



Building Tomorrow's Leaders

Strategic Plan 2024-29



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Superintendent's Message

It is with great pleasure that we present to you the updated five-year strategic plan for Brunswick County Schools. In the fall of 2023, Brunswick County Schools embarked on a journey in collaboration with NC Peak Education to clarify our path forward, grounded in the collective wisdom and insights of our diverse community.

Through extensive engagement efforts, including 11 focus groups comprising parents, students, staff, and community leaders, as well as a comprehensive district and community survey completed by 1460 respondents, we have gathered a wealth of invaluable feedback. This data has been analyzed and synthesized to identify five priority areas crucial to our vision and mission: Student Success, Student Services, Community Engagement, Quality Staff, Effective and Efficient Operations.

Building upon this foundation, we have crafted ambitious yet attainable goals tailored to address the needs and aspirations of our students, educators, and community members. As we embark on this journey together, we are guided by a shared commitment to excellence, equity, and innovation in education.

Our strategic plan serves as a roadmap for transformative change and sustainable growth through 2029. It is a testament to our dedication to continuous improvement and our unwavering belief in the power of education to build a brighter future for all.

We invite you to join us on this exciting journey as we work collaboratively to realize our vision to build leaders and achieve excellence every day.

One Community. One Goal. Brunswick Built.



Superintendent
Brunswick County Schools



Overview

Our Vision

One **Community**.
One **Goal**.
Building
tomorrow's
leaders by
achieving
excellence today.

Our Mission

Brunswick County
Schools is the
foundation of
excellence that
prepares **every**
student for
leadership and
life.

The Focus of Our Five Strategic Priorities

1



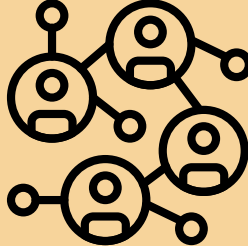
Student
Success

2



Student
Services

3



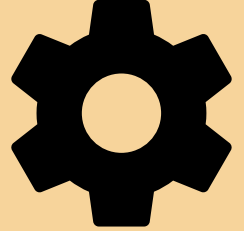
Community
Engagement

4



Talent
Development

5



Effective &
Efficient
Operations

Focus Group Information



We would like to extend a sincere thank you to everyone who participated in the extensive strategic planning process and provided feedback and input that helps define the future of Brunswick County Schools for the next five years.

Timeline

Focus Groups - November 2023

District and Community Surveys - December 2023

Review of Feedback and Data Sources - January 2024 - March 2024

Goal Setting and Drafting the Plan - March - April 2024

Gathering Feedback April - May 2024

Board of Education -Adoption and Approval of the Strategic Plan - June 2024

Board of Education

Steven P. Barger (Chairman), Robin A. Moffitt (Vice-Chair), Harry E. Lemon, Jr., Steve Gainey, Catherine Cooke

District Leadership Strategic Planning Members

Amanda Richardson, Cherie Wisse, Dale Cole, Dawn Hollis, Debra Bair, Gordon Burnette, Imer Smith, Jeannie Timken, Jen Damin, Johnathan Paschal, Karen Baker, Kem Harmon, Larry Smith, Lloyd Willis, Maggie Rollison, Melissa Quinlan, Molly White, Natalie Bronzy, Stephen Foster, Teresa Figliuolo, Tiffany George

