



2026-2031 Strategic Plan

Engage Orange

BUILDING FOUNDATIONS. INSPIRING FUTURES.

Dr. Julie Pack, Chief Academic Officer

Ms. Mariah Morris, Director of Strategic Initiatives



ENGAGE. CHALLENGE. **INSPIRE.**

Engage Orange: Presentation Overview

1

Overview of the development of Engage Orange

2

Organization of Engage Orange

3

Next steps for Engage Orange



Development of Engage Orange

Many Voices, One Plan

**WE
ENGAGE.**



Community Survey

Listening Sessions

Focus Work
Groups

Draft Feedback

**WE
CHALLENGE.**



Write a
Community Driven
Plan

**WE
INSPIRE.**



Launch the New
Plan

Communication

WE ENGAGE

**“There is no power for
change greater than a
community discovering
what it cares about.”**

~Margaret J. Wheatley~



Many Voices. One Plan.

**Student Advisory
Groups**



Listening Sessions



**Community
Survey**



**What
matters
most?**



**Priority Area
Focus Groups**



- 13** School Visits
- 2** Large Convenings
- 5** Neighborhood Sessions
- 3** Priority Area Focus Groups
- 4** Work Team Meetings

We Engage Our Students: *Student Advisory Group Highlights*



Student Advisory Groups At All 13 Schools

What educational experiences most support your **hopes** and **dreams** for your future?

When have you felt truly **seen, included**, and like you **belonged** at school?

What do you think could help your classmates who may feel less **engaged**?

Tell us about a **teacher** who made a real difference in your life. What was it about their classroom environment that made you feel inspired, supported, or motivated to learn?

ENGAGE. CHALLENGE. INSPIRE.

We Engage Our Community: *Listening Session Highlights*

2

Community
Convenings

5

Neighborhood
Listening Sessions



We Engage Our Community: *Priority Area Focus Group Highlights*

Focus Group Membership:

Board of Education Members

District Leadership

Principals

Assistant Principals

Teachers

Parents

Community Members



WE ENGAGE Feedback

**Strong
Foundations**

**Future-Ready
Pathways**

**Engaging and
Rigorous
Experiences**

**High-Quality
Staff**

**Support of the
Whole Student**

**Engagement
and
Communication**



***WE* CHALLENGE**

**“A goal without a plan is
just a wish.”**

~Antoine de Saint-Exupéry~



We Challenge

Step 1

Consolidate Feedback Organize Feedback



Strategic Plan Data Analysis
Area: Academics


Advanced Academics	
Engagement Sessions <ul style="list-style-type: none">• Providing various classes, different classes like AP math, physics, etc. An array of advanced classes, as well as "basic" (is there a physics teacher at CR now?)• Are the AP classes reflected in what students are interested in?• Demographics of advanced classes (black and brown students)• Keep students engaged - ie, Math is strong, but student so bored because not allowed to move forward and engage in higher level courses.• Challenge high schoolers have to get access to the extra programs like CCP and NCSSM, and the logistics of offering those opportunities• Find classes throughout (not just what is in their high school), such as AP and/or intervention classes, not just put in the class because there is nowhere else to go• Students need to feel like they belong in that class and choose it• 9th grade seminar, but would be great for each grade (AVID-like)• Provide opportunities to push upper level kids up.	



