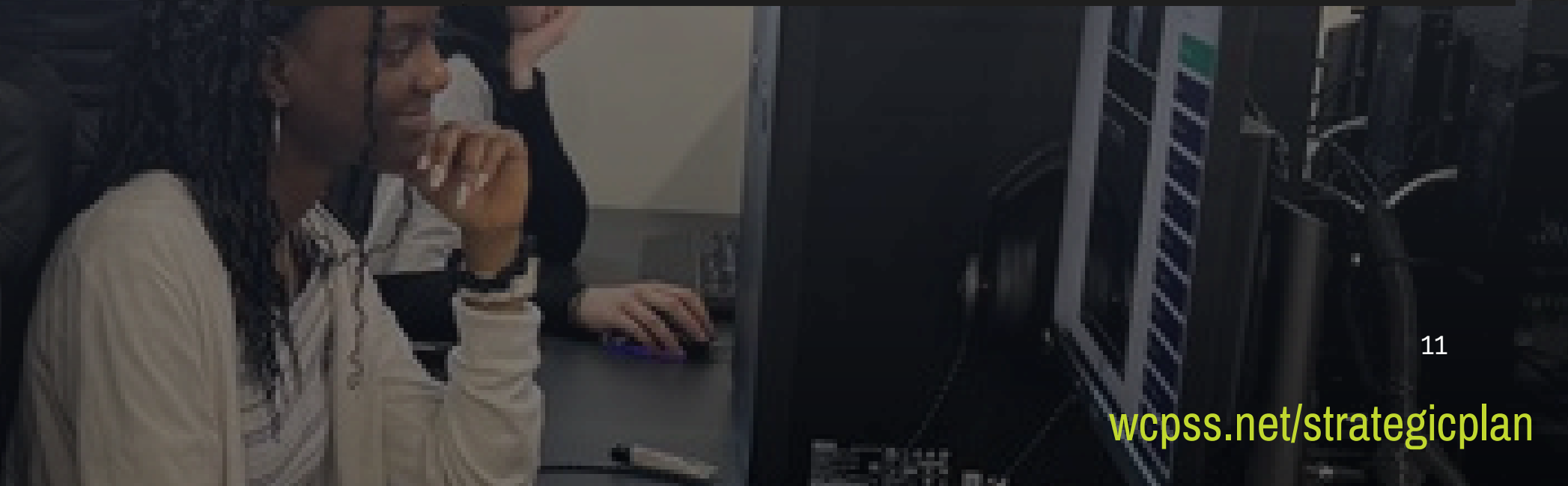
All Students: 64.4%

Hispanic: 41.9%
Black/African American: 41.1%

Economically Disadvantaged: 39.4%
English Learners: 27.6%
Students with Disabilities: 23.7%

How is GLP Calculated?

$$= \frac{\text{Number of students scoring Levels 3-5}}{\text{Total number of students tested}} \times 100$$








Goal 3: By 2028, 90 % of WCPSS schools will exceed the statewide average for growth and 100% of student subgroups will exceed the statewide average growth.

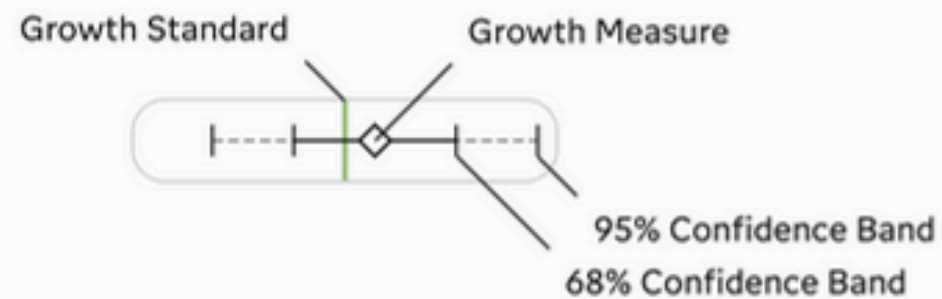
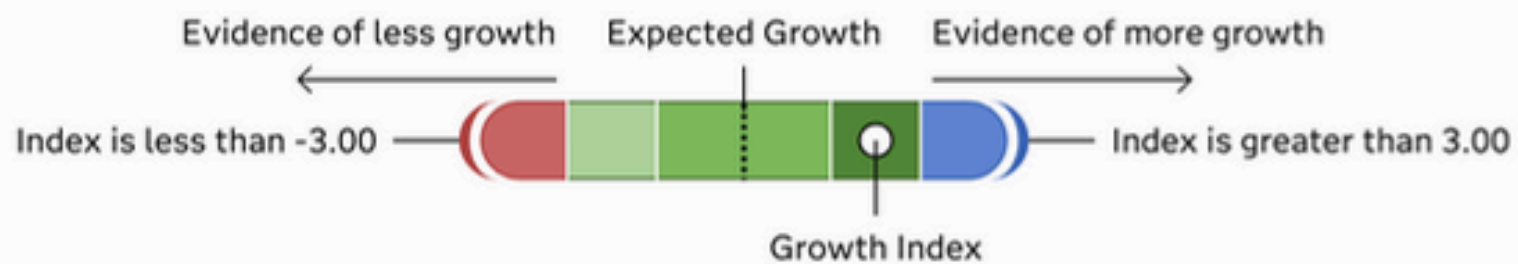
ES: 47%
MS: 45%
HS: 55%
Total: 49%

Asian: 92.0%
White: 56.0%
Multiracial: 50.0%
Black/African American: 34.0%
Economically Disadvantaged: 38.0%
Hispanic: 44.0%
Students with Disabilities: 56.0%
English Learners: 67.9%

Goal 3: By 2028, 90 % of WCPSS schools will exceed the statewide average for growth and 100% of student subgroups will exceed the statewide average growth.

District and School Value-Added

-  **Exceeds Expected Growth** Significant evidence that students made more growth than expected
-  **Meets Expected Growth** Moderate evidence that students made more growth than expected
-  **Meets Expected Growth** Evidence that students made growth as expected
-  **Meets Expected Growth** Moderate evidence that students made less growth than expected
-  **Does Not Meet Expected Growth** Significant evidence that students made less growth than expected



District Strengths








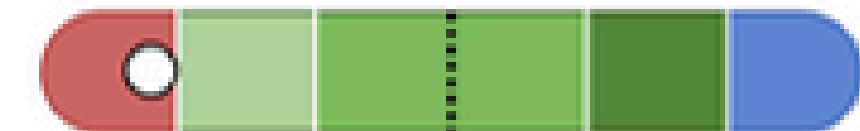




District Areas of Concerns



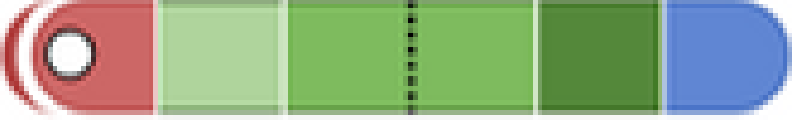
District Groups Exceeding Expected Growth

District Groups Not Meeting Expected Growth

Subject	← Year	← Grade	Growth Indicator
EOG Math - Gain <div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block; font-weight: bold;">DISTRICT STRENGTHS</div>	2025	4	⬆️ Exceeds Expected Growth
		5	⬆️ Exceeds Expected Growth
		6	⬆️ Exceeds Expected Growth
		Across Grades	⬆️ Exceeds Expected Growth
EOG Science - Predictive	2025	5	⬆️ Exceeds Expected Growth
		8	⬆️ Exceeds Expected Growth
EOC Biology	2025	N/A	⬆️ Exceeds Expected Growth
EOC English II	2025	N/A	⬆️ Exceeds Expected Growth
EOC Math 1	2025	N/A	⬆️ Exceeds Expected Growth
EOC Math 3	2025	N/A	⬆️ Exceeds Expected Growth
EOC Math 3 - School Accountability Growth	2025	N/A	⬆️ Exceeds Expected Growth

DISTRICT AREAS OF CONCERN

Subject	← Year	← Grade	Growth Indicator
EOG Math - Gain	2025	7	 Does Not Meet Expected Growth 
EOG Reading - Gain	2025	3	 Does Not Meet Expected Growth 
		4	 Does Not Meet Expected Growth 
		5	 Does Not Meet Expected Growth 
		Across Grades	 Does Not Meet Expected Growth 
EOG Reading - Predictive	2025	8	 Does Not Meet Expected Growth 

Subject	← Year	← Grade	Growth Indicator
K-2 Assmt Early Literacy - mCLASS - MOY to EOY - <i>MOY to EOY</i>	2025	K	
K-2 Assmt Early Literacy - mCLASS - BOY to EOY - <i>BOY to EOY</i>	2025	1	
		2	

Subject	← Year	← Grade	Growth Index	Effect Size	Growth Measure	Standard Error	Standard Deviation	Growth Measure Distribution
K-2 Assmt Early Literacy - mCLASS - MOY to EOY - <i>MOY to EOY</i>	2025	K	-16.22	-0.17	-1.8	0.1	10.5	46
K-2 Assmt Early Literacy - mCLASS - BOY to EOY - <i>BOY to EOY</i>	2025	1	-6.01	-0.06	-0.6	0.1	10.1	44
		2	-10.40	-0.10	-0.9	0.1	9.1	43

**DISTRICT GROUPS EXCEEDING
EXPECTED GROWTH**

Asian/Pacific Islander

▶ Expand

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			19.22	Exceeds Expected Growth
▶ Reading			9.26	Exceeds Expected Growth
▶ Science			12.16	Exceeds Expected Growth
Overall			21.72	Exceeds Expected Growth

DISTRICT GROUPS EXCEEDING EXPECTED GROWTH

English Learners

▶ [Expand](#)

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			6.72	Exceeds Expected Growth
▶ Reading			1.91	Meets Expected Growth
▶ Science			5.48	Exceeds Expected Growth
Overall			6.88	Exceeds Expected Growth

American Indian/Alaskan Native

▶ [Expand](#)

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			2.25	Exceeds Expected Growth
▶ Reading			-0.16	Meets Expected Growth
▶ Science			3.04	Exceeds Expected Growth
Overall			2.09	Exceeds Expected Growth

DISTRICT GROUPS EXCEEDING EXPECTED GROWTH

Academically or Intellectually Gifted

▶ [Expand](#)

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			5.87	Exceeds Expected Growth
▶ Reading			-3.44	Does Not Meet Expected Growth
▶ Science			11.48	Exceeds Expected Growth
Overall			5.52	Exceeds Expected Growth

White (not Hispanic)

▶ [Expand](#)

