

**Moore County Schools  
Strategic Plan 2018  
Draft 5.3.18**

Vision: Moore County Schools will ensure that educational experiences inspire students to reach their full potential and lead productive lives in an ever-changing world.

Mission: Moore County Schools creates a supportive, engaging, and safe learning environment that builds knowledge, skills, and abilities needed for future success.

Core Beliefs

We believe successful schools are essential for thriving communities, and that

- every student can learn and succeed, regardless of socio-economic status, race, and ethnicity;
- all staff are empowered to meet the diverse learning needs of our students;
- resources are provided so students and staff of all backgrounds and abilities can be successful;
- students should come to school and feel safe, secure, and cared for;
- we are a partnership with students, parents, and community; and
- we are accountable for the education of our students.

Domain 1: Student Academic Achievement
Objective 1: The district will utilize research-based and standards-based teaching and learning strategies that engage students and improve achievement.
Strategy 1: Apply research-based and high-impact instructional practices, differentiated by grade level and student needs.
Strategy 2: Implement instructional practices that build on the 4 Cs (communication, collaboration, critical thinking, and creativity).
Strategy 3: Increase cultural competency in order to regularly imbed cultural awareness into learning activities.
Strategy 4: Provide teachers with resources and digital tools to fully implement effective instruction.
Strategy 5: Provide a variety of professional development activities to foster the continuous improvement of educators based on the greatest areas of needs of the district.
Objective 2: The district will implement strategies to increase the achievement levels of all subgroups.

Strategy 1: Ensure appropriate access to instructional tools, materials, advanced programs, and academic interventions based on need.
Strategy 2: Provide professional development for all staff to strengthen their cultural competence.
Strategy 3: Continually analyze data from subgroups and design strategies to improve academic achievement.
Objective 3: The district will support and refine effective and impactful school improvement systems and processes.
Strategy 1: Build clear school improvement planning frameworks.
Strategy 2: Support professional learning communities designed to share effective practices and collective problem solving.
Strategy 3: Provide professional development focusing on the use of data analysis and school improvement.

<b>Domain 2: Student Safety, Health, and Welfare</b>
Objective 1: The district will create safe, supportive, and engaging school cultures.
Strategy 1: Continue to engage with internal and external systems to provide resources and support for safe and healthy schools.
Strategy 2: Expand and refine school safety and crisis preparedness procedures at all schools.
Strategy 3: Implement effective systems and processes for students participating in interscholastic athletics and student activities.
Strategy 4: Provide a wide range of extracurricular activities and remove barriers to student participation.
Objective 2: The district will review and revise policies and implement strategies designed to reduce discipline disparities.
Strategy 1: Grow new and existing partnerships with minority groups within the district and community organizations to gather input on the needs of students from diverse backgrounds and to develop ways to address minority-based disparities in discipline.
Strategy 2: Develop systems and processes to monitor discipline data and review the data on a quarterly basis to inform school improvement plans.
Strategy 3: Integrate behavioral and relationship-building support systems and frameworks into all schools.
Objective 3: The district will support students with mental and physical health challenges and will assist students in crisis.
Strategy 1: Bring Student Support Services staffing ratios up to national standards (to include nurses, psychologists, counselors, social workers, and athletic trainers).
Strategy 2: Develop a centrally based Crisis Support Team to support behavioral health needs across the district.
Strategy 3: Increase services for physical, mental, and behavioral health supports for students and publicize these services to students, staff, and families.

Strategy 4: Provide annual training to all teachers, administrators, and support staff to enable them to identify needs and mitigate issues appropriately.

### Domain 3: Employee Culture and Capacity

Objective 1: The district will implement policies and practices that contribute to supportive and collaborative working conditions of its employees.

Strategy 1: Analyze biennial working conditions data and identify areas of concern related to employee satisfaction and implement actions to address areas of concern.

Strategy 2: Provide support for leadership development and improvement.