We Challenge

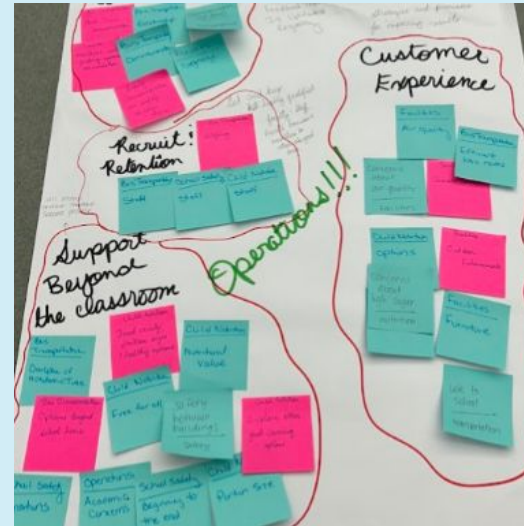
Step 2

Read Feedback Identify Trends Across Feedback

 Orange County Schools
NORTH CAROLINA

Strategic Plan Data Analysis
Area: Academics

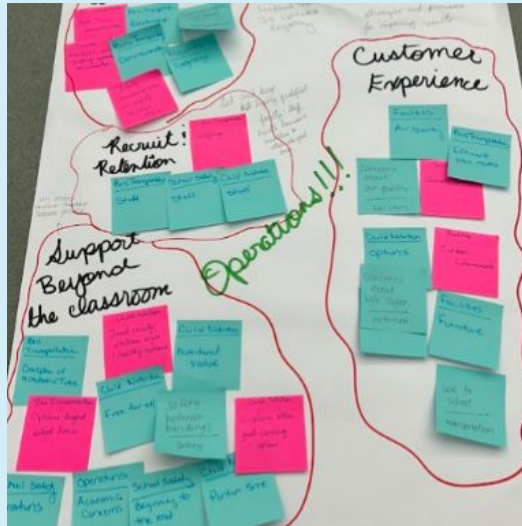
Advanced Academics	
Engagement Sessions	
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We Challenge

Step 3

Study Trends Develop Trend One-Pagers



OCS Strategic Plan
Communications Feedback Trends
Trend
Marketing
Description/Explanation
Marketing to sell ourselves and tell our story? This has implications for strategic efforts, as our ability to engage and influence audiences varies by areas from enrollment and retention, to staff recruitment and operational efficiency due to keeping stakeholders informed, and many other areas.
Feedback Sources
Surveys Focus Group Sessions Town Hall Meetings Feedback Cards Direct Feedback

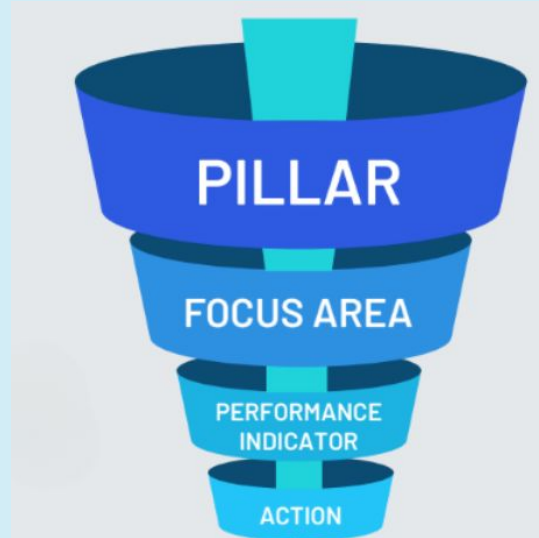


We Challenge

Step 4

Develop Framework of New Plan

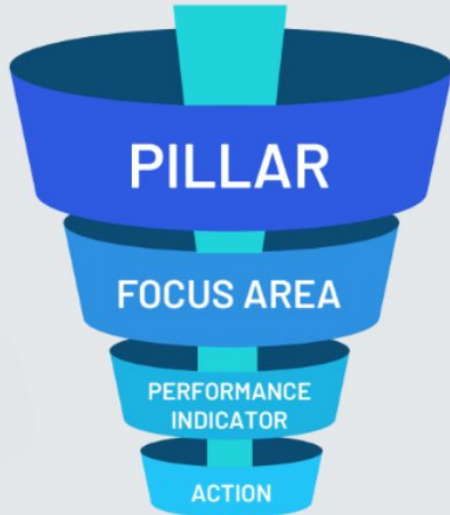
OCS Strategic Plan
Communications Feedback Trends
Trend
Marketing
Description/Explanation
... marketing to sell ourselves and tell our story? This has implications for strategic efforts, as our ability to engage and influence audiences varies in many areas from enrollment and retention, to staff recruitment and operational efficiency due to keeping stakeholders informed, and many other areas.
...nts and families represented in safe ways that reflect the highest standards? How is staff excellence woven into marketing? How do our priorities inform marketing for OCS to succeed in its aims? How well are we doing in an area that is famous for being difficult to measure?
Feedback Sources
...ty Survey ...ent Sessions ...edback ...back



We Challenge

Step 5

Cross-Team Collaboration to Develop Draft



Key Components of Engage Orange



2026-2031 Strategic Plan

Engage Orange

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Portrait of a Graduate



The OCS Experience

A promise of what every student will experience in schools.



Engaging

Relevant

Empowering

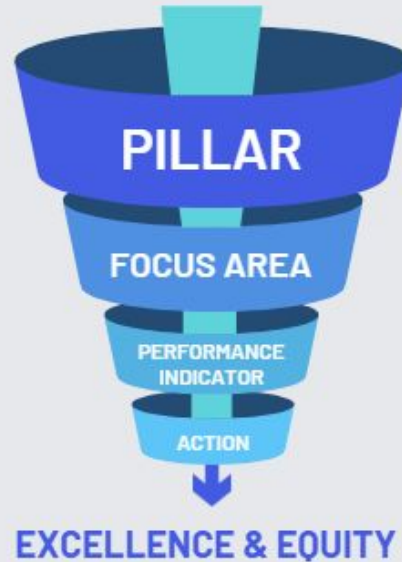
Organization of Engage Orange

The Shift in Approach

From Isolated Goals to
Aligned Pillars

From Compliance to
Continuous Improvement

From Silos to
Collective Ownership



PILLAR

A **broad, long-term priority** area that represents a major commitment of the five-year strategic plan.