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			6.6	Exceeds Expected Growth
▶ Reading			-2.48	Does Not Meet Expected Growth
▶ Science			10.83	Exceeds Expected Growth
Overall			5.99	Exceeds Expected Growth

**DISTRICT GROUPS NOT MEETING
EXPECTED GROWTH**

Black (not Hispanic)

▶ Expand

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			-2.58	Does Not Meet Expected Growth
▶ Reading			-9.1	Does Not Meet Expected Growth
▶ Science			-3.62	Does Not Meet Expected Growth
Overall			-8.47	Does Not Meet Expected Growth

Economically Disadvantaged Students

▶ Expand

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			-3.17	Does Not Meet Expected Growth
▶ Reading			-11.54	Does Not Meet Expected Growth
▶ Science			-1.34	Meets Expected Growth
Overall			-9.99	Does Not Meet Expected Growth

**DISTRICT GROUPS MEETING
EXPECTED GROWTH**

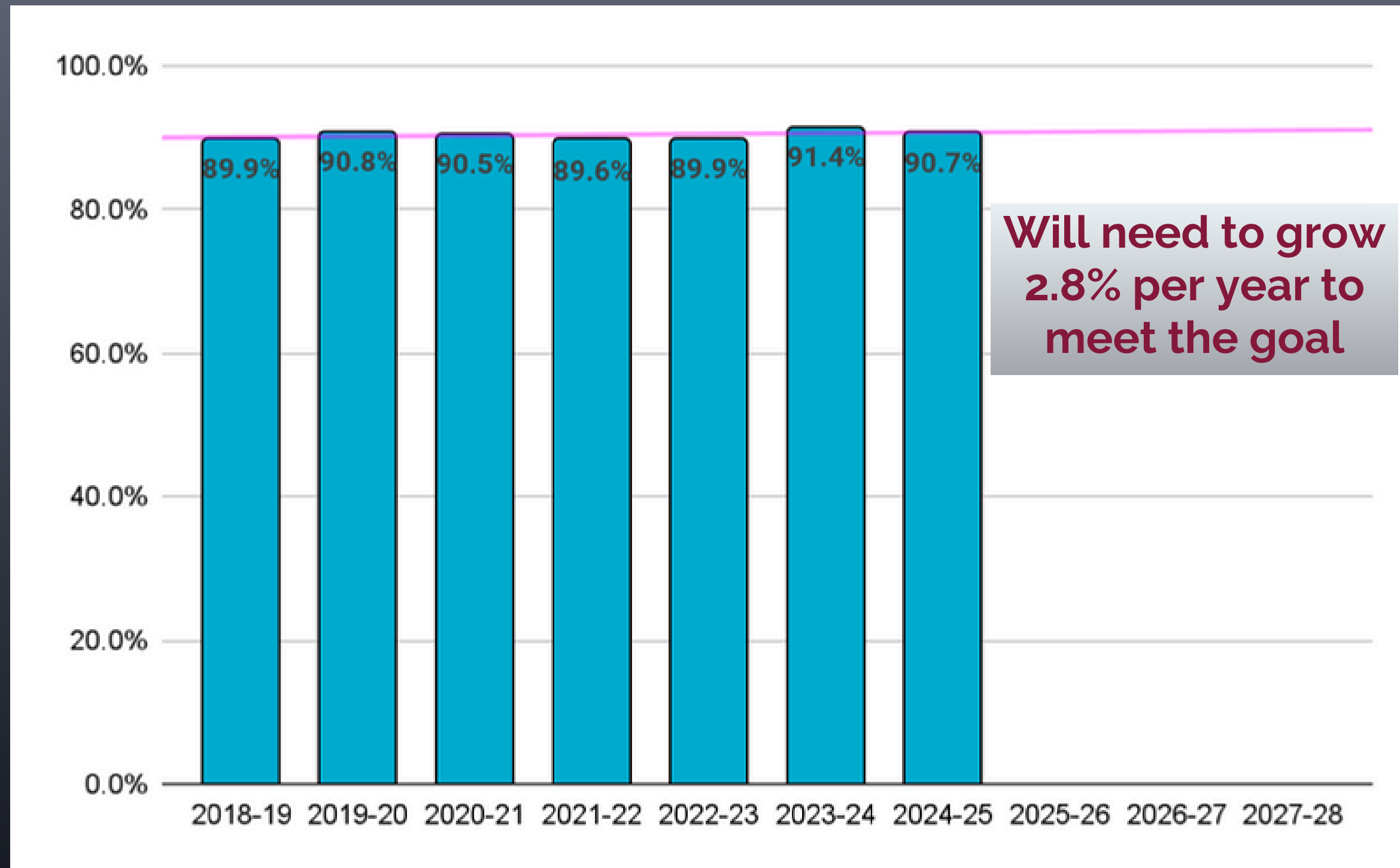
Hispanic

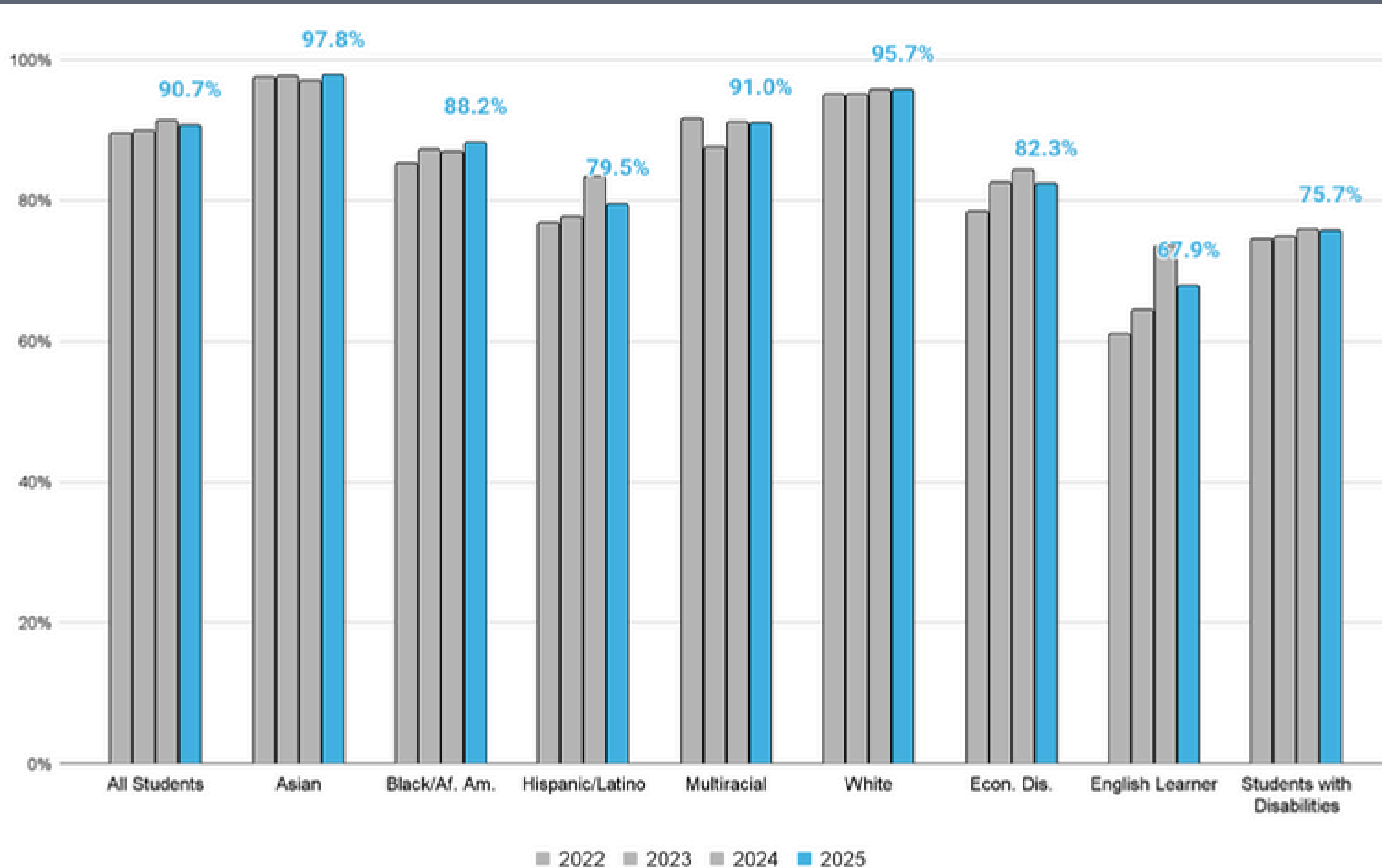
▶ Expand

Subject	Growth Measure	Standard Error	Growth Index	Growth Indicator
▶ Math			-0.65	Meets Expected Growth
▶ Reading			-2.31	Does Not Meet Expected Growth
▶ Science			2.57	Exceeds Expected Growth
Overall			-1.02	Meets Expected Growth

