# Strategic Progress in Action

Instructional and Operational Impact

June 23, 2025



## **Desired Outcomes**



wcpss.net/strategic-plan

Highlight how instructional and operational efforts are connected to our strategic plan, with real-time data guiding leadership and continuous improvement.

Share key metrics that reflect student success, operational effectiveness, and our commitment to transparency and accountability.

PUBLIC SCHOOL SYSTEM

## About WCPSS

#### **Student Demographics**

White	42.8%
Black	21.9%
Latinx/Hispanic	19.3%
Asian	11.6%
Two or More Races	4%
American Indian	0.2%
Pacific Islander	0.1%
FRL	35.1%
AIG	16.1%
LEP	10.2%
Special Education	10.9%

## 160,809 students

199 Schools 120 Elementary 38 Middle	15th largest district in the country	
31 High 10 Multi-Level	10th largest employer in NC	
20,260 employees 10.840 teachers		

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## **Core Beliefs**

**1** Every student is uniquely capable and deserves to be challenged and engaged in relevant, rigorous, and meaningful learning each day.

2 Every student is expected to learn, grow, and succeed while we eliminate the ability to predict achievement based on socioeconomic status, race, and ethnicity.

3 Well-supported, highly effective, and dedicated principals, teachers, and staff are essential to success for all students.

4 We will sustain best practices while promoting continuous improvement, risk-taking, and innovation to drive a high-performing organization focused on student achievement, well-being, and agency.

5 The Board of Education. superintendent, and all staff value a diverse inviting, respectful, inclusive, flexible, and supportive.

6 Wake County residents value a strong public school system and will partner to provide the school community that is support and resources to fully realize our shared vision, accomplish the mission, and sustain our core beliefs.

7 All students and staff deserve to work in optimal learning environments supported by sufficient resources, well-maintained facilities. and sustainable operational systems.



### **Mission**

Wake County Public School System will provide a relevant and engaging education and will graduate students who are collaborative, creative, effective communicators and critical thinkers.

## Vision

WAKE COUNTY PUBLIC SCHOOL SYSTEM

All Wake County Public School System students will be prepared to reach their full potential and lead productive lives in a complex and changing world.

**STRATEGIC** PRIORITIES ..represent the outcomes we aspire to for our students, staff, and community. **STUDENT** STUDENT **OPERATIONAL** DISPOSITIONS **KNOWLEDGE EFFFECTIVENESS** & SKILLS & WELL-BEING Communication Collaboration **Effective Operations Critical Thinking Behavioral** Services Creativity Health Facilities Literacies **Knowledge & Skills ESSENTIAL** PILLARS ... are the necessary conditions that will allow us to reach these outcomes. **High-quality** Family & instructional Equity-focused High-quality community WCPSS staff core for all practices engagement content areas







#### **PRIORITY 1**

STUDENT KNOWLEDGE AND SKILLS

The Four C's

Literacies | Knowledge and Skills

Students develop critical thinking, communication, collaboration, and creativity skills.

Students are challenged and engaged in relevant, rigorous, standardsaligned, and meaningful learning each day in

- Reading/Language Arts;
- Mathematics;
- Science;
- Social Studies;
- the Arts;
- Digital Literacy;
- Financial Literacy; and
- Other Content Areas.

#### **GOAL 1: GRADUATION**

By 2028, WCPSS will annually graduate **98%** of students prepared to reach their full potential and lead productive lives in a complex and changing world. By 2028, WCPSS will eliminate graduation rate disparities by race, ethnicity, gender, and socio-economic status.

#### **GOAL 2: PROFICIENCY**

By 2028, **90%** of WCPSS students will meet or exceed grade level proficiency. By 2028, WCPSS will eliminate proficiency disparities by race, ethnicity, gender, and socio-economic status.

#### GOAL 3: GROWTH

By 2028, **90%** of WCPSS schools will exceed the statewide average for growth and 100% of student subgroups will exceed the statewide average growth.



#### PRIORITY 2 STUDENT DISPOSITIONS AND WELL-BEING

#### **Behavioral Health**

Students and staff are empowered individually and collectively to develop and apply the knowledge, skills, and dispositions for overall well-being and resilience.