FOCUS AREA

The **specific components** within a pillar that clarify what the district will concentrate on to make progress over the next five years.

PERFORMANCE INDICATOR

The **measurable outcomes** the district will use to **track progress** and determine whether the work in each focus area is improving results.

ACTION

The **key steps, initiatives, or strategies** the district will implement in each focus area to improve performance indicators.

Engage Orange

The Four Pillars Guiding the Plan



The plan is organized around **four core pillars** that define our priorities, guide the alignment of resources, and drive action to improve outcomes for all students.

Each pillar is grounded in two unifying components: **equity and communication.**



Engage Orange

The Four Pillars Guiding the Plan



Engage Orange is grounded in a shared commitment to achieving excellence across these four pillars.



Engage Orange Commitment: Best in NC

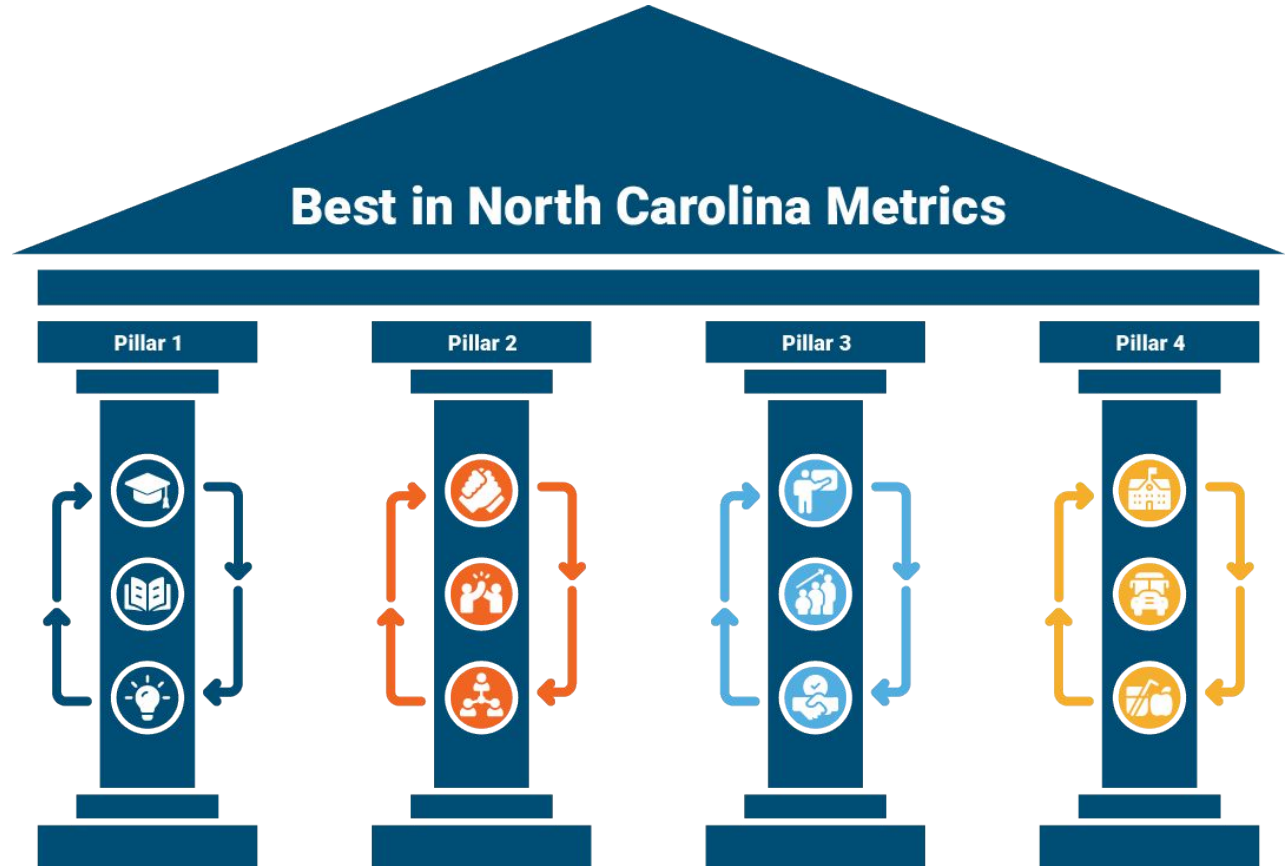
Driving Continuous Improvement and Measuring Impact

Best in North Carolina Metrics

How We Monitor

Improvement happens within each pillar through a continuous cycle of collaboration, reflection, and action.