Goal 1 | Eliminate
Predictability to ensure...
98% Students graduating
on time

2024-25
5-year Rate
is 93.1





Graduation rates for most groups returned closer to 2022-23 levels

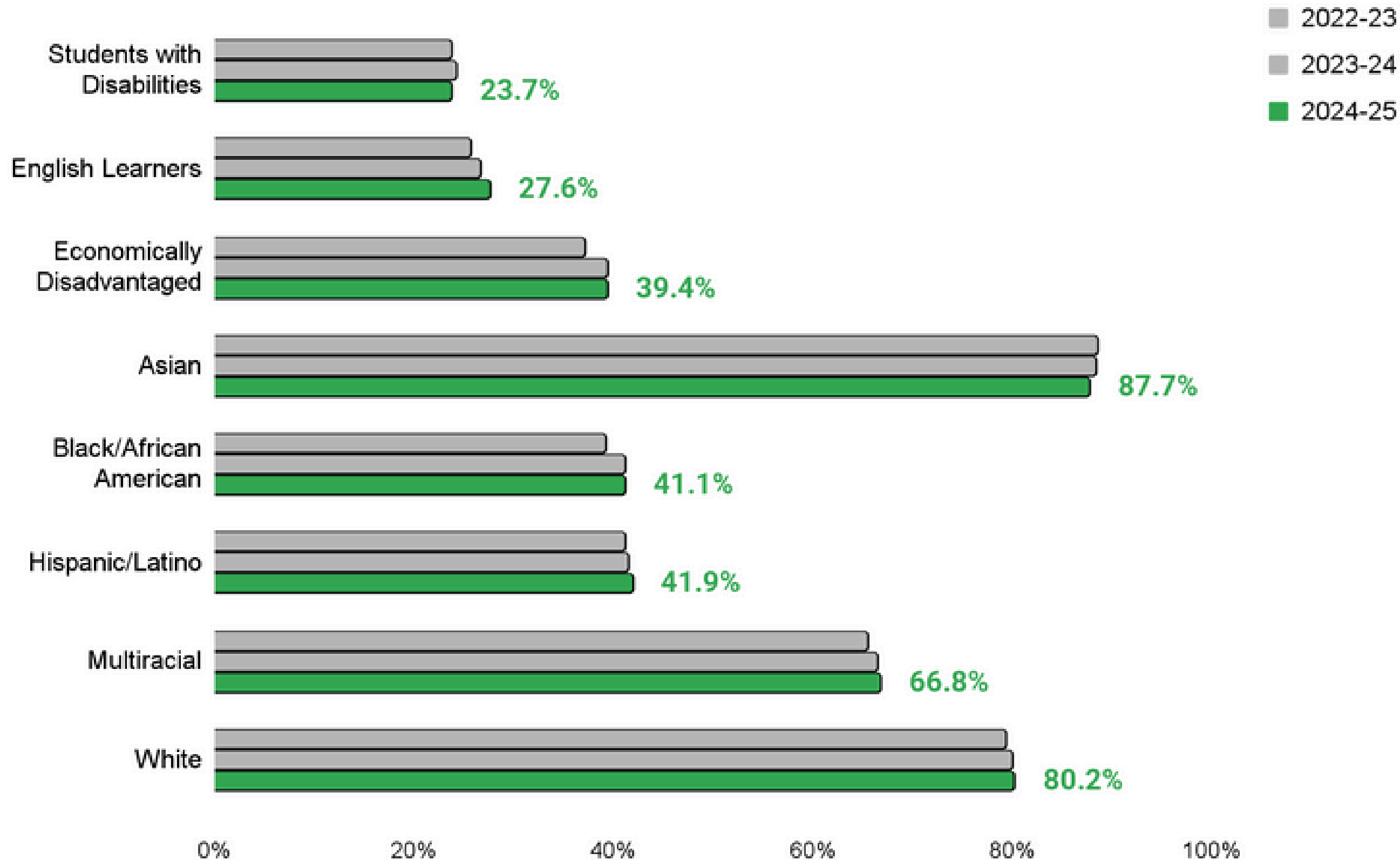
Goal 2 | Eliminate
Predictability to ensure...
90% Students at or above
grade level proficiency



64.4%
WCPSS
Proficient

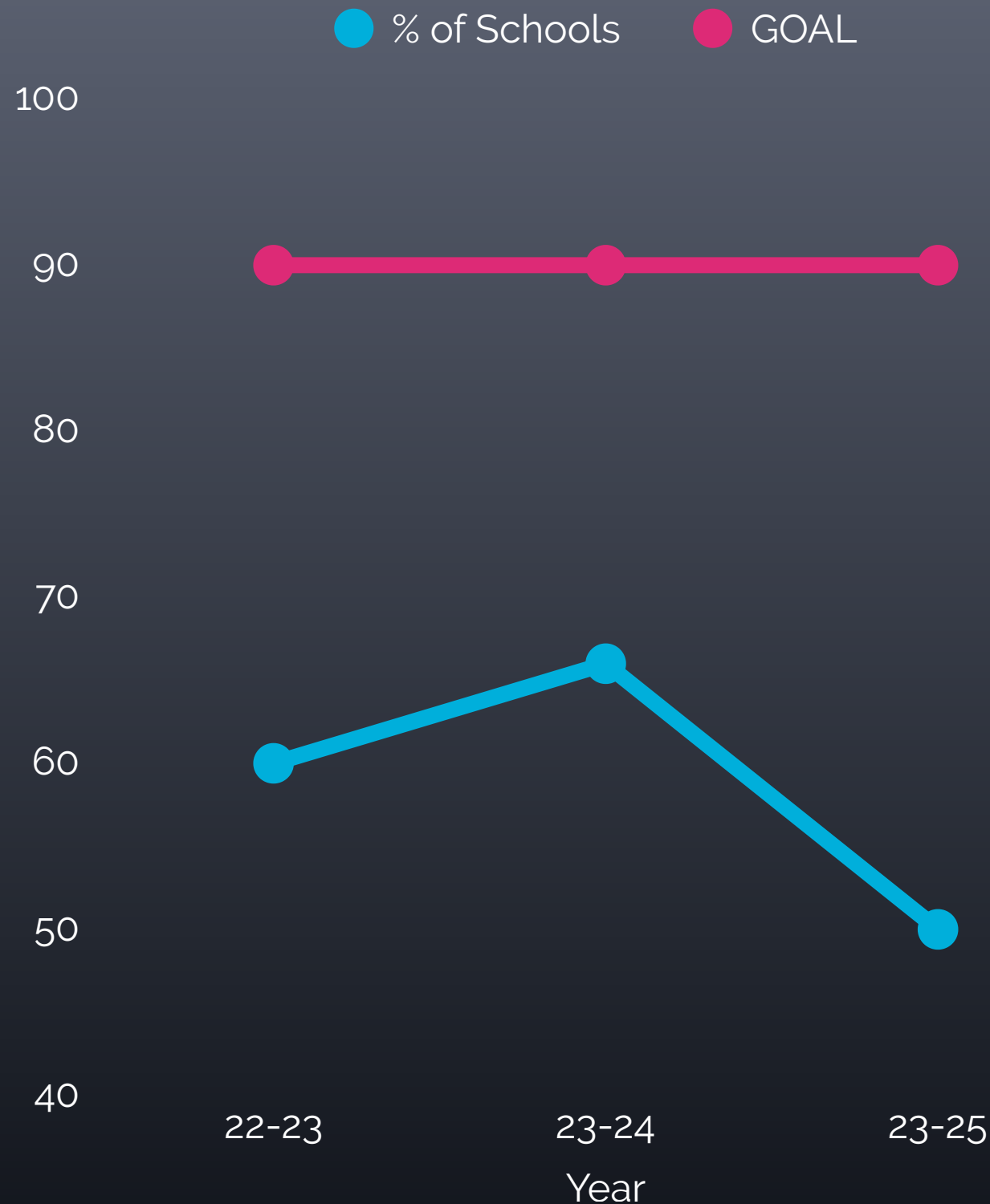


Will need to grow 8.5%
per year to meet the
goal



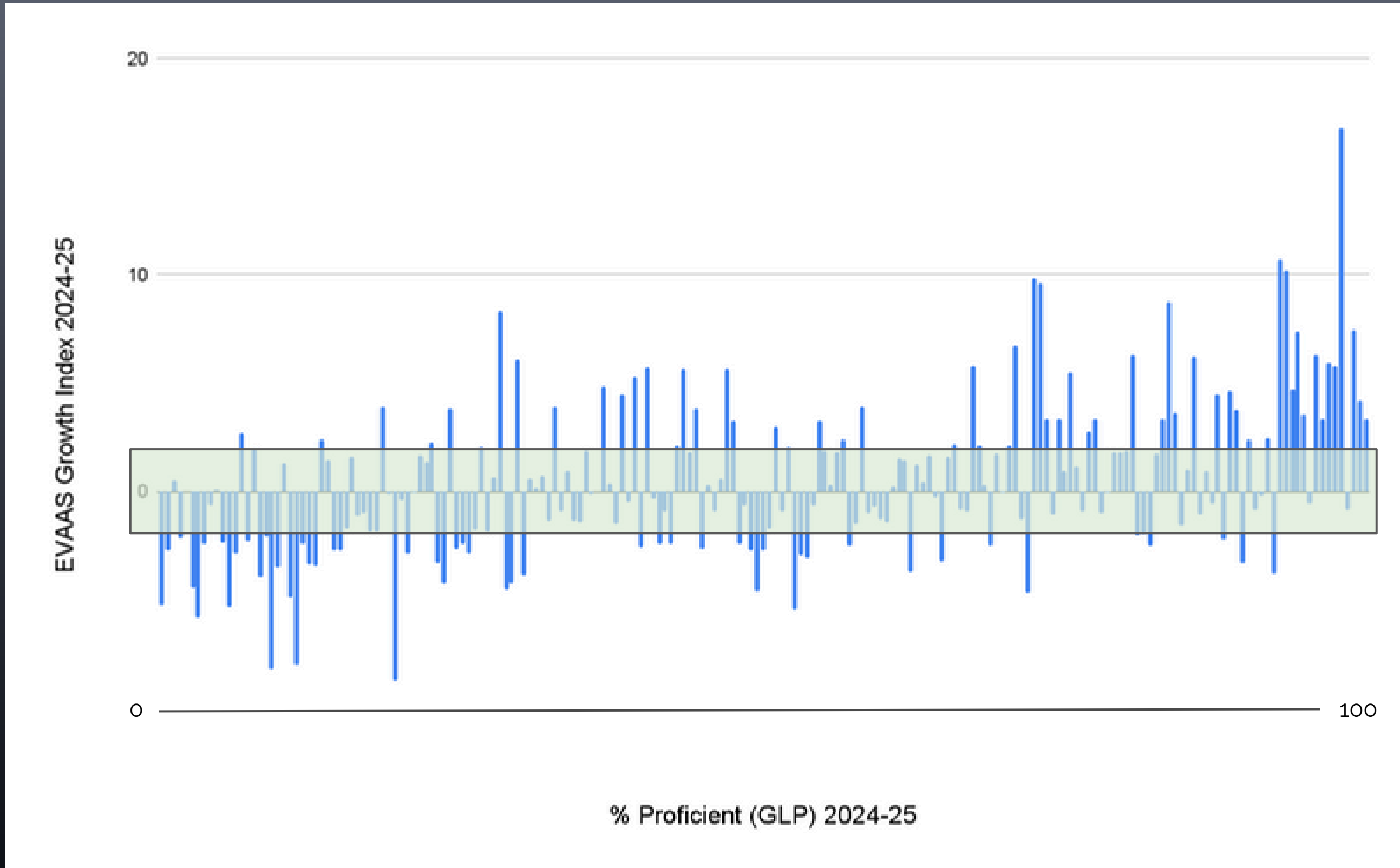
All Student Group Proficiency Results were Relatively Flat

**Half of schools exceeded the statewide average for growth
(Goal: 90%)**



Year	% of Schools
2022-23	60%
2023-24	66%
2024-25	49%

WCPSS schools with higher proficiency often exceed growth



Strategic Response

LOW PERFORMING SCHOOLS SUPPORTS

- Area & Regional Model Supports
- Strategic Instructional Leadership Program
- Plans for Improvement for Low-Performing Schools

INSTRUCTIONAL CAPACITY BUILDING

- Powering PLCs
- Advanced Teacher Roles
- SLM Learning Walks
- Area Superintendent Learning Walks - Content Alignment
- Goal Settings with Principals

LEARNING MODEL

- See Me
- Know Me
- Engage Me
- Challenge Me
- Tiered Regional Model Supports
 - Instructional Services
 - Student Support
 - Special Education²⁸



2025-2026 SLT Data Reviews



SYSTEMATIC

Ongoing calendar to continually monitor data & build shared understanding monthly.