#### **GOAL 4: ATTENDANCE**

By 2028, WCPSS will ensure **95%** of all students are in attendance at least 95% of their days in membership and will eliminate disparities by race, ethnicity, gender, and socio-economic status.

#### **GOAL 5: STUDENT WELL-BEING**

By 2028, **90%** of WCPSS students will demonstrate the social-emotional competencies of selfawareness, self-management, social awareness, relationship skills, and responsible decision-making and eliminate any disparities by race, ethnicity, gender, and socio-economic status.

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#### PRIORITY 3 OPERATIONAL EFFECTIVENESS

Effective Operations, Services, and Facilities The district provides timely and consistent service for every student and an inviting, safe environment for teaching and learning at every school.

WCPSS operates efficiently, effectively and sustainably. All employees have the resources they need to do their best work and support student learning and growth.

#### **GOAL 6: PARENT AND FAMILY EXPERIENCE**

By 2028, **95%** of families surveyed will indicate low barriers to engagement and positive school climate. By 2028, WCPSS will eliminate any disparities along lines of race, ethnicity, gender, and socio-economic status.

#### GOAL 7: EMPLOYEE EXPERIENCE

By 2028, **95%** of WCPSS employees will respond agree or strongly agree to select questions associated with employee satisfaction, engagement and wellness and will eliminate any disparities identified along lines of race, ethnicity, role, and gender in the percent of employees responding agree or strongly agree to the same questions.



#### Aim 1 | Cultivate high-quality professional learning communities.

**Aim 2** | Deliver standards-based, rigorous, culturally responsive, and inclusive curriculum resources and instructional practices that are enhanced by technology.

**Aim 3** | Analyze performance data to guide core instructional planning and high-impact interventions and acceleration.

**Aim 4** | Eliminate over-representation in Special Education and underrepresentation in advanced coursework by race, ethnicity, and gender.

**Aim 5** | Design and offer comprehensive professional learning pathways for all staff.

**Aim 6** | Provide clear, accessible, and consistent information about family involvement opportunities.

**Aim 7** | Empower families and communities to partner in their children's learning and school improvement by honoring their perspectives and unique needs.

**Aim 8** | Expand access to high-quality instructional programming, enrichment, and co-curricular activities to provide a point of connection for every student.

**Aim g** | Provide a safe, inclusive learning environment that is responsive to all students' behavioral health needs and promotes a sense of belonging.

**Aim 10** | Eliminate over-representation by race, ethnicity, gender, and disability in student discipline referrals, suspensions, and absences.

Aim 11 | Cultivate a workplace culture that embraces diversity, promotes engagement and well-being, and fosters belonging.

**Aim 12** | Build strong relationships among staff, families, and community organizations in order to share resources and promote well-being.

Aim 13 | Implement an equity framework that provides systemic expectations around equity to differentiate support, guidance, and resources across all schools and departments.

**Aim 14** | Differentiate resource allocation to provide PreK-12 students with equitable access to high-quality teachers and principals, and sufficient support services.

**Aim 15** | Recruit, hire, develop, and retain diverse instructional and non-instructional staff.

**Aim 16** | Establish metrics of accountability for departmental management.

Aim 17 | Ensure that all students and staff have continuous, highquality, and equitable access to facilities and technology (infrastructure and devices).

**Aim 18** | Prioritize safety upgrades, including upgrading facilities, improving safety plans, and focusing on cyber-security.

**Aim 19** | Evaluate practices to ensure safe, timely, efficient, and reliable transportation services.

**Aim 20** | Establish new systemic processes and guidelines balancing operational efficiency, fiscal responsibility, and environmental sustainability.



PRIORITY 3 OPERATIONAL EFFECTIVENESS

## Instructional Lens





#### **PRIORITY 1** STUDENT KNOWLEDGE AND SKILLS

The Four C's

Literacies | Knowledge and Skills

**PRIORITY 2** STUDENT DISPOSITIONS AND WELL-BEING

**Behavioral Health** 

Aim 3 | Analyze performance data to guide core instructional planning and high-impact interventions and acceleration.