Teams track **numeric** progress on key performance indicators within each pillar and report to the Board of Education and the community.



Best in North Carolina Metrics

Measuring the Impact of Engage Orange

Using these **clear, measurable targets**, we will monitor our progress, ensure continuous improvement, and hold ourselves accountable for delivering outcomes that prepare every student for life after graduation.



Four-Year Cohort Graduation Rate



Performance on AP Exams



**Academic Performance on
End-of-Grade/Course Exams**



Performance in Dual Enrollment



DIBELS8 Early Literacy Assessment



**ACT/ACT WorkKeys Composite
Score**



**Performance in Career & Technical
Education Courses**

Pillar 1

Prepare Students for Life After Graduation

Prepare Students
For Life After Graduation

Communication



Equity

FOCUS AREAS

Build Foundational Skills

Ensure High-Quality Instruction

Expand Access to Future-Ready Pathways

Provide Differentiation and Support for Special Populations

Engage in Effective Professional Learning



Pillar 2

Engage the Whole Student in Safe and Supportive Learning Environments

Engage the Whole Student
in Safe and Supportive
Learning Environments

Communication



Equity

FOCUS AREAS

Improve and Enhance Student Well-Being and Development

Engage Stakeholders Across Schools, the District, and the Community

Ensure and Maintain Safe and Supportive School Learning Environments



Pillar 3

Cultivate, Support, and Retain Excellent Staff

Cultivate, Support, and Retain Excellent Staff

Communication



Equity

FOCUS AREAS

Strengthen Strategic Recruitment of a Highly-Qualified and Diverse Staff

Improve Retention of Excellent Staff

Enhance Employee Support and Development



Pillar 4

Maximize Operational Excellence to Support Student Success

Maximize Operational
Excellence to Support
Student Success

Communication



Equity

FOCUS AREAS

Support a Safe and Healthy Learning Environment

Ensure Safe and Effective Transportation Services

Strengthen Efficient and Transparent School Business Functions

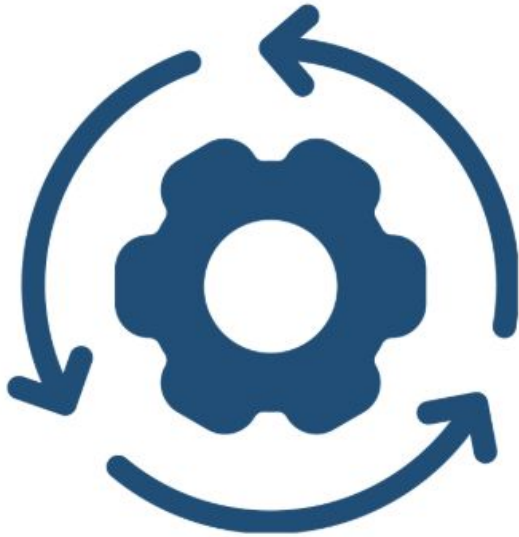
Expand Access to High-Quality School Nutrition Services

Optimize Facility Operations

Strengthen Strategic Engagement with Internal and External Stakeholders



Actions



Key steps, initiatives, or strategies the district will implement to achieve the focus area and improve performance indicators.

Developed through a collaborative process.

Cabinet led cross-collaboration of **work teams** to develop action steps.

Performance Indicators

Measurable outcomes that will be used to track progress and determine whether our efforts are improving results over time and across each pillar.

Work teams will develop a baseline, engage in a continuous improvement model, and monitor progress over time.

Progress will be reported to the Board of Education and the community.





2026-2031 Strategic Plan

Engage Orange

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Next Steps for Engage Orange

OCS Strategic Plan Development Timeline



Plan Name Draft

Survey for Feedback



Survey Open from May 19- June 2nd

Communication Plan

- All Staff Email
- All Parent/Guardian Email
- Website
- Social Media
- Message for Families in Weekly School Email



WE INSPIRE.



Launch the New
Plan

Communication

Next Steps

- ❖ Vote on Plan at BOE on June 15
- ❖ Administrator Launch: June Leadership Retreat
- ❖ All Staff Launch: Stars of Education Conference on August 17







Orange County Schools

NORTH CAROLINA

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