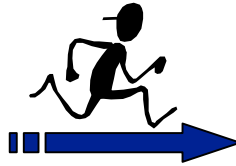


Wake County Public School System Mission and Board Goal

The Wake County Board of Education has adopted a mission for the school system and goals and strategies to achieve the mission. Reaching these high standards will involve concentrated effort and determination by all employees of the school system. It is critical that we align our financial processes, priorities, and expenditures with the mission and goal of the school system.

**Mission**  
The Wake County Public School System will educate each student to be a responsible and productive citizen who can effectively manage future challenges.



**Goal**  
By 2003, 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8.

**Reduce the achievement gap between all students' actual achievement and their potential achievement.** Measure: Percentage of students in under-performing groups at or above grade level will increase.

Strategies:

- Use the Baldrige system of continuous improvement to insure that decision-making processes are data driven and student focused.
- Redefine the magnet program so that it becomes a vehicle to help attain this strategy.
- Allocate resources to accelerate the learning of students who are not achieving at their full potential (i.e., Project ACHIEVE, ALP).
- Support the use of technology to aid student learning and create additional time for instruction.

**Improve the district's ability to recruit and retain a high quality workforce.** Measure: Decrease in turnover.

Strategies:

- Recruit and retain quality teachers whose vision, potential, and abilities support leaving no child behind.
- Strive to provide an adequate compensation package for all employees.
- Ensure that the district has an adequate pool of substitute teachers.
- Develop a systematic process for getting feedback from staff about job satisfaction, working conditions, and support systems.
- Develop strategies to make more time available for teachers to teach and to grow professionally.
- Offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
- Support and expand the recruitment and training of mentors.

**Improve the internal and external communications within the district.** Measure: Random survey of district's publics.

Strategies:

- Develop a systemwide strategic communications plan.
- Promote and share progress on closing the system-defined Achievement Gap within the community.
- Develop a process for communicating to teachers and other employees about system initiatives.

Administrative Services Division  
Strategic Work Plan

**Mission**

The Wake County Public School System will educate each student to become a responsible and productive citizen.

**Goal**

By 2003, 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8.

*Reduce the achievement gap between all students' actual achievement and their potential achievement.*

Measure: Percentage of students in under-performing groups at or above grade level will increase.

Strategies:

- Use the Baldrige system of continuous improvement to insure that decision-making processes are data driven and student focused.
  - Develop a plan to structure the Administrative Services Division to provide efficient and effective service utilizing Oracle integrated software.
  - Review and refine the allotment process developed during 2001.
  - Review and assess the current year budget as a component of the 2002-2003 budget development process.
  - Develop a standard data set from the Administrative Services Division.
  - Provide data as requested to the Board of Education and the Citizens Advisory Committee.
- Redefine the magnet program so that it becomes a vehicle to help attain this strategy.
- Allocate resources to accelerate the learning of students who are not achieving at their full potential (i.e., Project ACHIEVE, ALP).
  - Support the Instructional Services Division as allotments are determined to insure a timely and well-communicated allotment process to schools, utilizing the established allotments website.
  - Explore methods to provide access to surplus computers to students who may not have access away from school.
- Support the use of technology to aid student learning and create additional time for instruction.

*Improve the district's ability to recruit and retain a high quality workforce.*

Measure: Decrease in turnover.

Strategies:

- Recruit and retain quality teachers whose vision, potential, and abilities support leaving no child behind.
  - Implement and evaluate the WCPSS Quality Workforce and Recruitment Plan.
  - Assist principals in monitoring teacher performance and in developing action plans for improvement.
  - Initiate a process to increase recognition of staff at Board of Education meetings.
  - Develop a standard data set from the Administrative Services Division.
  - Provide data as requested to the Board of Education and the Citizens Advisory Committee.
- Strive to provide an adequate compensation package for all employees.
  - Maintain teacher compensation at competitive levels.
  - Improve support staff salaries through continued implementation of the compensation study.
  - Identify and designate emergency positions that require salaries beyond the midpoint to be competitive.