Aim 4 | Eliminate overrepresentation in **Special Education and** underrepresentation in **advanced coursework** by race, ethnicity, and gender.

Aim 10 | Eliminate overrepresentation by race, ethnicity, gender, and disability in **student discipline referrals**,

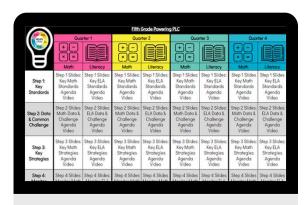
suspensions, and absences.

#### Office of Academic Achievement Regional Support Model

Improved student outcomes through targeted and differentiated support to schools



Aim 1 | Cultivate high-quality professional learning communities.

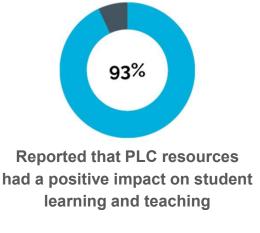


**Powering PLCs Dashboard** 

97%

1,065

Favorable responses about PLC Resources Dashboard Average number of weekly views of the dashboard by school leaders





Reported that resources resulted in a positive impact on team function within PLCs

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Pilot study feedback results, WCPSS Office of Professional Learning

#### PRIORITY 3 OPERATIONAL EFFECTIVENESS

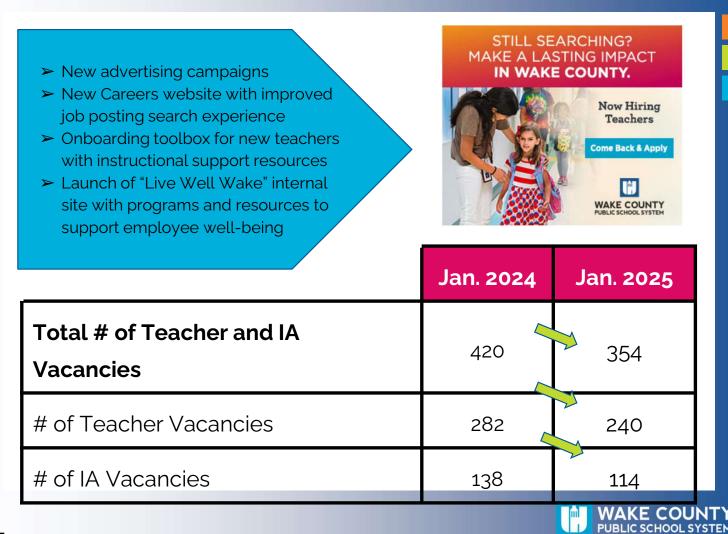
Effective Operations, Services, and Facilities

# **Operational Lens**

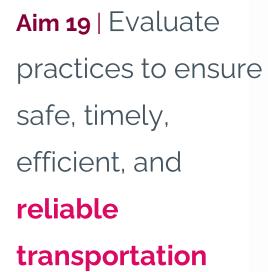




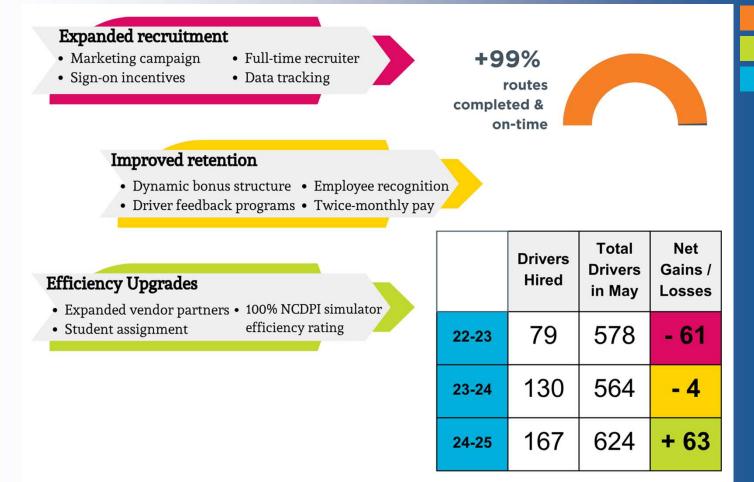
Aim 15 | Recruit, hire, develop, and retain diverse instructional and non-instructional staff.