Dialogue and Discussion to inform next steps



COMPREHENSIVE

Includes qualitative and quantitative data-- districtwide, by school-level, and by student group.



Metrics aligned to all Strategic Plan Priorities & Pillars



DISTRIBUTIVE

All departments given opportunity to present and share outcomes and reflections.



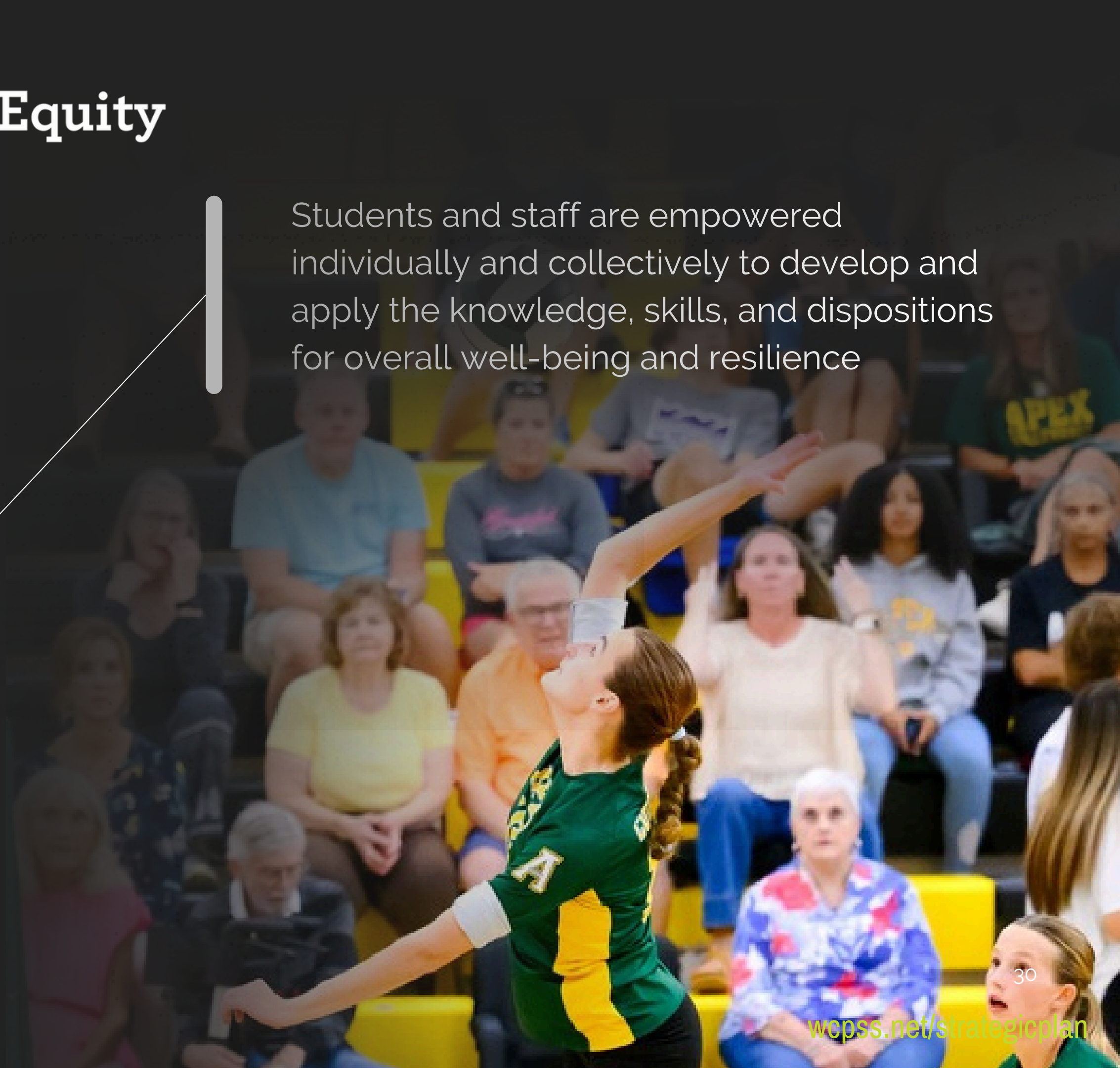
Informative and Influential for DMPs

PRIORITY 2

**STUDENT
DISPOSITION AND
WELL-BEING**

Behavioral Health

Students and staff are empowered individually and collectively to develop and apply the knowledge, skills, and dispositions for overall well-being and resilience



PRIORITY 2

Students and staff are empowered individually and collectively to develop and apply the knowledge, skills, and dispositions for overall well-being and resilience

Goal 4: **ATTENDANCE**

By 2028, WCPSS will ensure 95% of all students are in attendance at least 95% of their days in membership and will eliminate disparities by race, ethnicity, gender, and socio-economic status.

Goal 5: **STUDENT WELL-BEING**

By 2028, 90% of the students will demonstrate the social-emotional competencies of self-awareness, self-management, social awareness, relationship skills, and responsible decision-making and eliminate any disparities by race, ethnicity, gender, and socio-economic status.

Attendance Rates

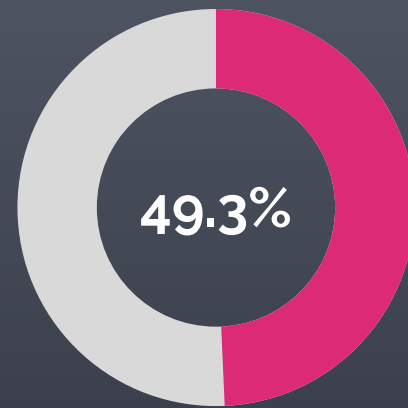
95%

of days
(goal)

>90%

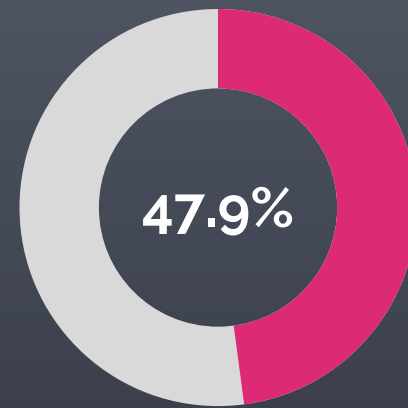
of days
(chronic absenteeism)

