

**Union County Public Schools  
Strategic Plan  
2008-2011**

*Preparing ALL students to succeed is the mission of Union County Public Schools. Quality and Equity are over-arching values of the Strategic Priorities in the plan. Equity will be considered in all strategic decisions in Union County Public Schools. The system recognizes that all groups of students and stakeholders are important to the accomplishment of the system’s mission.*

Strategic Priority	Goal	Objectives	Key Strategies
<p><b><i>High achieving and globally competitive students.</i></b></p>	<p><i>UCPS will prepare students for the 21<sup>st</sup> Century</i></p>	<p>Technology will be integrated into instruction and student learning and into student information systems as evidenced by teacher and student surveys.</p>	<p>Resources, training and instructional technology staff will be provided to support the integration of curriculum and technology.</p> <p>CFNC.org will be fully implemented in all schools by 2009 as measured by the number of student accounts and career portfolios.</p>
	<p><i>UCPS will meet and/or exceed state and federal standards through continuous improvement and student achievement.</i></p>	<p>100% of the schools will meet expected or high growth in the ABC growth model by 2013. <b>Baseline: 92.9 %</b></p>	<p>Data will be disaggregated and provided to school staff and key stakeholders.</p>
	<p>70% of the schools will meet AYP by 2013. <b>Baseline: 51.1%</b></p>	<p>All district and school improvement plans will include key strategies to meet current, as well as future, NCLB targets for all subgroups.</p>	
	<p>100% of the high schools will exceed the state SAT average. <b>Baseline: 5/7 (2007-2008)</b></p>	<p>The district will review available data and identify new course options, resources and strategies for SAT preparation.</p> <p>Each high school will identify strategies to prepare students for the SAT</p>	
	<p>The district’s graduation rate will annually increase by 3% and each school will show positive gains. <b>Baseline: 77.2% (UCPS 2007-2008)</b> - Forest Hills 73.8% - Monroe 62.5% - Parkwood 78.5% - Piedmont 79.9% - Porter Ridge 82.9% - Sun Valley 72.3% -Weddington 93.3%</p>	<p>Nationally recognized criteria will be used to identify and respond appropriately to potential drop-outs at all grade levels.</p> <p>Alternative strategies and/or learning settings will be used to allow students to recover credit and remain on track to graduation.</p> <p>Each high school will identify strategies to include service learning in the high school experience of all ethnic and socioeconomic groups of students.</p>	