Internal Data, WCPSS Recruitment & Retention Team



services.



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Internal Data, WCPSS Transportation & Recruitment & Retention Team

# Aim 18 | Prioritize safety upgrades--

including

- upgrading facilities,
- improving safety
- plans, and focusing
- on cyber-security.

#### School Safety

- Upgraded visitor management system
- Re-vetted school safety plans
- Expanded training for school leaders
- Continued facility upgrades

#### Rapid Response

- Expansion of "See Something, Say Something" App
- Implementation of new emergency response app
- Mobile command centers for rapid response

#### **Community Outreach**

- Safe gun storage campaign
- Law Enforcement coalition meetings
- Expanded essential partner feedback initiatives

## 2.4 + MILLION

Successful interactions with the Visitor Management System to ensure campus safety

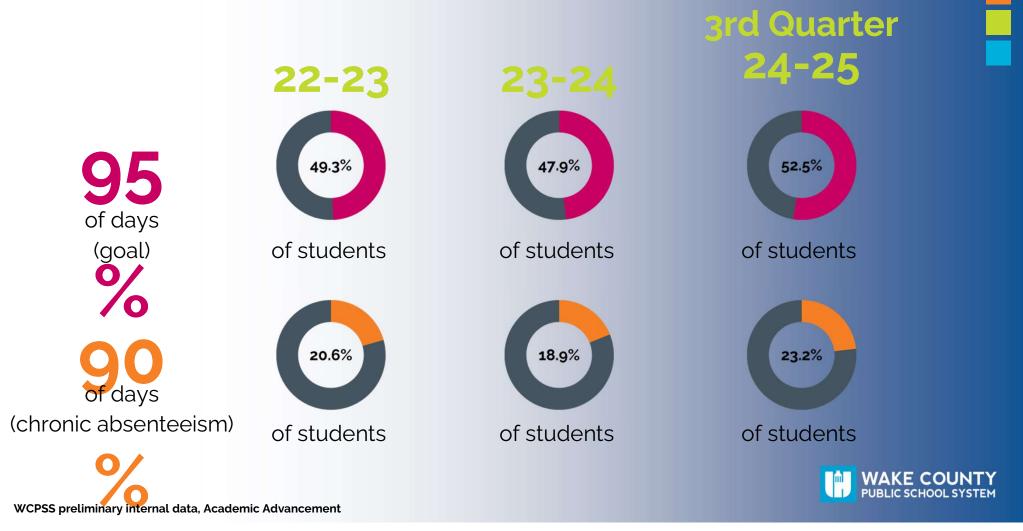


#### Launch of RAVE App for more Immediate Emergency Responses



WCPSS Internal Data, WCPSS Security Department

## Attendance (Goal 4)





# What gets measured, gets improved.

-Peter Drucker

## **Types of Data**



- Quantitative Data
- Assessments
- Accountability Results
- Graduation Results
- Grades
- Attendance



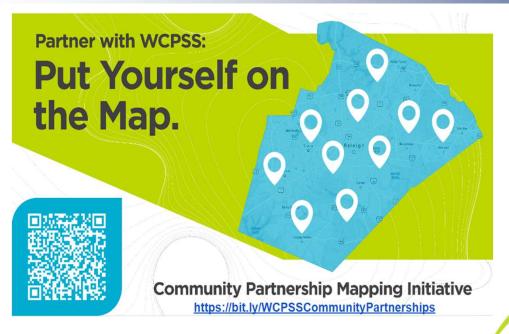
- Qualitative or Quantitative Data
- Process Data
- Classroom
   Observations
- School visits
- Screeners



- Qualitative Data
- Perception Data
- Surveys
- Focus groups
- Documentation of Conversations



## Aim 12 | Build strong relationships among staff, families, and community organizations in order to share resources and promote well-being.



