

2025  
Strategic Plan  
**CONNECTED**



# Introduction

Have you ever stepped back and looked at the shapes that make up your surroundings? Sure—a circle for a tire, a rectangle for a building. But have you thought about why certain shapes are used for a particular design? The pandemic caused educators and school districts to step back and look at those foundational shapes to ensure students continued to grow and learn in the middle of a national crisis. One thing for certain is that educators are resilient, determined, and creative. We learned to depend on each other more than ever and connect in a way that was stronger than before. Just like the hexagon is used in many ways to provide a stable, secure connection—from allowing the best torque for mechanical engineering to maximizing load distribution by not wasting space modeled on the turtle’s shell—our school district was that stability for many in our community for learning, nourishment, and care. As we look forward to the next five years, we know change is inevitable. We embrace that change and view this opportunity to continue to improve our education system.

Our Strategic Plan comprises the vision, mission, core values, focus areas and goals for our learning organization. It is a dynamic document that is the focus and driving force which guides our decision-making at all levels. The 2020 strategic plan was revised to align with the North Carolina State Board of Education’s focus areas and goals. This alignment has resulted in three focus areas: eliminate opportunity gaps by 2025, improve school and district performance by 2025, and increase educator preparedness to meet the needs of every student by 2025. These areas allow us to do what is best for students in making sure they receive a high quality, relevant education in a safe and caring environment and graduate as confident, responsible and globally competitive citizens who are college and career ready.

## Table of Contents

- 2 Introduction
- 3 Mission, Vision, and Core Values
- 4 Focus Areas
- 5 Focus Area 1: Eliminate Opportunity Gaps
- 8 Focus Area 2: Improve School and District Performance
- 12 Focus Area 3: Increase Educator Preparedness to Meet the Needs of Every Student

# Vision

Together, ensuring student success by igniting a passion for learning.

# Mission

We are a premier school system where students come first. All students will receive a high quality, relevant education in a safe and caring environment which will produce confident, responsible and globally competitive citizens. Our students will be college and career ready.

# Core Values

## Strong Relationships

We believe that strong relationships and partnerships between all members of our organization and community are essential to reach our goals. We will commit to work together to ensure open communication in a safe, trusting, and respectful environment; to make data-driven decisions based on input and feedback from multiple perspectives. We will strive to provide exemplary customer service to our parents, partners, students, and staff to ensure satisfaction and value.

## Focus on Students and Learning

We believe our primary focuses are students and learning. We will commit to provide personalized, challenging, and engaging learning opportunities for both students and staff, to take ownership of their learning and; to challenge ourselves and others to continue to improve through analysis and reflection on data and practices.

## Collaborative Approach to Success

We believe that individuals working together in teams with a united focus are more efficient, more effective and achieve greater results. We will commit to working together to achieve our goals, to empower and engage others in our work and learning; to be respectful in our interactions; to hold ourselves accountable for the team’s success and to recognize that everyone can make a positive contribution.

## Pursuit of Excellence and Success

We believe in holding all students and staff to high expectations to ensure that all students graduate prepared for successful and productive futures. We are committed to embracing challenges and setbacks as opportunities for growth and innovation. We will commit to use accurate and relevant data to make decisions; to continuously improve our instruction, operations, and interactions; to keep our focus on successful results.

## High Ethical Standards and Transparency

We believe that all actions and decisions are rooted in fairness, respect, honesty, and openness. We will commit to conducting ourselves in a civil and forthright manner in all our interactions; to making all decisions in an equitable, honorable and transparent manner.



# Focus Areas

The Iredell-Statesville Schools 2025 Strategic Plan is organized into three overarching focus areas: Eliminate Opportunity Gaps, Improve School and District Performance, and Increase Educator Preparedness. Each of these focus areas have supporting goals the district monitors to gauge how effective our strategies are working. The plan commits to continuous improvement as adjustments to the goals and strategies will be used to maximize effectiveness.