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<p><b>High achieving and globally competitive students. (continued)</b></p>	<p><i>UCPS will meet the diverse needs of all students</i></p>	<p>The achievement gap among student subgroups for the district as measured by State assessments will decrease 3% annually and each school will show positive gains. <b>Baselines (2006-2007):</b>  <b>Caucasian/African American – 33.7%</b>  <b>Caucasian/Hispanic – 23.6%</b></p>	<p>Research-based programs will be developed at the district and school level to ensure success for diverse learners.</p>																
<p><b>Quality teachers, administrators, and staff providing innovative leadership for 21<sup>st</sup> century schools</b></p>	<p><i>UCPS will hire and retain highly qualified teachers, administrators and staff</i></p>	<p>Not inconsistent with the goal of hiring and retaining quality teachers, administrators, &amp; staff, UCPS will attempt to mirror the diversity of the student population in the hiring of such staff. <b>Baselines (March 2008):</b></p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;"><u>C</u></td> <td style="text-align: center;"><u>AA</u></td> <td style="text-align: center;"><u>H</u></td> </tr> <tr> <td>Students</td> <td style="text-align: center;">69.9%</td> <td style="text-align: center;">14.3%</td> <td style="text-align: center;">11.2%</td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">88%</td> <td style="text-align: center;"><u>8.0%</u></td> <td style="text-align: center;"><u>3.0%</u></td> </tr> <tr> <td>Difference</td> <td></td> <td style="text-align: center;">6.3%</td> <td style="text-align: center;">8.2%</td> </tr> </table> <p>The annual teacher and administrator turnover will decrease to less than 10%. <b>Baselines:</b>  <b>Teacher – 12.3%</b>  <b>Administrator – 10.8%</b></p> <p>A continual high quality system of professional development with emphasis on 21<sup>st</sup> century skills will be developed and delivered as measured by participation and evaluations.  <b>Baseline to be established starting 2008-2009 based on number of workshop participants and % of positive responses in evaluations by workshop participants.</b></p>		<u>C</u>	<u>AA</u>	<u>H</u>	Students	69.9%	14.3%	11.2%	Staff	88%	<u>8.0%</u>	<u>3.0%</u>	Difference		6.3%	8.2%	<p>Recruiting and marketing strategies, geared toward highly qualified teachers with an emphasis on minority candidates, including incentives and guaranteed contracts will be developed and implemented.</p> <p>A comprehensive exit survey for all employees to support the development of a plan for improvement will be implemented.</p> <p>The NC Teacher Working Conditions Survey results will be analyzed and domains and contributing factors for improvement identified.</p> <p>District professional development opportunities will be based on the needs identified in the individual SIP staff development plans, the system strategic plan and data collected through the Title II needs assessment and the classroom walk through project.</p> <p>Staff will receive training that supports building relationships with students and parents consistent with the UCPS <b>Fairness And Equity</b> core value.</p> <p>A follow-up survey will be used to determine if professional development meets the criterion for high quality.</p>
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<p><i>Safe, orderly, and caring schools producing healthy and responsible students.</i></p>	<p><i>UCPS learning environments will be safe, inviting, and respectful.</i></p>	<p>Every learning environment will be conducive to student success as indicated by student, parent, and staff surveys with at least an 80% positive response. <b>Baselines:</b>  <b>Students – 75.8%</b>  <b>Teachers – 83.4%</b>  <b>Parents – 92.8%</b></p>	<p>Human, financial and community resources will be aligned to support the implementation of programs that promote character development and address issues including anti-bullying and substance-free lifestyle.</p> <p>Tactical site survey criteria for evaluation of facilities will be utilized to analyze student safety and security.</p> <p>Practices which lead to the development of responsible student habits resulting in healthy bodies and lifestyles will be promoted.</p> <p>Schools will be designed or modified to provide for the safety and security of students.</p>
<p><i>21<sup>st</sup> Century systems operating effectively and efficiently.</i></p>	<p><i>UCPS will equitably allocate and align budgeted resources to meet identified needs for systems.</i></p> <p><i>UCPS systems will support the effective and efficient operations of the district and schools.</i></p>	<p>District and individual school expenditures will be aligned with the district and school strategic plans. <b>All school expenditures and district expenditures are aligned with Strategic Plan.</b></p> <p>Communication and data systems will support efficient and effective operations, sharing of information and access to data. <b>UCPS will successfully begin the process of implementing NCWISE 2008-2009. UCPS will begin the process of establishing a data warehouse system or an appropriate alternative.</b></p>	<p>21<sup>st</sup> Century Systems will be identified and implemented.</p> <p>A system to audit alignment of expenditures to the strategic plan and school improvement plans will be developed and implemented.</p> <p>Equip and update schools with the technology and support staff needed to implement 21<sup>st</sup> Century initiatives in compliance with the NC guidelines.</p> <p>Compatible 21<sup>st</sup> Century communications and data management systems to support access to and management of data by key stakeholders will be identified and implemented.</p>

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<p><b><i>Family, business, and community members involved and supportive of our schools.</i></b></p>	<p><b><i>UCPS will promote and encourage community/ parent involvement and input.</i></b></p>	<p>The level of parental support within the schools through volunteerism will increase on a yearly basis as indicated by school logs and stake holder surveys. <b>Baseline: 72.9% (stakeholder survey). Baseline for volunteer hours logged will be established in 2008-2009 school year.</b></p>	<p>An individual to facilitate parental involvement activities will be identified within each school</p>
	<p><b><i>UCPS will promote and encourage business support of and involvement with the schools.</i></b></p>	<p>Schools and local businesses will support each other as indicated by the number and/or quality of confirmed partnerships. <b>Baseline: (Average – 10 per school)</b></p>	<p>At least one new and additional business and/or community partnership will be developed on an annual basis within each school</p>