22-23



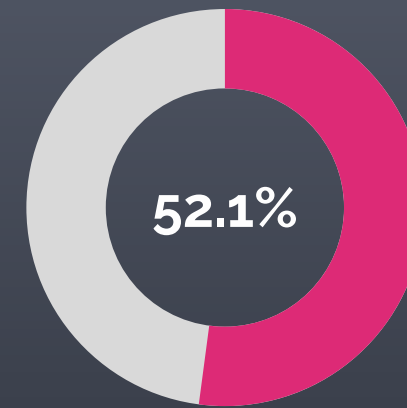
of students

23-24

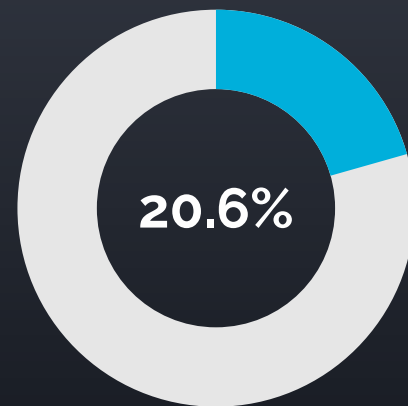


of students

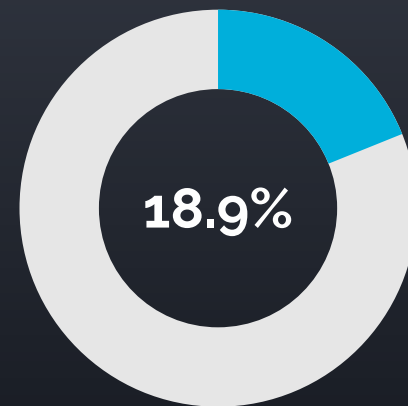
24-25



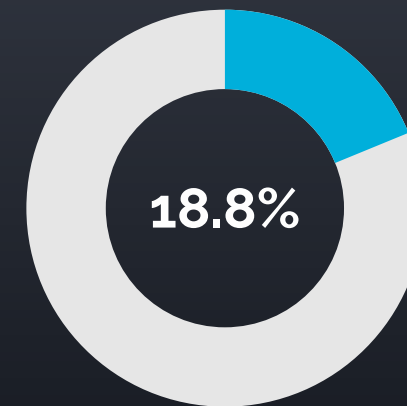
of students



of students



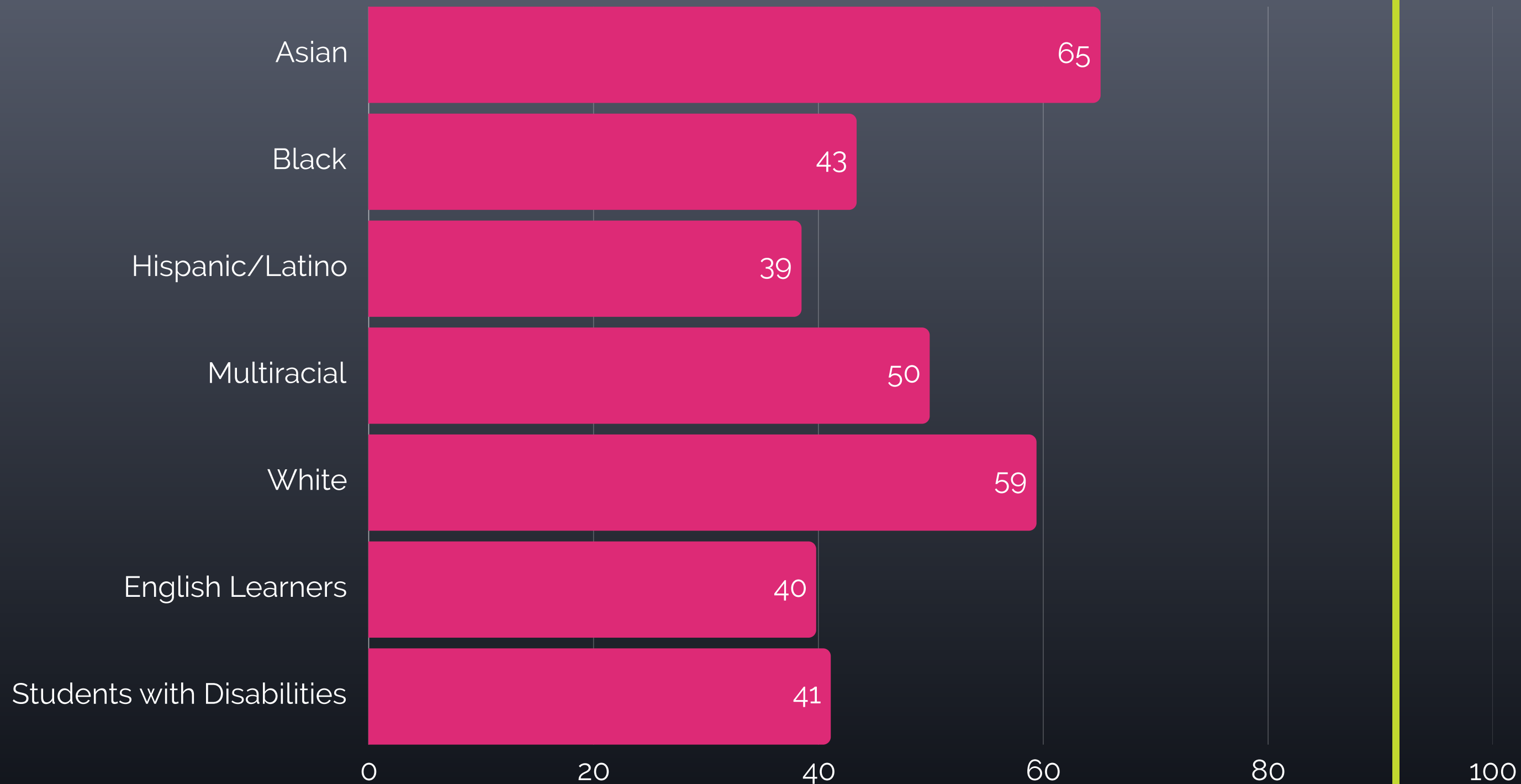
of students



of students

Attendance Rates

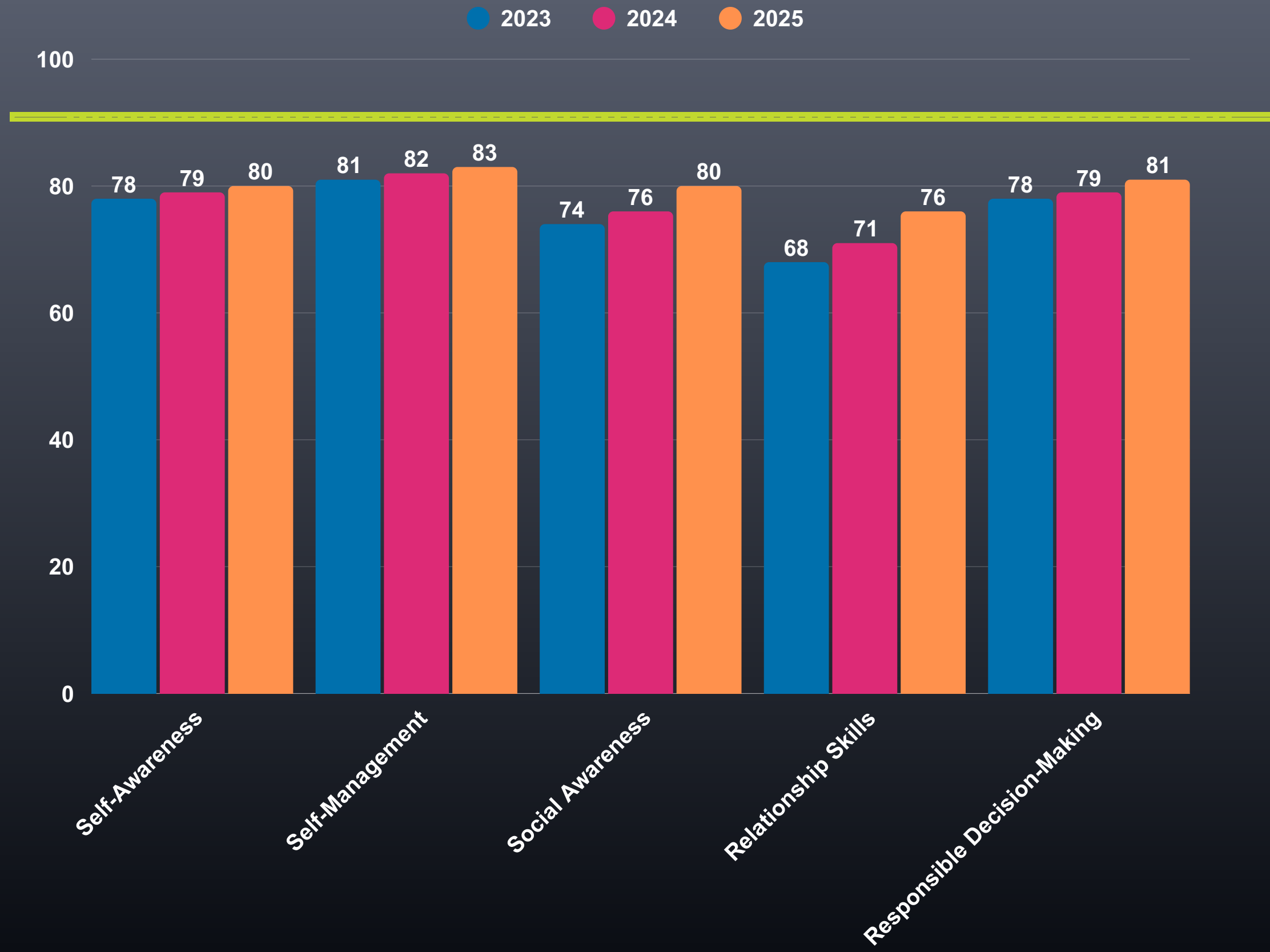
● Students Attending 95% of Days



(Goal: 95%)

Student SEL Competencies

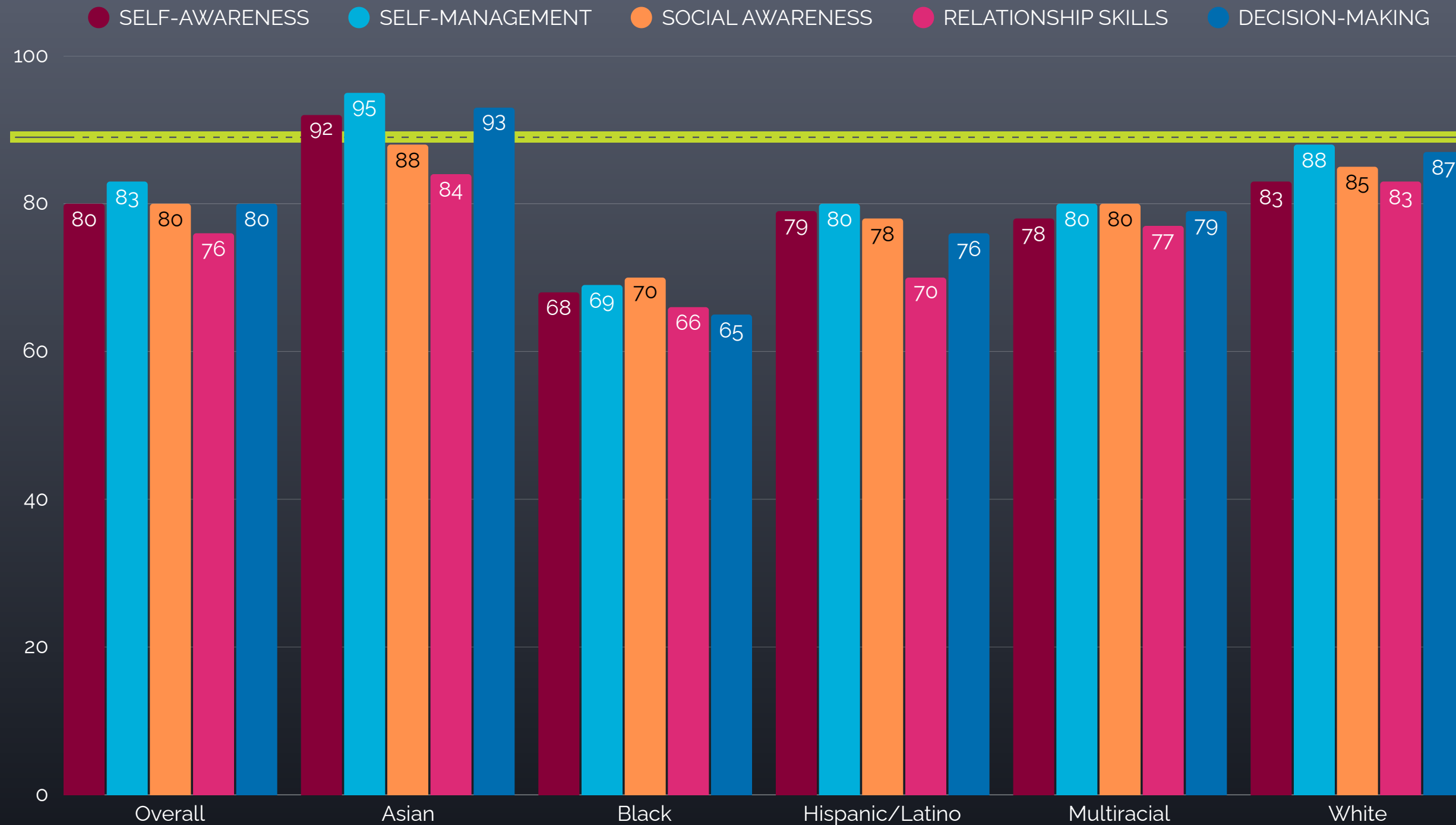
(Goal: 90%)



Note: ~67k
screened in 2025

Student SEL Competencies

(Goal: 90%)



Note: ~67k screened in 2025



Strategic Response

SCHOOL CLIMATE SUPPORT

- Onsite Coaching
- Modeling effective strategies
- Co-created classroom management plans
- Conducts observations with feedback

DATA-DRIVEN INTENSIVE BEHAVIOR SUPPORT

- Principal request process
- Problem-solving with school teams
- Revision of Behavior Intervention Plans
- Observations & recommendations

RESTORATIVE PRACTICES

- Collaborative Data Review with Pilot Schools
- Expanding Professional Learning
- Ongoing feedback

PRIORITY 3

**OPERATIONAL
EFFECTIVENESS**

**Effective Operations, Services, and
Facilities**

The district provides timely and consistent service for every student and an inviting, safe environment for teaching and learning at every school.