## Focus Area I Eliminate Opportunity Gaps

### Goal 1: Exclusionary Discipline Practices

One Year	Three Year	Five Year
By June 2021, the exclusionary discipline practices (out-of-school suspension) by sub-group (ethnicity) will decrease by 1%.	By June 2023, the exclusionary discipline practices (out-of-school suspension) by sub-group (ethnicity) will decrease by 2%.	By June 2025, the exclusionary discipline practices (out-of-school suspension) by sub-group (ethnicity) will decrease by 3%.

Strategies: Educator Handbook, targets by school, MTSS behavior and academic processes, Restorative Justice, Trauma Informed and Culturally Responsive practices, social workers, behavior team support, high school scholarship targets, Dream Builders support mechanism, AVID, Capturing Kids Hearts, Gear Up, Check and Connect

### Goal 2: School and Department Climate

One Year	Three Year	Five Year
By June 2021, the overall satisfaction on appropriate questions on climate surveys will meet or exceed 89% for Teacher Working Conditions Survey (question 10.6) & 90% Agree/Strongly Agree for the I-SS Climate Survey for all stakeholder groups. Department Climate Survey to meet or exceed 3.5.	By June 2023, the overall satisfaction on appropriate questions on climate surveys will meet or exceed 90% for Teacher Working Conditions Survey (question 10.6) & 90% Agree/Strongly Agree for the I-SS Climate Survey for all stakeholder groups. Department Climate Survey to meet or exceed 3.5.	By June 2025, the overall satisfaction on appropriate questions on climate surveys will meet or exceed 90% for Teacher Working Conditions Survey (question 10.6) & 90% Agree/Strongly Agree for the I-SS Climate Survey for all stakeholder groups. Department Climate Survey to meet or exceed 3.5.

Strategies: Educator Handbook, targets by school, MTSS, Restorative Justice (circles), Trauma Informed practices, social workers, behavior team support, high school scholarship targets, Dream Builders support mechanism, AVID, Capturing Kids Hearts, Gear Up



Goal 3: Postsecondary Opportunities

One Year	Three Year	Five Year
<p>By June 2021, the number of secondary students participating in early postsecondary opportunities (EPSOs) will increase by 5% for AP, IB DP, and dual credit/enrollment including early college and Career &amp; College Promise (CCP).</p> <p>By June 2021, the number of Career Technical Education (CTE) Students participating in Career &amp; College Promise (CCP) programs will increase by 2%.</p> <p>The Four-Year Graduation Rate for CTE Concentrators will continue to be greater than 95%.</p>	<p>By June 2023, the number of secondary students participating in EPSOs will increase by 10% for AP, IB DP, and dual credit/enrollment including early college and CCP.</p> <p>By June 2023, the number of CTE Students participating in CCP programs will increase by 2%.</p> <p>The Four-Year Graduation Rate for CTE Concentrators will continue to be greater than 95%.</p>	<p>By June 2025, the number of secondary students participating in EPSOs will increase by 10% for AP, IB DP, and dual credit/enrollment including early college and CCP.</p> <p>By June 2025, the number of CTE Students participating in CCP programs will increase 2%.</p> <p>The Four-Year Graduation Rate for CTE Concentrators will continue to be greater than 95%.</p>

Strategies: Counselor and differentiation specialist support, work-based learning, apprenticeships, work access, develop CTE task force and long-range plan, choice programs, IB professional development, College Board walks and training for AP teachers, online platforms (AP Pro and AP Classroom)

Goal 4: Diversity and Retention of Staff

One Year	Three Year	Five Year
<p>By June 2021, increase the diversity of staff 1% and decrease the teacher turnover rate (6.6%) by 1%.</p>	<p>By June 2023, increase the diversity of staff 3% and decrease the teacher turnover rate (6.6%) by 1.5%.</p>	<p>By June 2025, increase the diversity of staff 5% and decrease the teacher turnover rate (6.6%) by 2.5%.</p>