Other Planning Team Members

Addison Hardee, Adler Rice, Alicia B. Williams, Allison Dixon, Amy Kleva, Anderson Metty, Anna Saunders, Anne Marie Carson, Arriane Sitter, Ashley Inman, Barbara Ashworth, Ben Thomas, Betsy O'Hara, Bonnie Jordan, Brian Jackson, Brian Monroe, Brianne Hastings, Brittney Dominguez, Brooklyn Coble, Caden Coley, Cameron Hankins, Candace Sexton, Carrie Moffett, Chad Wilson, Chip Hodges, Christine Muller, Crystal Damren, Crystal Karwacki, Cynthia Ramsey, Dana Fisher, David Hollis, David Stanley, Dawn Schulte, Delaine Jackson, Ed Simpson, Emily Bonney, Evan Roush, Greg Bland, Haynes Brigman, Heather Bridgers, Helen Otto, Isabella Booth, Jaime Rhondes, Jamie Smith, Jason Fuller, Jayfren Ortigoza, Jeannine McCafferty, Jennie Bryan, Jessica Brower, Jonathan Brower, Jordan Thomas, Joselyn Ortega, Julie Piner, Justin Hayes, Jwantana Frink, Kaitlyn Adams, Kaitlyn Jackson, Karren Rinehart, Kat Harris, Kelli Dalton, Kelly Jones, Kelly Stady, Kevin Lee, Kim Harmon, Kourtney Saavedra, Kristen Eaddy, Kristin Lee, Kristina Crane, Laura Askue, Laura Fitzhugh, Lauren Evans, Lavar Marlow, Leslie Newman, Lori Crabtree, Lorry Henry, Madden Hayes, Maggie Rollison, Mallory Eittreim, Maria Benitez, Michael Hobbs, Mike Forte, Monika Satterwhite, Paige Wong, Pat Sykes, Peg Bourne, Quan Stewart, Randy Thompson, Rebecca Chapman, Rebecca Heitz, Rebecca Kelley, Robert Hall, Roman Kelley, Sam Jennings, Sarah Gardinor, Scott Dalton, Sharon Herring, Shawn Black, Simone Blyden, Sonia Benitez, Stephanie Williams, Steve Lanier, Steve Stone, Susan Goins, Tara Cumbee, Tara Wilson-Combs, Teagan Hall, Teresa Bedell, Thomas O'Donnell, Tia Hankins, Todd Coring, Tony Burke, Tracy Coston, Travis Greer, Ursula Harris, William Vereen, Yamil Hartmann, Zachary Gogluicci

Student Success

Goal 1.1

By 2029, **100%** of Brunswick County Schools will **meet or exceed growth**.

Action Items

- Adopt core curricula for all state tested subjects in grades K-12.
- Finalize standard treatment protocols for all core academic areas in order to fully implement an academic multi-tiered system of supports.
- Provide professional development for new curricula as adopted.
- Implement systematic classroom walkthroughs to monitor the fidelity of core and supplemental instruction while providing qualitative and quantitative feedback.
- Create a “framework for instruction” to guide instructional improvements and training at the classroom level.
- Offer professional development opportunities focused on instructional improvements grounded in educational research, enhancing teacher capacity to deliver differentiated and rigorous instruction.
- Utilize Major Clarity and Infinite Campus to audit student class registrations to ensure alignment with their academic aspirations and readiness for courses of varying rigor.
- High School Instructional Coaches will conduct an audit of core honors classes to confirm they maintain a higher level of rigor compared to standard classes, utilizing classroom walkthroughs and lesson plan reviews for differentiated assessment.

Metrics

Goals	Measures	Baseline	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-29
Goal 1.1: % of schools meeting or exceeding growth	Target		52%	60%	70%	80%	90%	100%
	Actual	42%, 8/19	(10/19)	(12/20)	(14/20)	(16/20)	(18/20)	(20/20)
Goal 1.1: % of students proficient	Target		55%	56%	57%	58%	59%	60%
	Actual	54.9%						



Student Success (1.2)

Goal 1.2

By 2029, **100%** of Brunswick County Schools K-12 students will have **access to work-based learning opportunities** connecting education with real-world experiences for career readiness.