WCPSS Operates efficiently, effectively and sustainably. All employees have the resources they need to do their best work and support student learning and growth.

PRIORITY 3

- The district provides timely and consistent service for every students and an inviting, safe environment for teaching and learning at every school.
- WCPSS operates efficiently, effectively and sustainably. All employees have the resources they need to do their best work and support student learning and growth.

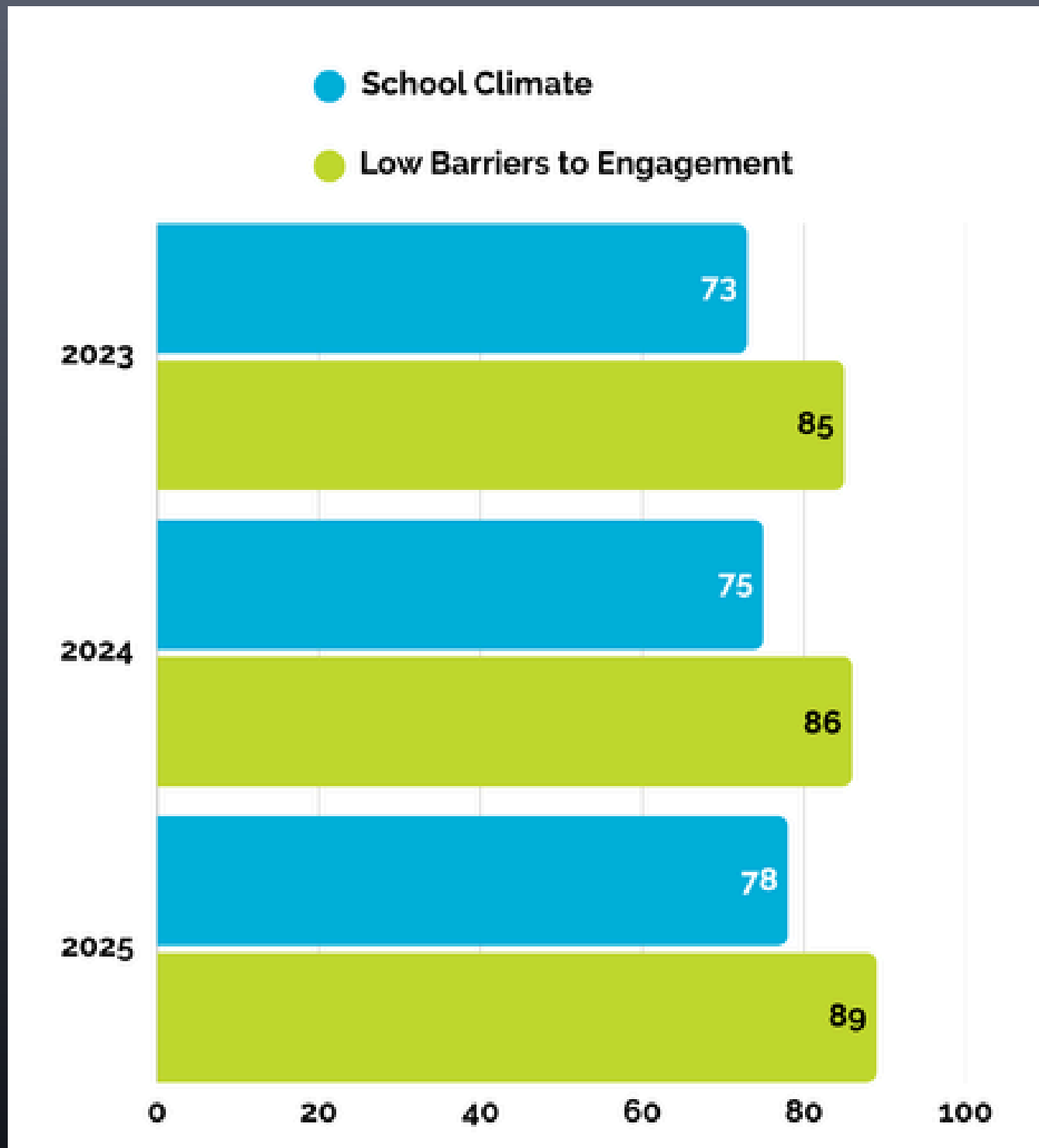
Goal 6: **PARENT AND FAMILY EXPERIENCE**

By 2028, 95% of families surveyed will indicate low barriers to engagement and positive school climate. By 2028, WCPSS will eliminate any disparities along lines of race, ethnicity, gender, and socio-economic status.

Goal 7: **EMPLOYEE EXPERIENCE**

By 2028, X% of WCPSS employees will respond agree or strongly agree to select questions associated with employee satisfaction, engagement, and wellness and will eliminate any disparities identified along lines of race, ethnicity, role, and gender in the percent of employees responding agree or strongly agree to the same questions.

Family Experience



Total Number of Responses		
	DISTRICTWIDE	TITLE I
2023	33,527	9,999
2024	36,572	11,782
2025	35,995	10,168

Family Experience - Response Rates

	Overall	White	Black	Hispanic
% of Respondents	35,995	45%	14%	11%
% of the Student Population	compared to 161,115 students (22%)	41%	21%	20%

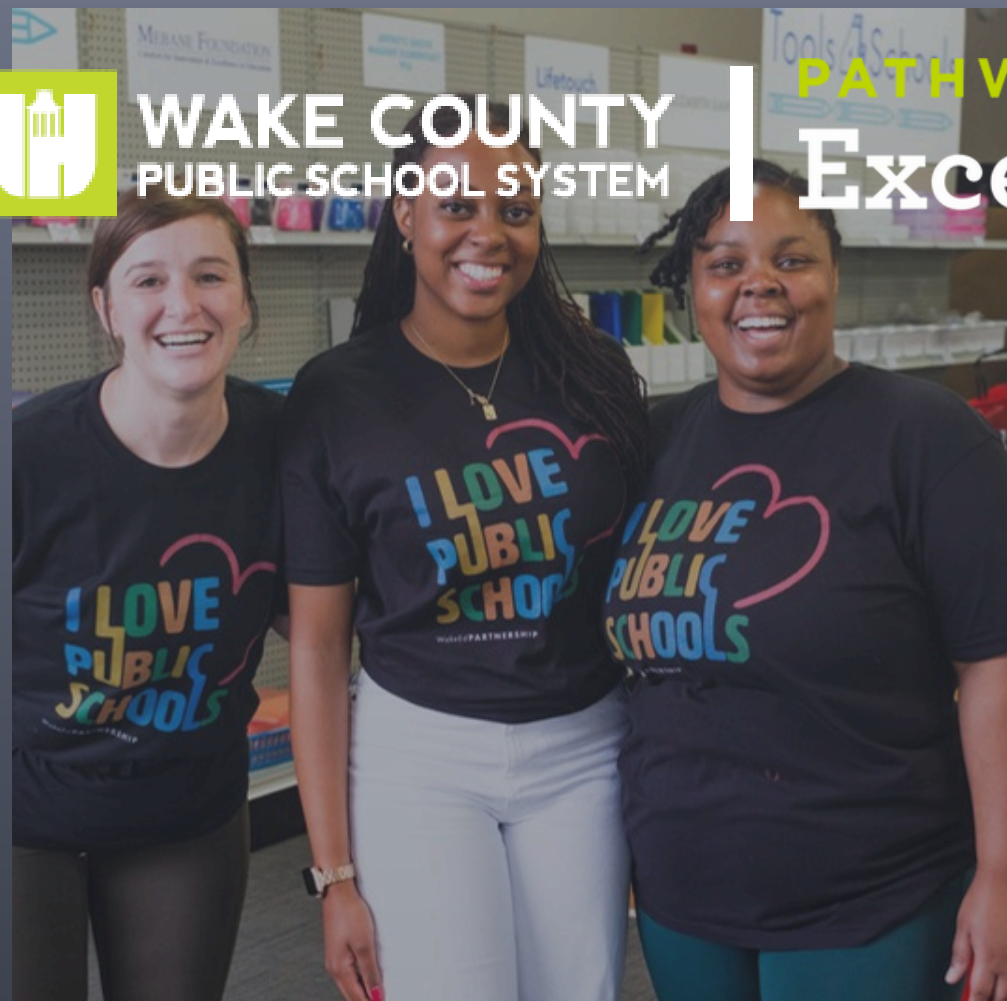
Family Experience - Favorability

% Favorable		Overall	White	Black	Hispanic
Barriers to Engagement	Title I	89%	89%	90%	90%
	Non-Title I	89%	89%	89%	86%
School Climate	Title I	76%	76%	74%	82%
	Non-Title I	78%	76%	74%	82%