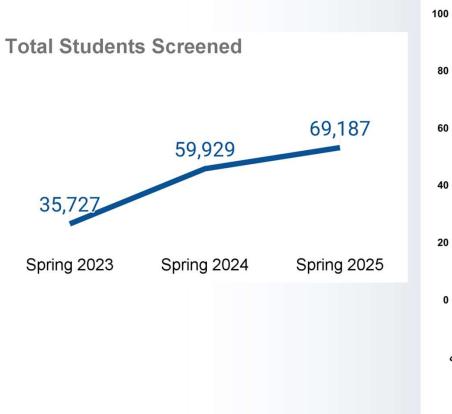
Facilitate connections between families and service providers by eliminating barriers to access and service delivery

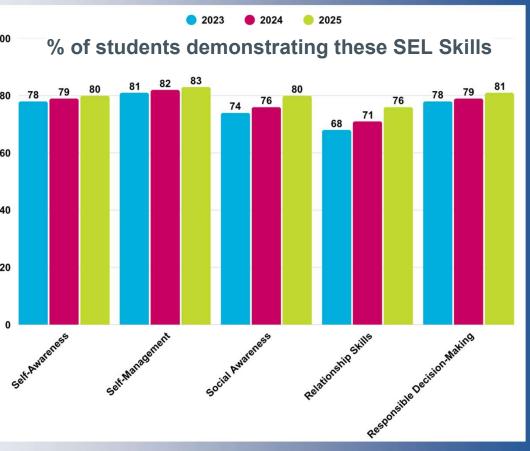
From 18 Partners "On the Map" in Aug. 2024 to 117 in June 2025

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WCPSS Internal Data, Strategic Operations Department

## SEL Screener (Goal 5)







WCPSS Preliminary Internal BIMAS Screener Results, Counseling & Student Services Department

## Aim g | Provide a safe, inclusive learning environment that is responsive to all students' behavioral health needs and promotes a sense

of belonging.

#### **Support Staff Ratios**

Ratios Positions 22-23 23-24 24-25 1:250 Social Work 1:1,278 1:1,242 1:1,254 1:500 1:1578 School Psychology 1:1,526 1:1,541 School Nursing 1:1,725 1:1,742 1:1,725 1:750 School Counseling 1:354 1:357 1:354 1:250

Recommended

Preliminary Internal Staffing Results, Counseling & Student Services Department



#### EARLY LITERACY (K-2)

Internal mCLASS screener results, WCPSS Academics Department

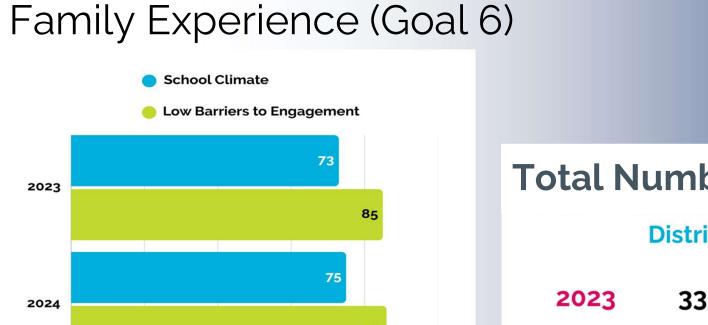
## Aim 13 | Implement an equity framework

that provides systemic expectations around equity to differentiate support, guidance, and resources across all schools and departments.