Strategies: recruitment, Beginning Teacher Support Program (BTSP), Dream Builders, Bonus Plan Task Force

Goal 5: School-Based Mental Health Contacts for Students

One Year	Three Year	Five Year
<p>By June 2021, the number of school-based mental health contacts for students will increase by 10%.</p>	<p>By June 2023, the number of school-based mental health contacts for students will increase by 25%.</p>	<p>By June 2025, the number of school-based mental health contacts for students will increase by 35%.</p>

Strategies: Tier 2 best practice strategies deployed, referrals to Children’s Hope Alliance

Goal 6: Healthy Student Habits

One Year	Three Year	Five Year
<p>By June 2021, the percentage of students in the Healthy Fitness Zone will increase by 5% on the Fitnessgram and the percentage of minutes of physical activity per week that students receive will increase by 25% of the Healthy Activity Report.</p> <p>2020-2021 - Baseline Year for Alliance for a Healthier Generation District Assessment.</p>	<p>By June 2023, the percentage of students in the Healthy Fitness Zone will increase by 10% on the Fitnessgram; the percentage of minutes of physical activity per week that students receive will increase by 40% of the Healthy Activity Report.</p>	<p>By June 2025, the percentage of students in the Healthy Fitness Zone will increase by 20% on the Fitnessgram; the percentage of minutes of physical activity per week that students receive will increase by 50% of the Healthy Activity Report.</p>

Strategies: Fitness program, Alcohol Awareness, GREAT, Say Something app, suicide training, Safe Schools Ambassadors, monitor Youth Risk Behavior Survey (YRBS) indicators

Goal 7: Create Healthy and Engaged Students Through Increased Participation in School Nutrition

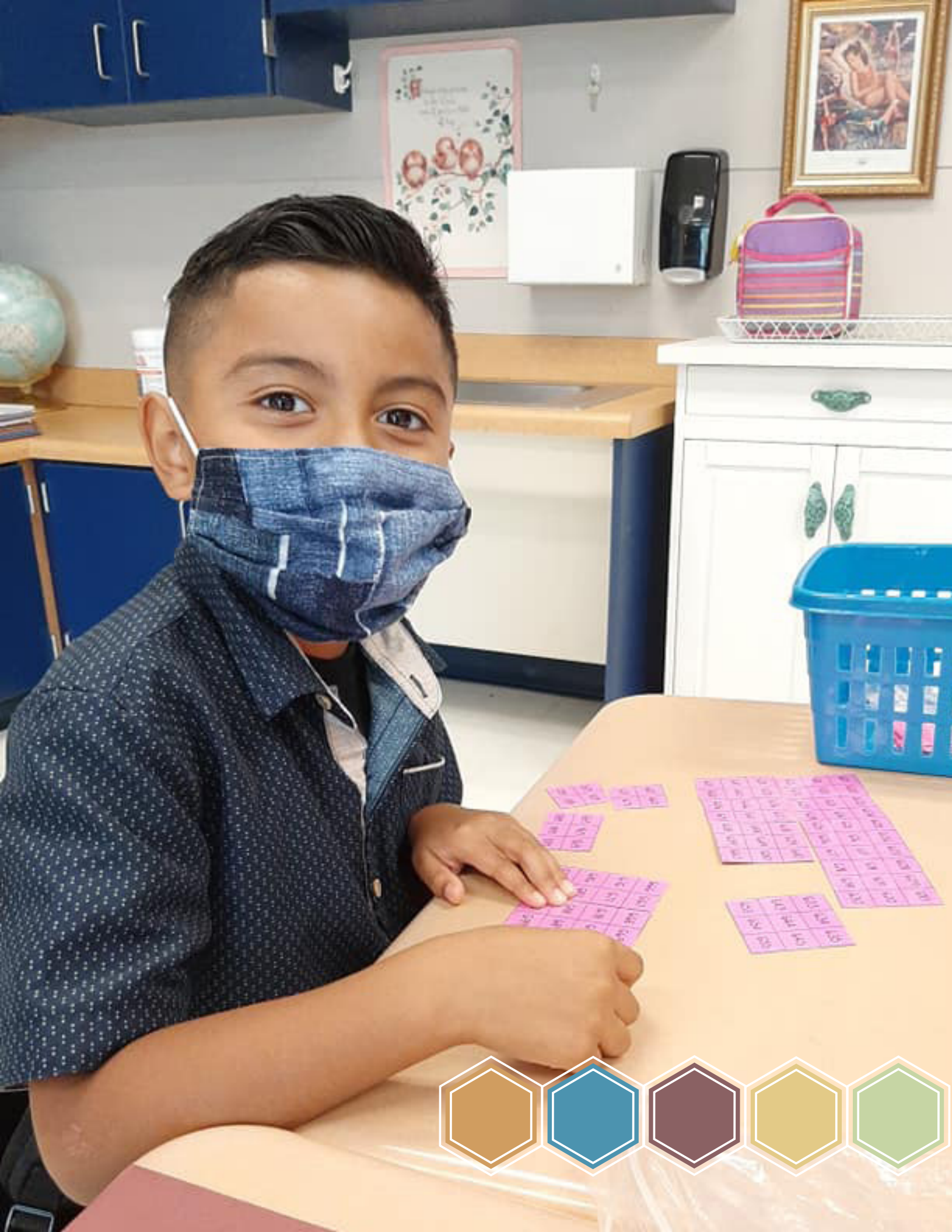
One Year	Three Year	Five Year
<p>By June 2021, there will be 30% school breakfast and 55% school lunch participation resulting in meeting or exceeding the national average for school breakfast and lunch.</p>	<p>By June 2023, there will be 40% school breakfast and 70% school lunch participation resulting in meeting or exceeding the national average for school breakfast and lunch.</p>	<p>By June 2025, there will be 60% school breakfast and 85% school lunch participation resulting in meeting or exceeding the national average for school breakfast and lunch.</p>