WAKE COUNTY
PUBLIC SCHOOL SYSTEM

PATHWAYS TO
Excellence + Equity



Priority 3

**OPERATIONAL
EFFECTIVENESS**

Related Metrics

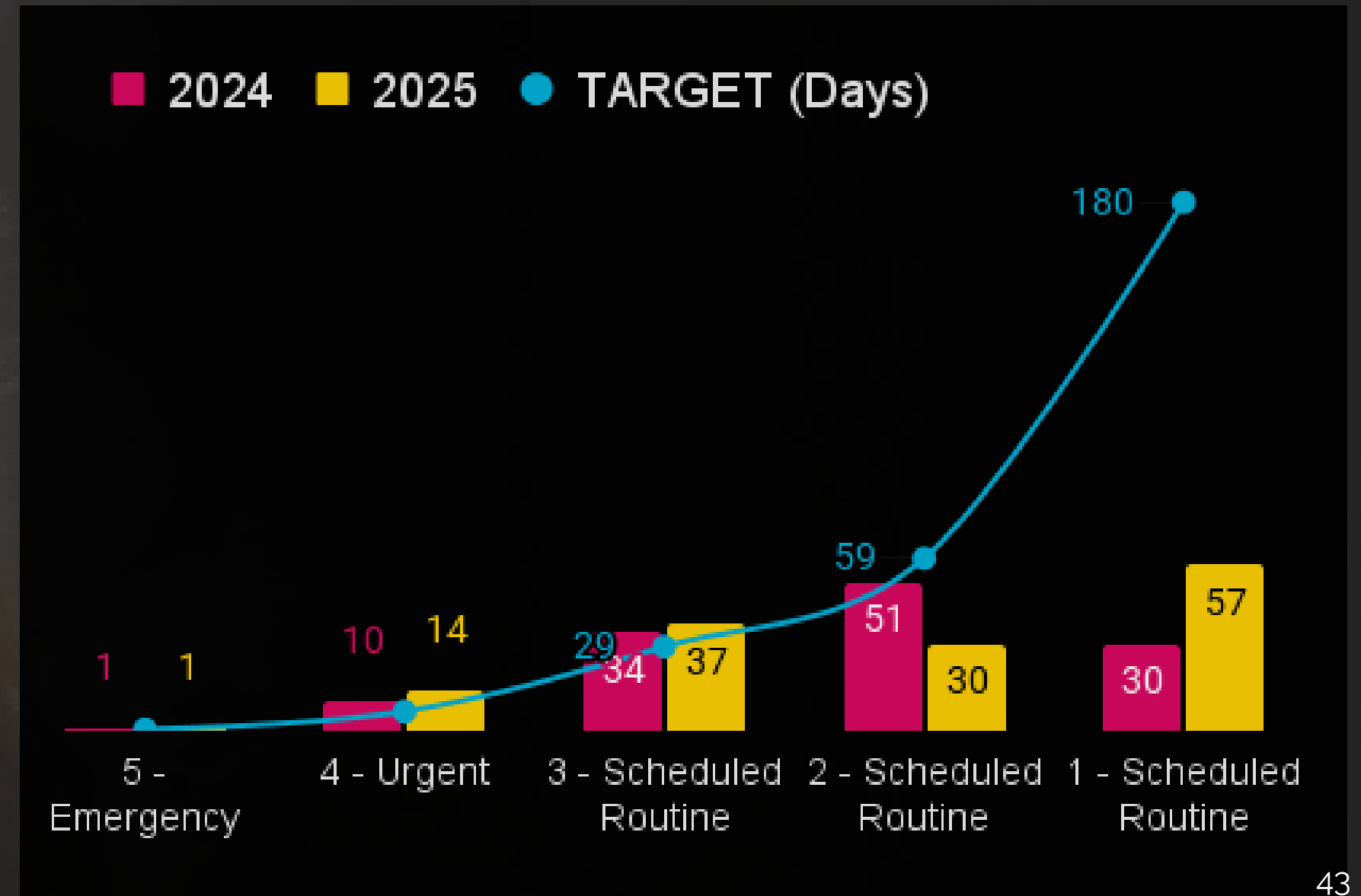


- Maintenance Work Orders
- Maintenance Recruiting
- High Quality Staff
- Transportation
- Technology Services

Maintenance Work Orders

- Emergencies addressed within 24 hours (On Target)
- Urgent (Non-Emergency) averages 14 days (Target = 7)
 - Many HVAC needs fall into this category
- One school closure in 1st Quarter 25-26

Open Work Orders

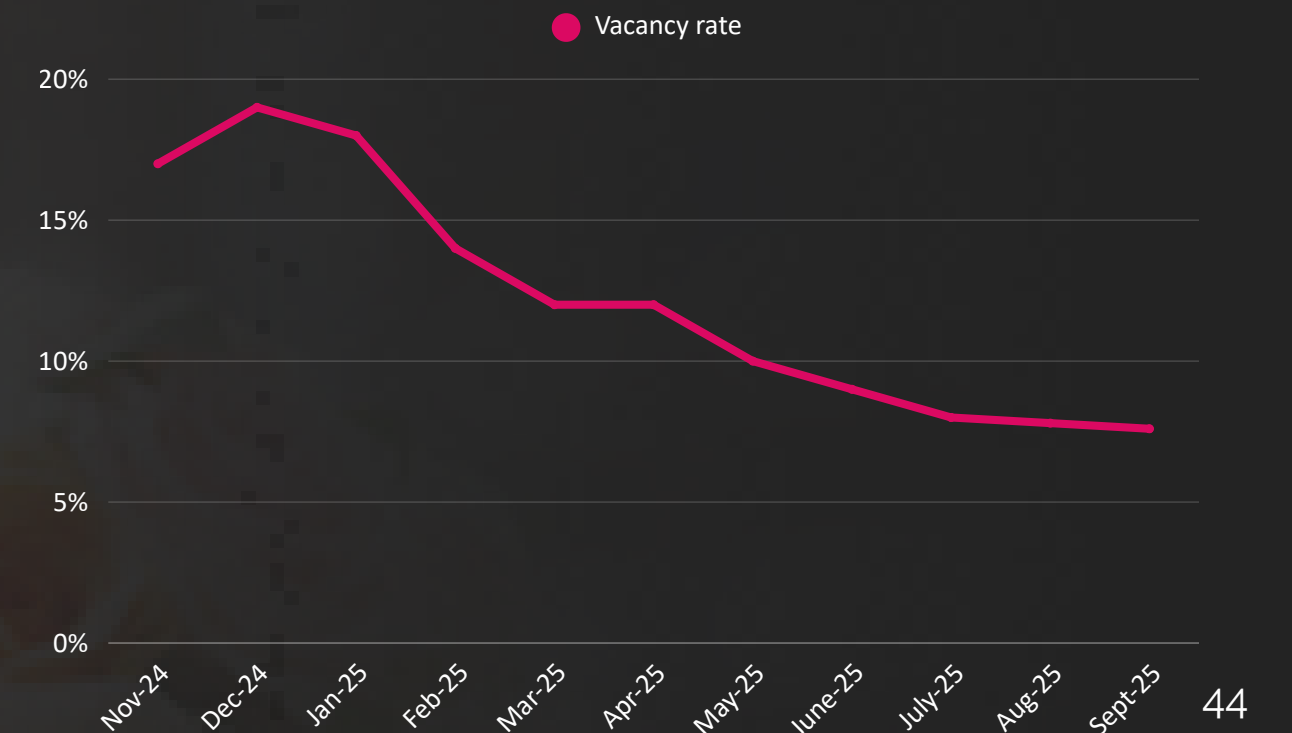


Maintenance Recruiting

- New dedicated recruiter
- Partnership between Human Resources and Maintenance & Operations

Position Type	Vacant Positions	Fill Rate (Nov '24)	Fill rate (Sept '25)
Regional Maintenance	4	83%	96.75%
Environmental & Grounds	3	69.5%	86.9%
Energy & Physical Plant	15	73.9%	81.6%
Custodial Services	3	86%	95.77%
M&O Overall	25	85%	92.4%

Month	Number Hired	Vacancy rate
Nov-24	2	17%
Dec-24	3	19%
Jan-25	8	18%
Feb-25	6	14%
Mar-25	10	12%
Apr-25	5	12%
May-25	8	10%
June-25	11	9%
July-25	12	8%
Aug-25	9	7.8%
Sept-25	7	7.6%



High-Quality Staff

Hiring since July 1, 2025

Position	New Hires	Re-hires	Return Hires	Promotions	Total
Teachers	770	1,101	121	69	2,061
Instructional Assistants	187	76	38	10	309
All Employees	1,282	1,615	207	134	3,238

High-Quality Staff

Vacancy reporting -
September 2025

Position Type	Vacant Positions	Fill rate	Change in vacant positions (Since Sept. 2024)
Teachers	148	98.75%	-22
General Education	82	99.2%	-27
Special Education	66	95.75%	5
Instructional Assistants	116	96.09%	40
General Education	23	98.2%	-3
Special Education	93	94.4%	43
Bus Drivers	330	64.9%	-30

**Note this fill rate is based on a total of 940 driver positions, which is the number of drivers needed to provide an optimal level of service.*

Transportation

Cross-Functional
Collaborative Projects--
Recruitment & Retention

**Bus Driver
Vacancy Rate**

2023	2024	2025
31.5%	36.0%	31.1%

Inspection Score
(lower = better)

23.4	29.0	25.8
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**NCDPI Efficiency
Rating**

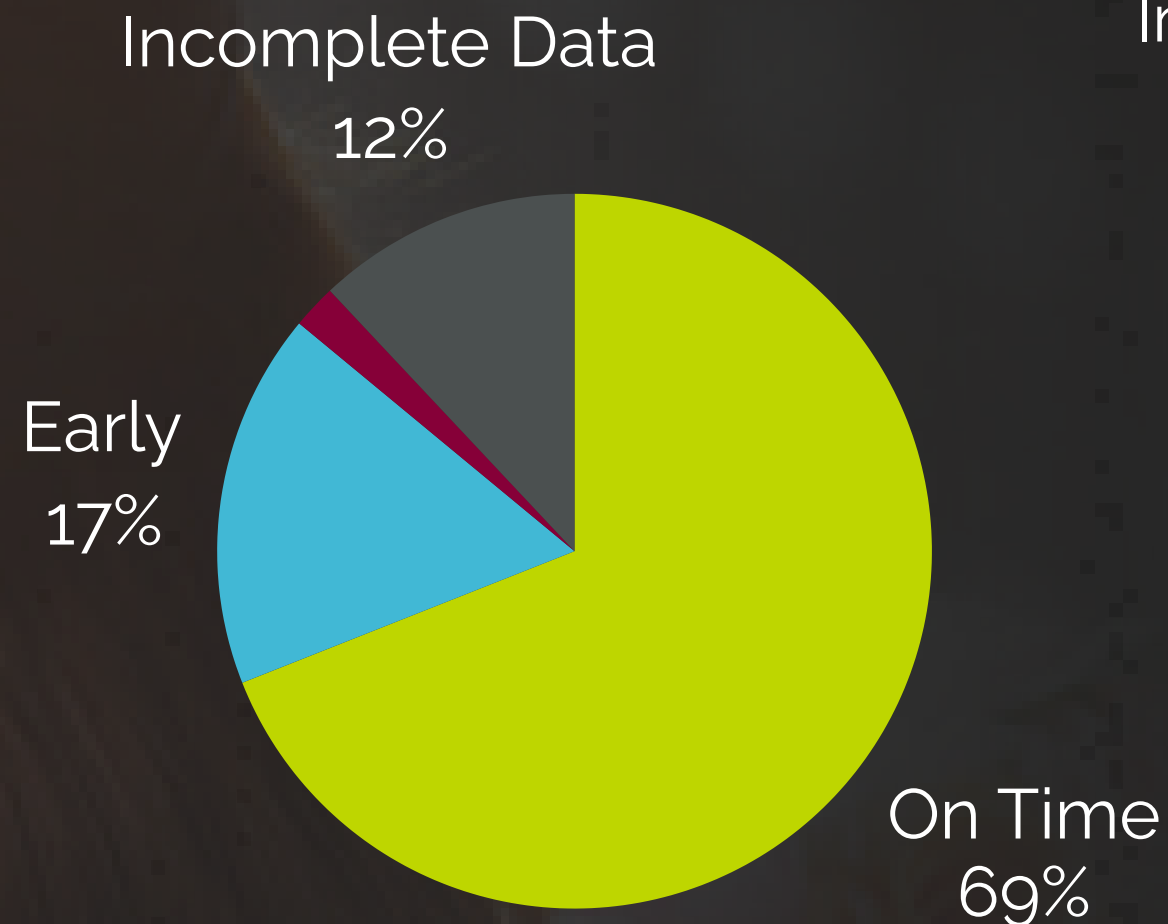
96.2	100.0	100.0
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Transportation