Action Items

- Conduct an audit to ascertain current Career & Technical Education program enrollment, setting specific growth targets for each pathway to increase student participation.
- Launch an awareness campaign targeting students and parents to underscore the benefits and opportunities within Career & Technical Education programs, aiming to boost enrollment and engagement.
- Require professional development for counselors and teachers on advising students about Career & Technical Education pathways and work-based learning opportunities, ensuring a coherent approach to student guidance.
- Maximize the use of academic career planning tools (such as Major Clarity) across all high school grades, ensuring every student has a clear post-secondary plan aligned with their career aspirations, including higher education enrollment, military enlistment, or direct entry into the workforce.
- Increase the number of work-based learning opportunities available to students, particularly those in Career & Technical Education pathways, ensuring these experiences are aligned with their academic and career plans.
- Introduce job shadowing for seventh and eighth graders to foster early career exploration and planning.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 1.2: % of Micro-credential completion	Target		0%	50%	60%	65%	70%	75%
	Actual	0%	0%					
Goal 1.2: % of CTE Concentrators	Target		45%	47%	49%	51%	53%	55%
	Actual	44.3%, (354/800)						
Goal 1.2: Internships, Pre-Apprenticeships, Apprenticeships completion	Target		6	10	14	18	22	26
	Actual	8	6					
Goal 1.2: % of Credential attainment	Target		46%	48%	50%	52%	54%	56%
	Actual	45%						



Student Services

Goal 2.1

By 2029, Brunswick County Schools will ensure **100%** of students have **access to a multi-tiered system of support** focused on developing the whole child with the support of engaged families.

Action Items

- Decrease the number of chronically absent students year-over-year by fostering a community that values education and requires high-quality and engaging instruction.
- Decrease the number of threat assessments year-over-year by providing professional development on Mental Health First Aid, connecting every student to a caring adult, and ensuring mental health needs are met with appropriate support.
- Decrease the amount of instructional time lost due to disciplinary issues year-over-year through proactive and preventative prosocial education.
- Each school counseling program will implement best practices in school counseling/social work using a Brunswick County Schools developed rubric by the close of the 2028-2029 school year.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 2.1: % of Chronic Absenteeism (decrease)	Target		30%	25%	20%	15%	10%	5%
	Actual	32.07%						
Goal 2.1: Threat Assessment - RO Discipline Threats (decrease)	Target		104	99	94	89	85	81
	Actual	109	118					
Goal 2.1: Short-Term Suspension Rate (decrease)	Target		7501	7126	6770	6432	6110	5804
	Actual	7896.63						
Goal 2.1 BCS Best Practices Counseling Recognition	Target			N/A	N/A	50%	60%	70%
	Actual	0	0	0	0			

Community Engagement

Goal 3.1

By June 2029, Brunswick County Schools will **improve community engagement**, increase **professional and work-based learning opportunities** for students, and solidify new **business and community partnerships** to enhance student success.

Action Items

- Increase the number of internships, pre-apprenticeships, and apprenticeships for our high school students through local business and community partnerships.
- Market Brunswick County Schools internship opportunities through social media (short videos of students, parents, and businesses discussing the positives of the experience).
- Refine the current partnership with Brunswick Community College more clearly to ensure we are aligned with pathway opportunities and increasing student participation in Career and College Promise.
- Establish relationships with University of North Carolina System Colleges of Education to grow our teacher pipeline.
- Optimize resources by creating a common schedule for all traditional high schools with the COAST and making use of transloading to support student scheduling.
- Develop a Brunswick County Schools Education Foundation to support student success.
- Improve the efficiency and effectiveness of all district communications by utilizing new platforms.
- Strengthen our engagement and support of English as a Second Language and Migrant families.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 3.1: Internships, Pre-Apprenticeships, Apprenticeships completion	Target		6	10	14	18	22	26
	Actual	8	6					
Goal 3.1: Businesses offering internships	Target			10	15	20	25	30
	Actual	0	0					
Goal 3.1: % CCP participation (increase)	Target		38%	40%	42%	44%	46%	48%
	Actual	36%						



Talent Development (4.1)

Goal 4.1

By 2029, Brunswick County Schools will actively **recruit** and **retain** highly **effective** staff.