Strategies: Second Chance Breakfast, Afternoon Grab and Go, After-School Supper Program

Goal 8: Increase ACT Composite Score

One Year	Three Year	Five Year
<p>By June 2021, the percentage of high school juniors scoring the University of North Carolina (UNC) minimum score of 19 on the American College Testing (ACT) will be 65%.</p>	<p>By June 2023, the percentage of high school juniors scoring the University of North Carolina (UNC) minimum score of 19 on the American College Testing (ACT) will be 70%.</p>	<p>By June 2025, the percentage of high school juniors scoring the University of North Carolina (UNC) minimum score of 19 on the American College Testing (ACT) will be 80%.</p>

Strategies: wave senior fees, AVID, Early College student tutors, online courses and resources (Edmentum, Edgenuity, Khan Academy, ACT academies)



## Focus Area II

Improve School and District Performance

### Goal 1: Math and English Language Arts EOGs; Grades 3-8

#### One Year

By June 2021, the subgroup test scores meeting the Every Student Succeeds Act (ESSA) Yearly Measures of Interim Progress will meet or exceed 28%.

#### Three Year

By June 2023, the subgroup test scores meeting the Every Student Succeeds Act (ESSA) Yearly Measures of Interim Progress will meet or exceed 35%.

#### Five Year

By June 2025, the subgroup test scores meeting the Every Student Succeeds Act (ESSA) Yearly Measures of Interim Progress will meet or exceed 40%.

Strategies: PLCs, MTSS, instructional facilitators, content coaches, curriculum guides, formative assessments, Ready, I-Ready, Corrective Reading, Cams/Stams, Sonday System

### Goal 2: Math Proficiency for EOG and EOC Subgroups

#### One Year

By June 2021, the percentage of students proficient in math on EOG and EOC, by subgroups (focus subgroups: Students with Disabilities (SWD), English Learners (EL), Hispanic (HISP), Black (BLACK)) will meet or exceed 50%.

