

LAUNCHING EVERY STUDENT INTO **THEIR FUTURE**

5-year Strategic Plan



Prepare Students

GOAL 1: PREPARE STUDENTS FOR THE FUTURE



Empower
Educators



Ensure Safe
and Healthy
Schools



Deliver
Operational
Excellence

Ensure that every student graduates with the knowledge, skills, and character to thrive in college, career, and life.

Focus: Early literacy, consistent curriculum, rigorous instruction, and equitable access to advanced coursework.

EARLY LITERACY

- Increase 3rd grade reading proficiency to 70% by 2031.

ACADEMIC PROFICIENCY AND GROWTH

- Increase proficiency in tested areas by 3% annually and 15% by 2031.
- 75% of schools meet or exceed growth annually (5-year goal).

POSTSECONDARY READINESS

- 30% of students in grades 9-12 participate in AP/IB/CCP by 2031 (state goal).
- 50% of high school graduates earn at least one industry-recognized credential, dual-enrollment credit, or CTE credit completion annually.
- 95% four-year graduation rate by 2031.
- ACT/ACT WorkKeys 65% over 5 years.



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**GOAL 2:
EMPOWER AND
SUPPORT EXCELLENT
EDUCATORS**



**Ensure Safe
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Schools**



**Deliver
Operational
Excellence**

Recruit, retain, and reverse highly effective educators by investing in their growth, well-being, and leadership.

Focus: Competitive compensation, morale and retention, differentiated supports for new and experienced staff.

VACANCIES & RETENTION

- Compare favorably with the state average in teacher vacancy rate annually.
- Teacher vacancy rate below 5% by 2031.
- Compare favorably to the state average in both state and LEA teacher attrition rate.
- Compare favorably to the state average in principal attrition rate.

PROFESSIONAL GROWTH

- 100% of new teachers participate in Beginning Teacher Academy and receive mentoring support.
- Retain 100% of staff who participate in leadership development programs or the Principal Fellows Program.

SATISFACTION & MORALE

- At least 90% of teachers answer favorably on the retention components of the North Carolina Teacher Working Conditions Survey by 2031.



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GOAL 3:

**ENSURE SAFE AND
HEALTHY SCHOOLS**



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Create safe, inclusive, and caring environments where every student feels a sense of belonging and well-being.

Focus: Mental health supports, effective discipline practices, strong safety protocols.

SAFETY & SECURITY

- 100% of schools maintain fully compliant emergency management and safety protocols.
- 100% of schools have regular safety drills and updated crisis plans.
- Increase the percentage of students who report feeling physically safe at school to 90% by 2031.

STUDENT WELL-BEING

- Reduce student suicide rates to zero.
- Increase the percentage of students reporting a sense of belonging and safety to 90% on annual climate surveys by 2031.
- Maintain a chronic absenteeism rate of less than 10% annually with targeted interventions for high-need student groups.

DISCIPLINE

- Reduce suspensions to below the state average by 2031.
- Decrease disproportionality rates among students with disabilities and African American students by 5% by 2031.



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**GOAL 4:
PROVIDE
FUTURE-READY
OPERATIONS**

Deliver efficient and innovative operational systems that support student learning and future-focused schools.

Focus: Modernized facilities, reliable transportation, technology integration, and sustainable funding.

FACILITIES & TECHNOLOGY

- 100% of students and staff have access to up-to-date instructional technology, including AI and adaptive learning tools.
- Decrease maintenance work order response average to one day by 2027 and maintain through 2031.
- Decrease maintenance work order resolution average to 10 days by 2027 and maintain through 2031.

TRANSPORTATION & NUTRITION

- Increase transportation efficiency rating to 92% by 2031.
- Increase student lunch participation to 60% and breakfast participation to 28% by 2031.

