

Cumberland County Schools'

STRATEGIC PLAN

2019-2024

Excellence • Equity • Innovation • Integrity • Collaboration • Compassion



Overview

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**.

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**.

Our Core Values

shared beliefs to 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.

OUR VISION + MISSION + VALUES + PRIORITIES

Vision, Mission, Values, Priorities, Actions, and Measures

Our Vision

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

Our Mission

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

Our Values

Excellence

Equity

Innovation

Integrity

Collaboration

Compassion

Our Priorities and Actions

1 | SUCCESSFUL STUDENTS

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

- 1A:** Implement **robust learning experiences**
- 1B:** Define, understand, and promote **educational equity**
- 1C:** Develop **modern learning environments**
- 1D:** Create **tiers of services**
- 1E:** Establish and align clear **career pathways**

2 | PREMIER PROFESSIONALS

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

- 2A:** **Recruit and retain** premier professionals
- 2B:** Develop **equitable access** to human capital
- 2C:** Develop **educator talent pathways** and **data-driven professional learning**

3 | EXCEPTIONAL ENVIRONMENT

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

- 3A:** Maintain **safe and secure** schools
- 3B:** Develop a **behavioral and mental health** framework
- 3C:** Maximize student **graduation rates**
- 3D:** Build the **capacity of schools** to serve all students

4 | COMMITTED COMMUNITY

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

- 4A:** Develop a **districtwide family engagement outreach program**
- 4B:** Utilize diverse **communications and marketing**
- 4C:** Strengthen **community, business, university, municipal, and military** partnerships

Measures

disaggregated by subgroups

- **Course offerings**
- **EOGs & EOCs**
- **ACT scores**
- **Student growth**
- **Physical activity**
- **Opportunity gaps**
- **CTE completers**
- **Technology**

- **Teacher retention**
- **Staff vacancies**
- **Staff experience**
- **Educator diversity**
- **Teachers meeting or exceeding growth**
- **National Board Certified Teachers**
- **Educator professional development survey**

- **Student survey**
- **Stakeholder survey**
- **Suspension rates**
- **Graduation rates**
- **Attendance**
- **Military support services**

- **Parent and community survey**
- **Social media activity**
- **Community and school event attendance**
- **Community partnerships**
- **Access to parent portal**

Vision and Mission – Key Concepts

Cumberland County Schools' vision and mission are the driving statements that outline the future we seek. They define what CCS educators and staff do every day on behalf of our students and community. Below, we take a closer look at the key concepts in our vision and mission.

Vision

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

Equitable access to engaging learning ensures race, gender, family income, and disability are not predictors of a student's opportunity to engage in high-quality instruction.

KEY CONCEPT

...collaborative, competitive, and successful

Our graduates will compete for fulfilling careers...not simply jobs; success means having the ability to live a secure, meaningful life as a responsible citizen, effective collaborator, and lifelong learner.

KEY CONCEPT

...global world

The interconnectedness of diverse people, systems, and organizations around the world requires schools to prepare students to thrive in a world that is changing daily.

Mission

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

Cumberland County Schools staff ensure every child is physically, socially, and emotionally safe, has strong peer and adult relationships, and is challenged to learn rigorous content aligned to the North Carolina Standard Course of Study.

KEY CONCEPT

... lifelong learners

Our students have the ability to gain new knowledge and skills throughout their lives so they are prepared for careers that don't yet exist and can innovate to address future global challenges.

KEY CONCEPT

...maximum potential

We believe every child is capable of excellence. We provide support that allows each child to flourish and to find and pursue his or her passions and strengths.

Core Values – A Closer Look

Our core values are common principles and beliefs that guide the work of our students, educators, staff, and community.

EXCELLENCE

We pursue and maintain the highest standards. We hold high standards for all students and adults. From guaranteeing that every child has access to high-quality, grade-level content to seeing that every school is safe and inviting, we believe high expectations are required for the success of our students. We benchmark our performance against the best systems in the state, country, and world.

EQUITY

We provide every student a fair opportunity for success. Educational equity ensures systems and practices are designed and individually differentiated to provide the access, opportunity and support necessary for every student to succeed. We work toward a future in which race/ethnicity, gender, socioeconomic status, language, and disability do not predict learning and life outcomes.

INNOVATION

We develop new and emerging solutions. The complexity of our global world requires that staff find new and innovative ways to educate so that our students develop the skills to think critically and creatively. We work continually to identify and implement new policies, practices, and technologies that advance high-quality teaching and learning.

INTEGRITY

We speak and act honestly and truthfully. We model the character and honesty we aspire to develop in our students. We celebrate our successes, own our failures, and assume the best of others.

COLLABORATION

We work together to produce the best results. Our schools are stronger when our educators work together. Likewise, our students are better prepared for their futures when they learn to listen carefully to varying perspectives, work with diverse coalitions, and take unified action to solve common problems.

COMPASSION

We treat everyone with concern and understanding. We believe in caring for each other and those in our community. Every student and staff member is worthy of empathy, kindness, and respect.

Strategic Priorities and Actions

1 | SUCCESSFUL STUDENTS

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



	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

Key Measures

	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
1.7	% 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

Strategic Priorities and Actions

2 | PREMIER PROFESSIONALS

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



	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

Key Measures

	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
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

Strategic Priorities and Actions

3 | EXCEPTIONAL ENVIRONMENT

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



	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

Key Measures

	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)

Strategic Priorities and Actions

4 | COMMITTED COMMUNITY

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



	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

Key Measures

	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