#### Three Year

By June 2023, the percentage of students proficient in math on EOG and EOC, by subgroups (focus subgroups: SWD, EL, HISP, BLACK) will meet or exceed 55%.

#### Five Year

By June 2025, the percentage of students proficient in math on EOG and EOC, by subgroups (focus subgroups: SWD, EL, HISP, BLACK) will meet or exceed 60%.

Strategies: Number Talks, NC Teacher Toolkit, instructional facilitators, content coaches, curriculum guides, formative assessment, Ready, I-Ready, TransMath, Edmentum Exact Path, Cars/Stars, Sonday System





Goal 3: Third Grade Reading Proficiency

One Year	Three Year	Five Year
By June 2021, the percentage of students proficient in reading by the end of 3rd grade according to the beginning of year assessment, end of year assessment, portfolio, or alternative assessment will meet or exceed 80%.	By June 2023, the percentage of students proficient in reading by the end of 3rd grade according to the beginning of year assessment, end of year assessment, portfolio, or alternative assessment will meet or exceed 85%.	By June 2025, the percentage of students proficient in reading by the end of 3rd grade according to the beginning of year assessment, end of year assessment, portfolio, or alternative assessment will meet or exceed 90%.
Strategies: Letterland, Guided Reading, Raz Kids Plus, instructional facilitators, reading mastery, curriculum guides, formative assessment		



Goal 4: High School English II and Biology EOC Proficiency

One Year	Three Year	Five Year
By June 2021, the percentage of students proficient on the High School English II and Biology End of Course (EOC) exam will meet or exceed 70%.	By June 2023, the percentage of students proficient on the High School English II and Biology EOC exam will meet or exceed 65%.	By June 2025, the percentage of students proficient on the High School English II and Biology EOC exam will meet or exceed 75%.
Strategies: PLCs, MTSS, instructional facilitators, content coaches, curriculum guides, formative assessments, online courses and resources (Edmentum, Edgenuity, Khan Academy, ACT academies)		

Goal 6: Highly Effective Educators

One Year	Three Year	Five Year
By June 2021, the percentage of I-SS educators that meet or exceed expected growth on the Education Value-Added Assessment System (EVAAS) will be 100%.	By June 2023, the percentage of I-SS educators that meet or exceed expected growth on the EVAAS will be 100%.	By June 2025, the percentage of I-SS educators that meet or exceed expected growth on the EVAAS will be 100%.
Strategies: MTSS, PLCs, instructional facilitators, content coaches, curriculum guides, formative assessments		