- Ensure that the district has an adequate pool of substitute teachers.
  - Assist Department of Public Instruction in developing a strategy for reporting data for contract substitute teachers.
  - Outsource substitute teachers to insure higher fill rates and a streamlined process.
- Develop a systematic process for getting feedback from staff about job satisfaction, working conditions, and support systems.
  - Meet regularly with the Teacher Advisory Council and with the Division of Principals and Assistant Principals HR committee to collect input and feedback.
  - Explore the feasibility of using a web-based strategy for employees to provide periodic feedback on job satisfaction and working conditions.
  - Include surveys as part of finance training evaluations.
- Develop strategies to make more time available for teachers to teach and to grow professionally.
  - With input from the Teacher Advisory Council, design a plan to reduce paperwork and identify management tools needed to save time.
- Offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
  - Align training efforts to the system goal, school and classroom goals, through use of the online course registrar and implementation of the new individual growth plan requirements.
  - Implement new careered teacher/principal/assistant principal and central office evaluation plans, supported with appropriate training.
  - Provide training to support effective and efficient financial and human resource management in the provision of instructional programs.
  - Provide training for teachers and administrators in site-based safety and risk management, incorporating a safety committee structure.
- Support and expand the recruitment and training of mentors.
  - Develop incentives to attract effective teachers to participate in mentor training.
  - Implement a principal and assistant principal mentor program.

<b><i>Improve the internal and external communications within the district.</i></b>	<u>Measure:</u> Random survey of district's publics.
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- Strategies:
- Develop a systemwide strategic communications plan.
  - Promote and share progress on closing the system-defined Achievement Gap within the community.
  - Develop a process for communicating to teachers and other employees about system initiatives.

Auxiliary Services Division  
Strategic Work Plan

**Mission**

The Wake County Public School System will educate each student to become a responsible and productive citizen.

**Goal**

By 2003, 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8.

*Reduce the achievement gap between what all students' actual achievement is and what their potential achievement could be.*

Measure: Percentage of students in under-performing groups at or above grade level will increase.

Strategies:

- Use the Baldrige system of continuous improvement to insure that decision-making processes are data driven and student focused.
  - Provide additional Baldrige training to management staff in the division and establish specific expectations for use of the Baldrige system of continuous improvement in daily practices.
- Redefine the magnet program so that it becomes a vehicle to help attain this strategy.
- Allocate resources to accelerate the learning of students who are not achieving at their full potential (i.e., Project ACHIEVE, ALP).
  - Continue to provide free breakfast for students on testing days.
  - Complete implementations of a computerized maintenance work order system that improves support services delivery and accountability for resources.
  - Schedule school maintenance and operations tasks so as to minimize noise, interruptions, and other distractions for students and teachers on major testing days.
- Support the use of technology to aid student learning and create additional time for instruction.

*Improve the district's ability to recruit and retain a high quality workforce.*

Measure: Decrease in turnover.

Strategies:

- Recruit and retain quality teachers whose vision, potential, and abilities support leaving no child behind.
- Strive to provide an adequate compensation package for all employees.
- Ensure that the district has an adequate pool of substitute teachers.
- Develop a systematic process for getting feedback from staff about job satisfaction, working conditions, and support systems.
- Develop strategies to make more time available for teachers to teach and to grow professionally.
- Offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
  - Provide employee training to better orient new staff to school system regulations and procedures.
  - Design and publish a procedures manual for the division that is user-friendly and effective as a resource in daily work activities.
  - Provide an increased level of leadership training.
  - Provide additional technology training designed to boost employees' productivity.
- Support and expand the recruitment and training of mentors.

***Improve the internal and external communications within the district.***

Measure: Random survey of district's publics.

Strategies:

- Develop a systemwide strategic communications plan.
- Promote and share progress on closing the system-defined Achievement Gap within the community.
- Develop a process for communicating to teachers and other employees about system initiatives.
  - Continue to publish and distribute the *Auxiliary Advisor*, a division newsletter.
  - Implement an annual board and staff review process of the Long-Range Building Program, including a review of demographic trends, project budgets, schedules, and educational programs.

***Provide and maintain facilities that are safe, healthy, and supportive of teaching and learning.***

Measure: Pre- and post performance survey data.

Strategies:

- Complete new facilities and facility renovations in accordance with the budgets and schedules approved in PLAN 2000 to provide optimal learning environments for students.
- Monitor PLAN 2000 implementation and prepare for the next phase of the building program, commencing in 2004.
- Define, calculate, and distribute building and campus capacities that can be used as a basis to compare school crowding and to make student assignment decisions.
- Establish priorities for facility needs that consider equity among all facilities (begin with high schools).
- Present to the superintendent and board the findings and recommendations that were developed jointly with county and school system staff designed to optimize the planning, design, construction, repair, and maintenance of school and county facilities.

Instructional Services Division  
Strategic Work Plan

Mission

The Wake County Public School System will educate each student to become a responsible and productive citizen.

Instructional Services Division Mission

The Instructional Services Division will work collaboratively with our customers to promote and support effective instruction for all students.