WCPSS Internal Professional learning survey, Office of Equity Affairs

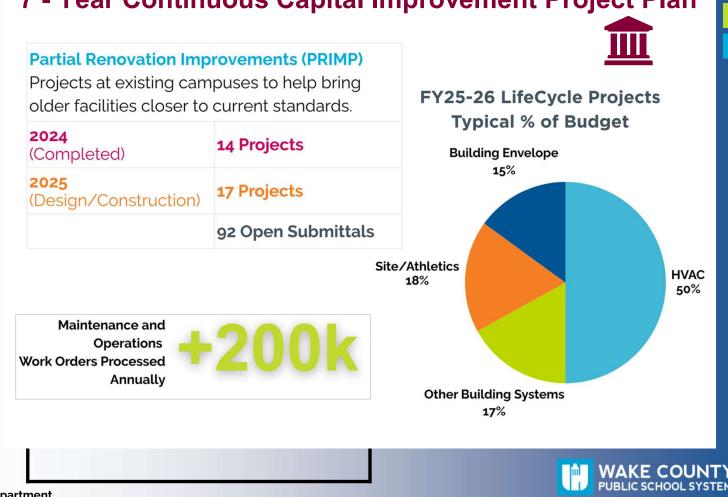


## **Total Number of Responses**

	Districtwide	Title I
2023	33,524	9,996
2024	36,309	11,520
2025	35,995	10,168

Panorama Family-School Relationships Survey

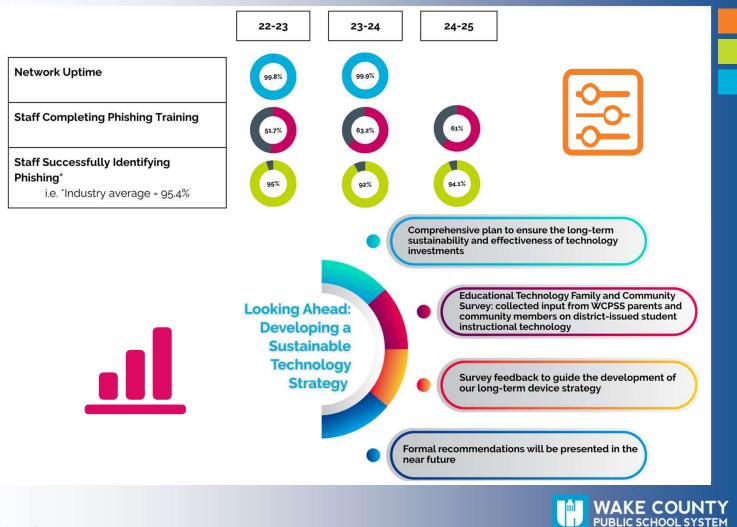
Aim 17 | Ensure that all students and staff have continuous, highquality, and equitable access to facilities and technology (infrastructure and devices).



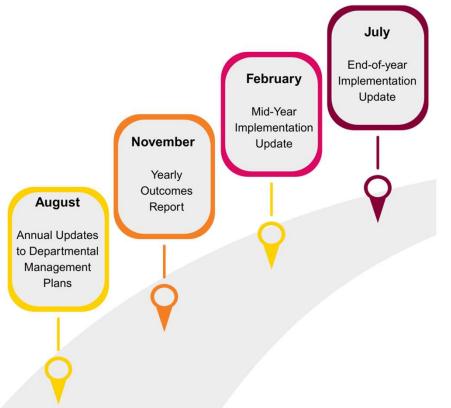
## 7 - Year Continuous Capital Improvement Project Plan

WCPSS Internal Data, Facilities & Operations Department

Aim 17 | Ensure that all students and staff have continuous, high-Phishing\* quality, and equitable access to facilities and technology (infrastructure and devices).



## **Ongoing Data Monitoring**



## **Central Services Departmental**

**Management Plans** 



- Measurable goals
- Key process indicators
- Emphasis on:
  - Data-driven decisions
  - Building capacity
  - Workplace culture







## **Ongoing Challenges & Mitigation Strategies**

<b>Resource Allocation</b>	<ul> <li>Evaluate allotment and resource allocation models with a cross-functional, collaborative team</li> <li>Obtain an independent, external review of salary and staffing structures</li> </ul>
School Supports	<ul> <li>Expand Regional Support Model to Special Education Services</li> <li>Increase support for Student Support Services teams to ensure problem- solving capacity for behavioral health in every school</li> </ul>
Attendance	<ul> <li>Improve reporting alongside Infinite Campus implementation</li> <li>Enhance integration of attendance into broader Multi-Tiered System of Supports (MTSS)</li> </ul>

## Areas of Focus for 2025-2026







#### **Learning Model**

See Me! Challenge Me! Engage Me! Know Me! Development of District and School-Based Leaders Transition to Infinite Campus Student Information System



# Thank you!

## Questions and Dialogue