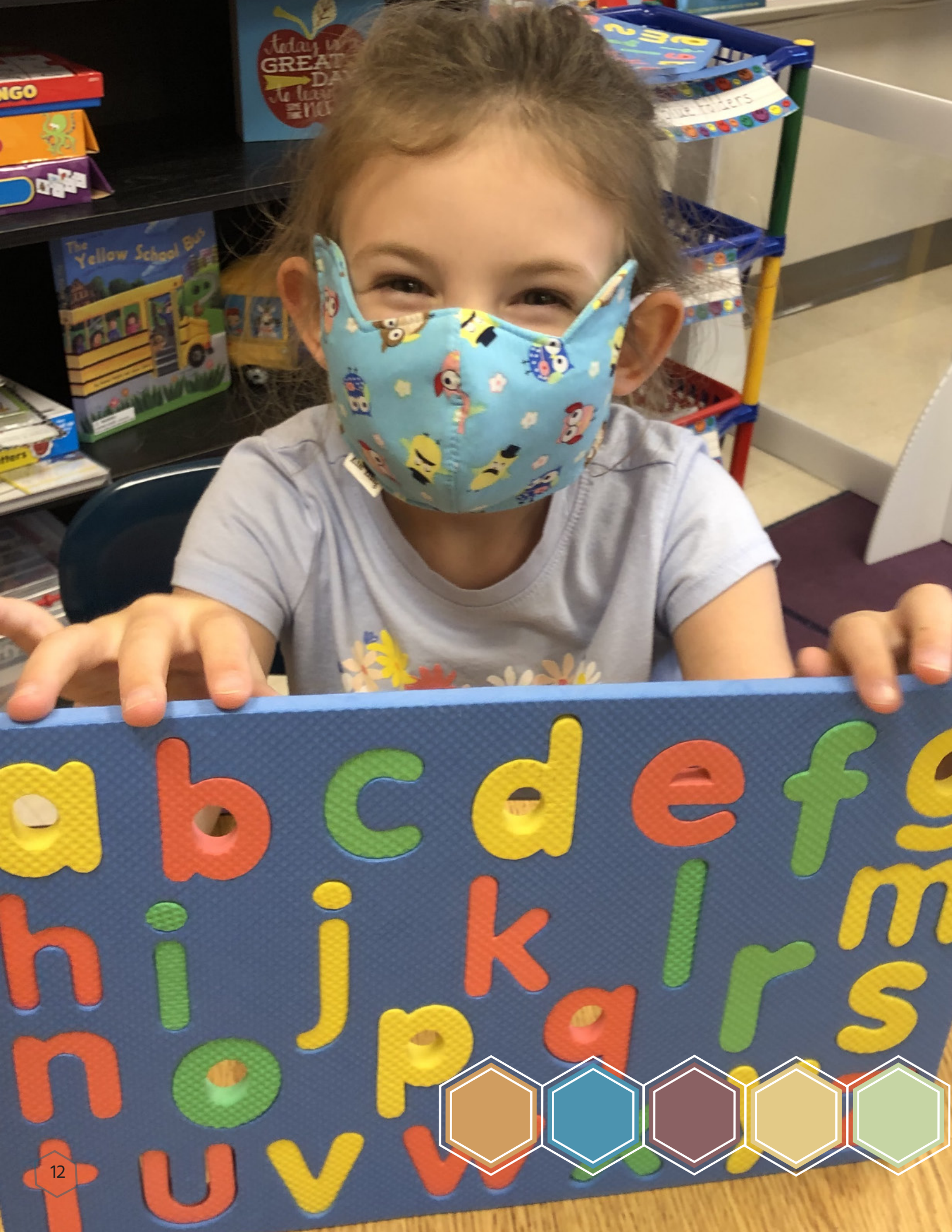
Goal 5: Science EOGs; Grades 5th and 8th

One Year	Three Year	Five Year
By June 2021, the percentage of students proficient in science by subgroup (focus subgroups: Students with Disabilities (SWD), Hispanic (HISP), Black (BLACK)) will meet or exceed 70%.	By June 2023, the percentage of students proficient in science by subgroup (focus subgroups: SWD, HISP, BLACK) will meet or exceed 65%.	By June 2025, the percentage of students proficient in science by subgroup (focus subgroups: SWD, HISP, BLACK) will meet or exceed 75%.
Strategies: NC STEM Schools of Distinction, PLCs, instructional facilitators, content coaches, curriculum guides		

Goal 7: Transportation Efficiency

One Year	Three Year	Five Year
By June 2021, the transportation efficiency will be at or above 87% as reported by the NCDPI Transportation Efficiency Report.	By June 2023, the transportation efficiency will be at or above 88% as reported by the NCDPI Transportation Efficiency Report.	By June 2025, the transportation efficiency will be at or above 90% as reported by the NCDPI Transportation Efficiency Report.
Strategies: Transportation Efficiency Report		





## Focus Area III

Increase Educator Preparedness  
to Meet the Needs of  
Every Student

### Goal 1: Professional Learning and Support

#### One Year

By June 2021, establish a baseline for the number of culturally-relevant, equity-focused resources for educators.