Goal

By 2003, 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8.

Instructional Services Division Objectives

- Available Resources will be allocated to system needs in a timely manner as determined by a review team. Customers will agree that resource allocation was done per established guidelines and in a timely manner.
- Programs will be developed to address identified needs and effective classroom practices as measured by an evaluation of the program on meeting the identified need/program objective.
- Professional development will be provided to enable staff to meet identified staff and student needs and implement best practices as measured by customer satisfaction, level of use and an evaluation of impact of the program on meeting the identified need/program objective.
- Information will be provided to support decision making and policy development to customers in a timely manner and useable format as measured by customer feedback.
- Communication will be effective and efficient internally and externally as measured by utilization and customer feedback.

*Reduce the achievement gap between what all students' actual achievement is and what their potential achievement could be.*

Measure: Percentage of students in under-performing groups at or above grade level will increase.

Strategies:

- Use the Baldrige system of continuous improvement to insure that decision-making processes are data driven and student focused.
  - Implement the eight-step process for improvement at the seven Project Achieve schools.
  - Develop parameters for calendar development for 2003-04 to include student achievement, staffing, budget implications, review of research, and input from
    - Program Committee community members,
    - focus groups representing school based staff,
    - focus groups representing central office divisions, and
    - staff calendar committee.
  - Support improvement through collection and interpretation of data related to
    - EOC, EOG, and SAT assessments,
    - student achievement of identified groups of students,
    - Accelerated Learning Program (ALP) strategies at the elementary and middle schools,
    - study of the academic progress of identified groups of students attending magnet schools,

- impact of the promotion/intervention policy and the summer academy on student achievement, and
- effectiveness of grant programs: Safe School/Healthy Students, Magnet Grant, Class Size Reduction, Title VI, and Transition Program.
- Assess the relationship between current practices and student achievement in the sixth grade. Recommend curriculum, instruction, and organization strategies to assure improved performance in NC EOG scores at this grade level.
- Develop assessment instruments to determine individual student mastery of focus lessons at Project Achieve schools.
- Support high school principals in the discussion of use of time to support student achievement.
- Provide for input into program development and decisions through
  - Instructional Services Division Principals' Advisory Council,
  - Special Education Advisory Council,
  - School Health Advisory Council,
  - Juvenile Crime Prevention Council, and
  - Calendar Advisory Committee.
- Redefine the magnet program so that it becomes a vehicle to help attain this strategy (i.e., helping students achieve their potential).
  - Conduct a study of the effectiveness of the magnet program through
    - focus groups,
    - review of student applications and retention,
    - study of the academic progress of identified groups of students attending magnet schools, and
    - development of a plan to strengthen the program and the pool of applicants for magnet schools.
- Allocate resources to accelerate the learning of students who are not achieving at their full potential (i.e., Project Achieve, ALP, AG).
  - Allocate resources to support the development, implementation, and improvement of programs designed to meet the needs of students not achieving at their full potential.
  - Allocate additional resources to elementary, middle and high schools based on the number of students determined to be academically at-risk and economically disadvantaged.
  - Support implementation of focused instruction at five elementary and two middle schools identified as challenged schools participating in Project Achieve.
- Support the use of technology to aid student learning and create additional time for instruction.
  - Identification of materials and software to support curriculum implementation for grades K-12.
  - Prepare a report on the use of technology to support student learning to include the availability of hardware, instructional software, and instructional and technical support.
  - Implement web-based Individual Education Plan (IEP) writing software.
  - Develop and begin implementation of a database system for monitoring, and tracking student information related to academic and behavioral interventions.
  - Pilot student data collection using palm-held technology.
  - Pilot an elementary student progress report to parents using a web-based software.

***Improve the district's ability to recruit and retain a high quality workforce.***

Measure: Decrease in turnover.

Strategies:

- Recruit and retain quality teachers whose vision, potential, and abilities support *leaving no child behind*.
- Strive to provide an adequate compensation package for all employees.
- Ensure that the district has an adequate pool of substitute teachers.
- Develop a systematic process for getting feedback from staff about job satisfaction, working conditions, and support systems.

- Develop strategies to make more time available for teachers to teach and to grow professionally.
  - Develop strategies for the use of technology to support instruction and collection, and management of data in the classroom.
  - Develop staff development that can be delivered through utilization of technology.
- Offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
  - Provide training to principals and teachers through
    - Special Education reading initiatives,
    - behavior interventions,
    - understanding poverty,
    - mathematics assessment, K-5,
    - reading assessment, K-5,
    - use of EOG and EOC data, and
    - best instructional practices.
- Support and expand the recruitment and training of mentors.