Strategy 3: Implement a uniform and comprehensive beginning teacher induction and support program that promotes teacher success.

Strategy 4: Annually analyze turnover data for all classifications of employees, identify areas of concern related to employee satisfaction, and implement actions to address areas of concern.

Objective 2: The district will implement practices to create an equitable and fair workforce that represents diverse racial, gender, socio-economic, educational, and cultural backgrounds.

Strategy 1: Annually analyze demographic data for all classifications of employees and use this data to inform active recruitment strategies for minority groups.

Strategy 2: Identify evidence-based minority recruitment strategies and implement these in recruitment practices.

Strategy 3: Review annual turnover data specifically for minority employees to identify concerns that might impact retention and create practices to address these concerns.

Objective 3: The district will maximize its human resources.

Strategy 1: Annually review local, state, and federal resources to inform decisions related to the most efficient and effective allocation of resources.

Strategy 2: Annually provide all employees with high quality professional development opportunities.

Strategy 3: Examine current pay structures and bring them in line with the marketplace, as resources allow, in order to be competitive.

Strategy 4: Review and revise as needed recruitment, hiring, retention, and evaluation processes to grow and maintain a skilled and diverse workforce.

### Domain 4: Parent and Community Engagement

Objective 1: The district will effectively engage families and community organizations to support the academic growth and social-emotional development of all students.

Strategy 1: Build the capacity of district and school level staff, community organizations, and families to partner in ways that support all students.
Strategy 2: Support varied advisory councils that offer opportunities for intentional and meaningful engagement.
Strategy 3: Develop and sustain cross-council activities between advisory councils to offer opportunities for shared feedback.
Strategy 4: Collaborate with schools and community organizations to plan parent trainings and workshops linked to school and district goals and major initiatives.
Strategy 5: Annually evaluate the district and schools' parent and community engagement approaches and refine activities to promote involvement.
Objective 2: Develop a two-way, mutual communication plan to further community and parent engagement and awareness of district goals and major initiatives.
Strategy 1: District and school leaders and staff will participate in events and speak with community groups that benefit student development and the broader school community.
Strategy 2: District and school leaders and staff will hold informational meetings to keep the community informed and engaged.
Strategy 3: The district will utilize varied modes of communication (e.g., traditional media, social media, web presence, texting, mobile apps) to improve community engagement and raise awareness of district achievements.

<b>Domain 5: Organizational Capacity and Efficiency</b>
Objective 1: The district will plan for and adapt to enrollment changes.
Strategy 1: Update forecasting models and the Master Facilities Plan for future growth districtwide, by area, and at the school building level.
Strategy 2: Develop contingency redistricting models to maintain student-staff ratios that optimize learning and operations.
Objective 2: The district will support and enhance student learning through effective resource management.
Strategy 1: Ensure that students are transported, fed, and provided the materials and technology needed to learn.
Strategy 2: Provide students and staff with facilities that are safe, secure, accessible, and well-maintained for optimal learning conditions.
Strategy 3: Evaluate and renovate established buildings to support optimal student learning.
Strategy 4: Work with the Board of Education and County Commissioners to secure funding for the construction and operation needs of the district's schools.

Objective 3: The district will provide financial management of funding to ensure maximum benefit to instruction and promote sustainability.
Strategy 1: Develop a sustainable funding formula with the County Commissioners to meet the needs of students and staff.
Strategy 2: Engage internal and external stakeholders on the Budget Committee to effectively manage financial resources.
Strategy 3: Increase stakeholder awareness of budget priorities.
Strategy 4: Develop a detailed review model to provide for greater precision in budget forecasting.
Strategy 5: Monitor and assess infrastructure, equipment, and facilities on an ongoing basis.
Strategy 6: Utilize sustainability measures to continually improve efforts to offset costs related to utilities and other operational needs.
Strategy 7: Research and advocate for additional revenues to support the priorities outlined in the Strategic Plan.