#### Three Year

By June 2023, increase the number of culturally-relevant, equity-focused resources for educators by 5%.

#### Five Year

By June 2025, increase the number of culturally-relevant, equity-focused resources for educators by 10%.

Strategies: diversity and equity professional development, PLCs

### Goal 2: Beginning Educators

#### One Year

By June 2021, 100% of beginning educators will have a rating of proficient on all 5 standards in the North Carolina Educator Evaluation System (NCEES) and meet or exceed expected growth in EVAAS.

#### Three Year

By June 2023, 100% of beginning educators will have a rating of proficient on all 5 standards in the NCEES and meet or exceed expected growth in EVAAS.

#### Five Year

By June 2025, 100% of beginning educators will have a rating of proficient on all 5 standards in the NCEES and meet or exceed expected growth in EVAAS.

Strategies: mentors, instructional facilitators, content coaches, administrators, professional development, PLCs, Beginning Teacher Support Program (BTSP), curriculum guides, formative assessments



Goal 3: Partnerships

One Year

By June 2021, increase the number of partnerships at the building and district level by 20%. The partnerships include non-profit, for-profit, and faith-based partners.

Three Year

By June 2023, maintain and strengthen current partnerships for three years. The partnerships include non-profit, for-profit, and faith-based partners.

Five Year

By June 2025, maintain, foster and strengthen current partnerships for five years. Beginning June 2025, increase current partnerships by 10%. The partnerships include non-profit, for-profit, and faith-based partners.

Strategies: Community partnerships and annual gatherings, faith-based partnerships and annual gatherings, corporate sponsors as it relates to CTE, non-profit agencies including, but not limited to, The United Way of Iredell and their partner agencies; Chambers of Commerce, Civic organizations; health and wellness partnerships

Goal 4: Certified and Classified Attendance

One Year

By June 2021, certified and classified staff attendance will be at or above 95%.

Three Year

By June 2023, certified and classified staff attendance will be at or above 96%.

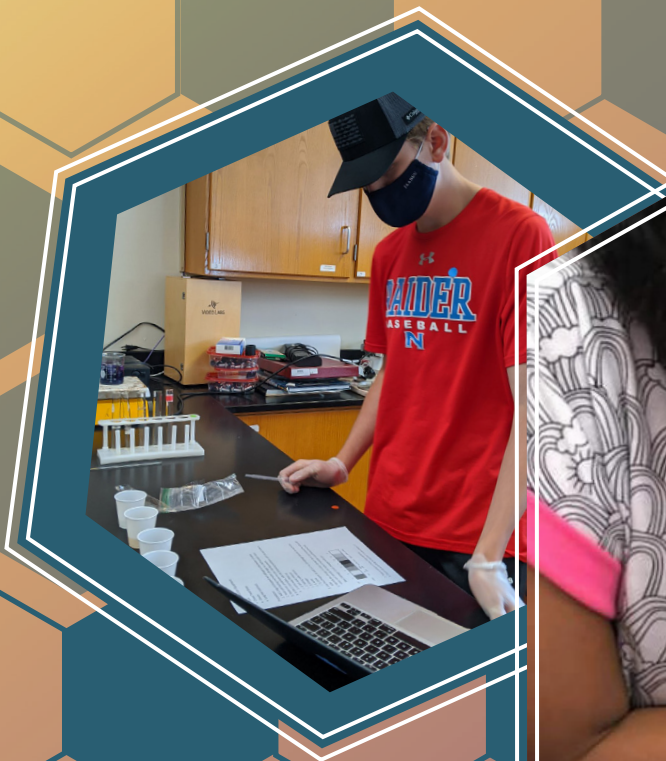
Five Year

By June 2025, certified and classified staff attendance will be at or above 97%.

Strategies: attendance processes (site-based), recognitions







 **Iredell - Statesville Schools**  
Together, Ensuring *Student Success* by Igniting a *Passion* for Learning

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