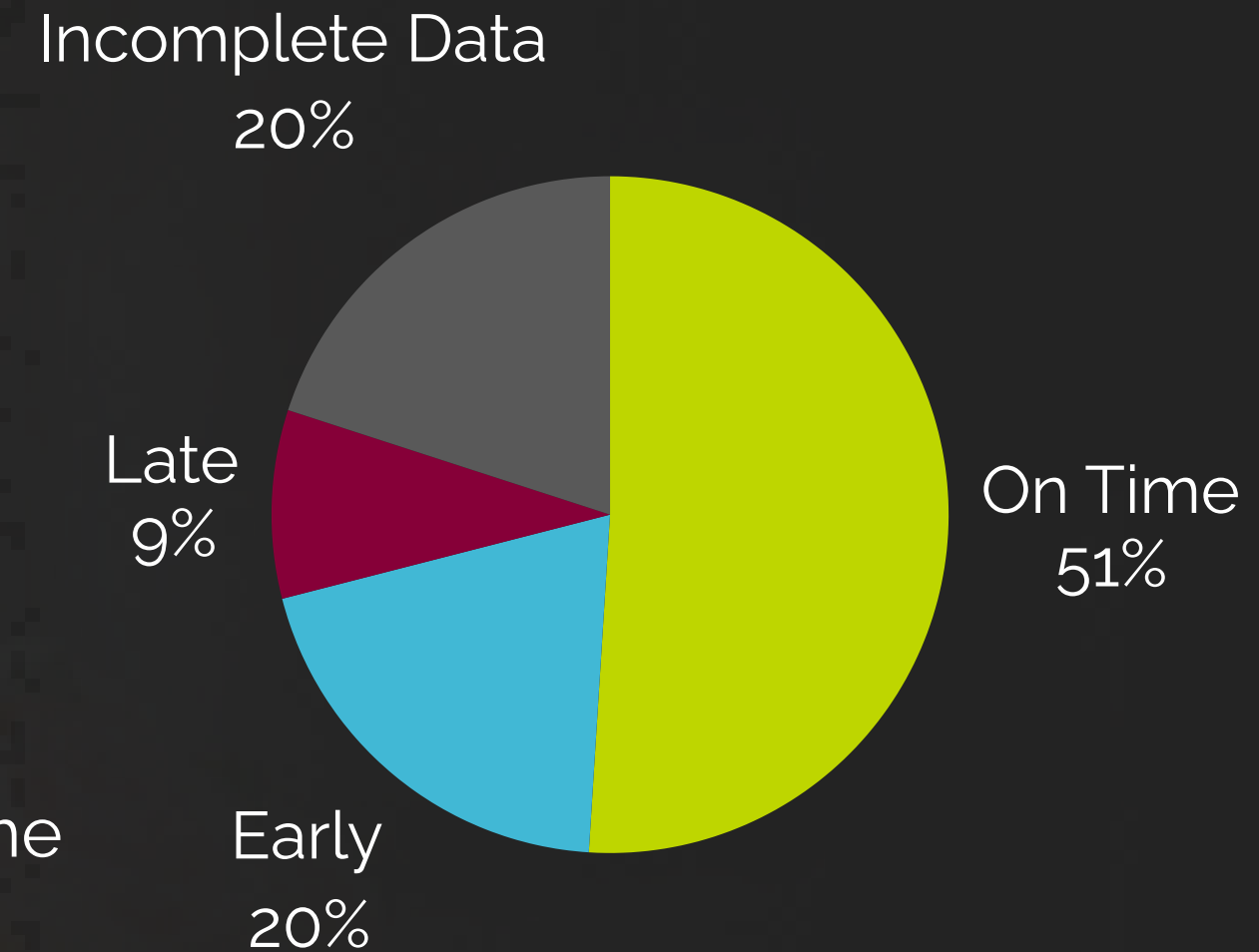
Cross-Functional Collaborative Projects with Technology Services

- Yellow Bus Notification System
- Data Dashboard

August - October 2025
AM Routes



August - October 2025
PM Routes





Technology Services

- Objective: Create a cutting-edge learning environment and equitable access to technology.

- 2988 Promethean Boards in 56 Schools
- Student Devices
 - 38,333 new
 - 4,448 refurbished
- 140,584 Support Tickets
- 356/387 DRPL (Digital Resource Product Library Reviews Completed)
- Increased school internet capacity by >50%
- Refreshed internet infrastructure in 46 schools
- District internet uptime - 99.7% (range 98.3% - 100.0%)
- 160 schools at 100% for 365 days

Forecasting 25-26 Board Updates



What additional deep dives would interest you?

ACHIEVING EDUCATIONAL **EXCELLENCE**



PILLAR 1

Prepare Each Student for Their Next Phase in Life

Priority 1: **Student Knowledge & Skills**



PILLAR 2

Revere Public School Educators



PILLAR 3

Enhance Parent, Caregiver, and Community Support

Priority 2: **Student Dispositions & Well-Being**



PILLAR 4

Ensure Healthy, Safe and Secure Learning Environments



PILLAR 5

Optimize Operational Excellence

Priority 3: **Operational Effectiveness**



PILLAR 6

Lead Transformative Change



PILLAR 7

Celebrate the Excellence in Public Education



PILLAR 8

Galvanize Champions to Fully Invest in and Support Public Education

Comparison to other large NC districts

Priority 1: Student Knowledge & Skills

Proficiency Rate

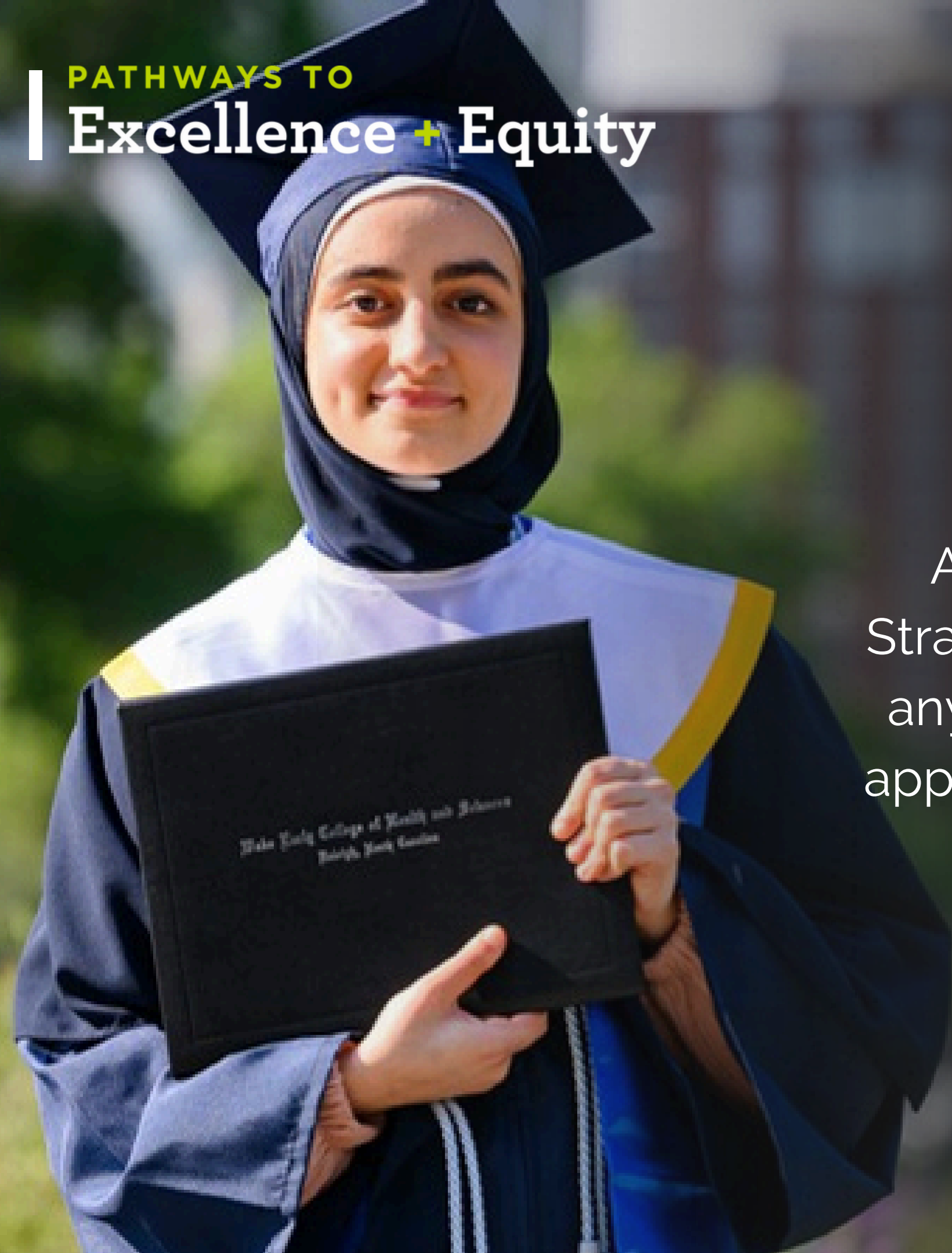
District	Ranking 2024-25
Union	1
Wake	6
Johnston	30
Mecklenburg	36
Cumberland	60
Guilford	61
Durham	71

Comparison to other large NC districts

Priority 1: Student Knowledge & Skills

Graduation Rate

District	Ranking 2024-25
Union	13
Johnston	18
Guilford	20
Wake	37
Cumberland	82
Mecklenburg	93
Durham	109



REFLECTION AND UNPACKING

As we prepare for the next Strategic Plan Update, are there any areas you would like us to approach differently or enhance moving forward?