

Cumberland County Schools' **STRATEGIC PLAN**

2019-2024

**Vision | Mission | Values
Priorities | Actions | Measures**

June 11, 2019



Excellence • Equity • Innovation • Integrity • Collaboration • Compassion

Agenda:

- **Vision**
- **Mission**
- **Values**
- **Priorities**
- **Aligned Actions**
- **Measures**
- **Next Steps**





Strategic Plan Implementation Timeline



Our Vision | the future we seek for our students

Every student will have **equitable access to engaging learning** that prepares them to be **collaborative, competitive, and successful** in our **global world**.

KEY CONCEPT
...equitable
access to
engaging
learning

KEY CONCEPT
...collaborative,
competitive and
successful

KEY CONCEPT
...global world

Our Mission | what we do to achieve that future

Cumberland County Schools will provide a **safe, positive, and rigorous learning environment** to prepare **lifelong learners** to reach their **maximum potential**.

KEY CONCEPT

... safe, positive,
and rigorous
learning
environment

KEY CONCEPT

... lifelong learners

KEY CONCEPT

...maximum
potential

Our Core Values | Shared beliefs that guide our work

EXCELLENCE

We pursue and maintain the highest standards

INNOVATION

We develop new and emerging solutions

COLLABORATION

We work together to produce the best results

EQUITY

We provide every student a fair opportunity for success

INTEGRITY

We speak and act honestly and truthfully

COMPASSION

We treat everyone with concern and understanding

Our Strategic Priorities

major priorities that enable our vision and mission

1 SUCCESSFUL STUDENTS

Graduate every student confident, competitive, and ready for a career, college, and life.

2 PREMIER PROFESSIONALS

Recruit, support, and retain impactful teachers, leaders, and support staff.

3 EXCEPTIONAL ENVIRONMENT

Integrate resources, facilities, and staff to maintain a safe, inviting learning environment for students to grow academically, socially, and emotionally.

4 COMMITTED COMMUNITY

Collectively engage schools, parents, and community in building student success.



1 | SUCCESSFUL STUDENTS

	Action
1A	Implement robust learning experiences focused on rigorous instruction, deep engagement, and challenging student work
1B	Define, understand, and promote educational equity to eliminate gaps and ensure opportunity and access for all students
1C	Develop modern learning environments that expand blended and personalized learning
1D	Create tiers of services , a comprehensive system to guide continuous improvement through support for both schools and individual students
1E	Establish and align clear career pathways and program options that promote choice and equip students to compete for evolving career opportunities



1 | SUCCESSFUL STUDENTS

Measure

- | | |
|------------|---|
| 1.1 | % of students taking rigorous course offerings including Advanced Placement, International Baccalaureate, dual enrollment, STEM, and the arts |
| 1.2 | % of students scoring a Level III or higher on EOG or EOC in gateway grade levels or courses: Grades 3, 5, and 8, Math I, Biology and English II |
| 1.3 | % of students scoring 17 or higher on ACT |
| 1.4 | % of schools meeting or exceeding student growth |
| 1.5 | % of students who were physically active at least 60 minutes per day on all 7 days |
| 1.6 | Reduction in the gap in mathematics and English language arts proficiency between subgroups |



1 | SUCCESSFUL STUDENTS

Measure

- | | |
|------------|--|
| 1.7 | % of graduates who are Career and Technical Education completers |
| 1.8 | Ratio of students to technology devices |
| 1.9 | % of certified staff agreeing with statements about access to digital tools and resources |

2018-2019 baseline data will be gathered for each measure to set approved numerical targets for the next 5 years.



Action

2A

Recruit and retain premier professionals throughout the organization to sustain a workforce that delivers and supports innovative classroom instruction

2B

Develop equitable access to human capital practices that ensure all schools have and are implementing strategic hiring practices

2C

Develop talent pathways that invest in district personnel by providing opportunities for professional growth, career advancement, succession planning, and data-driven professional learning to strengthen classroom instruction

2 | PREMIER PROFESSIONALS



Measure	
2.1	% of teachers retained yearly
2.2	% of school-based vacancies at day 1
	% of school-based vacancies at day 40
2.3	% of all professionals in the district with 3 or more years of experience
	% of principals in the district with 3 or more years of experience
	% of teachers in the district with 3 or more years of experience



Measure

2.4	% of Hispanic teachers to % of Hispanic students in district
	% of African-American teachers to % of African-American students in district
2.5	% of teachers meeting or exceeding growth expectations
2.6	% of National Board Certified Teachers
2.7	% of certified staff agreeing with statements about professional development in school

3 | EXCEPTIONAL ENVIRONMENT



Action

- 3A** **Maintain safe and secure schools** as a foundation for student success
- 3B** **Develop a behavioral and mental health framework** to address the individual needs of students and support the whole child
- 3C** **Maximize student graduation rates** to improve life outcomes for all students
- 3D** Build the capacity of schools to **create optimal conditions** to effectively serve all students

Strategic Priorities, Actions, and Measures

3 | EXCEPTIONAL ENVIRONMENT



Measure

3.1	% of staff agreeing with statements about school safety
	% of students agreeing with statements about school climate and safety (NEW MEASURE)
3.2	% of students assigned to out-of-school suspension by subgroup
3.3	% of students graduating within 4 years by subgroup
	% of students graduating within 5 years by subgroup
3.4	% of average daily attendance
3.5	% of military connected students accessing military support services (NEW MEASURE)

2018-2019 baseline data will be gathered for each measure to set approved numerical targets for the next 5 years.



Action

4A

Develop a districtwide family engagement outreach program to provide parents and guardians with information to support the education of their children

4B

Utilize diverse communications and marketing strategies to engage parents and community stakeholders in the educational process

4C

Increase and strengthen community, business, university, municipal, and military partnerships to improve school system offerings



4 | COMMITTED COMMUNITY

Measure

- | | |
|------------|---|
| 4.1 | % of stakeholders responding positively to stakeholder survey related to family and community engagement and communication with the district, schools, and staff (NEW MEASURE) |
| 4.2 | # of schools with active social media presences (NEW MEASURE) |
| 4.3 | # of participants at districtwide community events (NEW MEASURE) |
| 4.4 | # of participants at school-based community events (NEW MEASURE) |
| 4.5 | # of business, community, university, municipal and military partnerships with the district and schools (NEW MEASURE) |
| 4.6 | # of parent users accessing parent portal in PowerSchool |

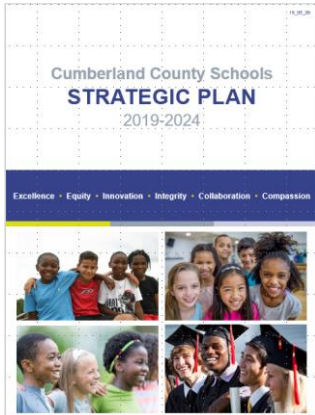
Strategic Plan Implementation

Strategic Plan



Implementation

Vision | Mission | Values
Priorities | Actions |
Measures



- **Board Approves Strategic Plan - June**
- **Form** implementation teams - June
- **Develop** implementation strategies aligned to strategic priorities - June to August
- **Implement** communication plan - June
- **Approve Baseline and Targets - Sep to Oct**
- **Ongoing progress monitoring** against measures and targets
- **Report** results; **Adjust** as needed



Thank You