<b><i>Improve the internal and external communications within the district.</i></b>	<u>Measure:</u> Random survey of district's publics.
<u>Strategies:</u> <ul style="list-style-type: none"><li>● Develop a systemwide strategic communications plan.<ul style="list-style-type: none"><li>▪ Explore the feasibility of increasing the number of publications available in both English and Spanish.</li></ul></li><li>● Promote and share progress on closing the system-defined Achievement Gap within the community.<ul style="list-style-type: none"><li>▪ Collect, distribute, and interpret data on the achievement gap to staff and community.</li></ul></li><li>● Develop a process for communicating to teachers and other employees about system initiatives.</li></ul>	

Operational Services Division  
Strategic Work Plan

**Mission**

The Wake County Public School System will educate each student to become a responsible and productive citizen.

**Goal**

By 2003, 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8.

*Reduce the achievement gap between what all students' actual achievement is and what their potential achievement could be.*

Measure: Percentage of students in under-performing groups at or above grade level will increase.

Strategies:

- Use the Baldrige system of continuous improvement to insure that decision-making processes are data driven and student focused.
- Redefine the magnet program so that it becomes a vehicle to help attain this strategy.
- Allocate resources to accelerate the learning of students who are not achieving at their full potential (i.e., Project ACHIEVE, ALP).
- Support the use of technology to aid student learning and create additional time for instruction.

*Improve the district's ability to recruit and retain a high quality workforce.*

Measure: Decrease in turnover.

Strategies:

- Recruit and retain quality teachers whose vision, potential, and abilities support leaving no child behind.
- Strive to provide an adequate compensation package for all employees.
- Ensure that the district has an adequate pool of substitute teachers.
- Develop a systematic process for getting feedback from staff about job satisfaction, working conditions, and support systems.
- Develop strategies to make more time available for teachers to teach and to grow professionally.
- Offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
- Support and expand the recruitment and training of mentors.

*Improve the internal and external communications within the district.*

Measure: Random survey of district's publics.

Strategies:

- Develop a systemwide strategic communications plan.
  - Establish two-way communication with underserved stakeholder groups.
  - Work to elevate visibility and interaction of school board with general public, especially municipalities.
  - Refine publications mix for better targeting and message delivery.
  - Implement major recommendations of the communications audit.
- Promote and share progress on closing the system-defined Achievement Gap within the community.
  - Work with Evaluation and Research Department on planning a communication program regarding the Achievement Gap.
- Develop a process for communicating to teachers and other employees about system initiatives.
  - Ensure administration carries message directly to internal and external publics.

Technology Services Division  
Strategic Work Plan

**Mission**

The Technology Services Division delivers technology support to the school district in a quality manner with a focus on customer service.

**Goal**

The Technology Division enables the schools to use technology as a tool in reaching the district goal of 95% of all students tested will be at or above grade level as measured by NC End-of-Grade testing at grades 3 and 8 by 2003.

***Reduce the achievement gap between all students' actual achievement and their potential achievement.***

**Measure:** Percentage of students in under-performing groups at or above grade level will increase.

- Implementation of NCWise for student data thereby ensuring that decision-making processes are data driven and student focused.
- Support the use of technology in the classroom to aid student learning and create additional time for instruction.
- Assist in developing an assessment of the effectiveness of the use of technology in the classroom.
- Development of a Data Warehouse system to support the data needs of the district.
- Implement a software review process across the district.
- Seek additional funding to support the hardware, training and support needs of the district.

***Improve the district's ability to recruit and retain a high quality workforce.***

**Measure:** Decrease in turnover.

**Strategies:**

- Allocate technology resources to focus on the teacher's use of technology. (laptop rollout)
- Increase the availability of technology by standardizing administrative software and hardware across the district.
- Implement an on-line staff development program to offer training for staff that builds their capacity to improve the achievement of all students (i.e., diversity/poverty training; use of data; assessment training).
- Work with other departments to develop on-line staff development that meets the unique needs of Wake County Schools.

***Improve the internal and external communications within the district.***

**Measure:** Random survey of district's publics.

**Strategies:**

- Promote the use of e-mail district-wide for communication among, teachers, administrators, and students.
- Promote the use of the Intranet as a method of communication to teachers and other employees about system initiatives.
- Implement a business continuity/disaster recovery plan to ensure continued availability of the systems needed to conduct the business of Wake County Schools.
- Continue infrastructure and voice projects across the district.