Action Items

- Implement a formal annual recruitment and retention plan of diverse, highly qualified staff that includes teachers, classified personnel, and support staff.
- Provide a highly competitive, dynamic salary and benefits package for certified and classified staff.
- Develop a grow-your-own program to promote a robust local employee pipeline.
- Expand access to Brunswick County Schools internship opportunities for high school students, graduates, and student-teachers.
- Provide a personalized induction experience for all new Brunswick County Schools employees.
- Conduct a classified salary study to ensure a competitive compensation plan.
- Provide a performance evaluation system that maintains high standards for employee professionalism and growth.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 4.1: % of certified positions filled	Target			99%	99%	99%	100%	100%
	Actual	98%	98%					
Goal 4.1: % of classified positions filled	Target			95%	97%	98%	99%	100%
	Actual	95%	93%					
Goal 4.1: Grow-your-own program hires	Target			N/A	1	3	5	10
	Actual	0	0					



Talent Development (4.2)

Goal 4.2

By 2029, Brunswick County Schools will fully **implement** a robust **Beginning Teacher Support Program**.

Action Items

- Provide real-time support to beginning teachers.
- Provide local support for alternatively licensed teachers.
- Offer quarterly professional development sessions for new teachers targeted at current needs.
- Provide professional development for Beginning Teacher Coordinators and Residency Licensed Teacher Mentors on the supports needed specific to alternatively licensed educators.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 4.2: Beginning Teacher Retention Data	Target			97%	98%	99%	100%	100%
	Actual	96%	TBD					



Talent Development (4.3)

Goal 4.3

By 2029, Brunswick County Schools will fully implement a program to **recognize** and **reward high-performing staff**.

Action Items

- Support employee effectiveness through high-quality, ongoing professional development.
- Retain the most effective Brunswick County Schools employees through a supportive workplace culture, sustainable working conditions, competitive salaries, and talent recognition programs.
- Develop a growth track for classified employees to earn advancement through high performance.
- Implement a formal service recognition program.
- Develop a performance recognition program.
- Implement a local working conditions survey.
- Provide district support to schools for employee appreciation events.
- Implement practices that protect employees' personal time and planning periods.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 4.3: Retention data	Target			89%	92%	95%	97%	100%
	Actual	86%	TBD					
Goal 4.3: Local survey completions	Target			50%	N/A	60%	N/A	70%
	Actual	0	0		N/A		N/A	



Effective and Efficient Operations

Goal 5.1

By integrating all resources, Brunswick County Schools will **ensure** that 100% of all facilities are **secure and welcoming environments**.

Action Items

- Continue to prioritize student safety through security updates, programs, and ongoing training while looking at ways to modernize and strengthen our program.
- Implement modernized financial systems that support efficient reporting and operations by July 1, 2026.
- Develop comprehensive short- and long-range facility plans for Operational development and new construction based on enrollment and community growth trends.
- Ensure all departmental areas of Operations function within the most appropriate, cost-effective means possible to improve transportation efficiency, maximize energy savings, and utilize cost-per-student data to compare effectiveness.
- Ensure all Operations meet the learning environment needs of a diverse population of students and staff by improving areas such as Fine Arts, science, and other student curriculum needs.
- Maintain all areas of Facilities to meet increasing governing and regulatory requirements such as fire code, NC Department of Public Instruction insurance inspections, safety and handicap requirements of new construction, lead-based paint and asbestos requirements, and necessary record keeping.

Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 5.1 # of financial audits with findings	Target		0	0	0	0	0	0
	Actual	0	0					
Goal 5.1 Transportation Efficiency Rating	Target			89	91	93	93	94
	Actual	87	88					





Plan Metrics

Goals	Measures	Baseline	2023-2024	2024- 2025	2025- 2026	2026 - 2027	2027 - 2028	2028-29
Goal 1.1: % of schools meeting or exceeding growth	Target		52%	60%	70%	80%	90%	100%
	Actual	42%, 8/19	(10/19)	(12/20)	(14/20)	(16/20)	(18/20)	(20/20)
Goal 1.1: % of students proficient	Target		55%	56%	57%	58%	59%	60%
	Actual	54.9%						
Goal 1.2: % of Micro-credential completion	Target		0%	50%	60%	65%	70%	75%
	Actual	0%	0%					
Goal 1.2: % of CTE Concentrators	Target		45%	47%	49%	51%	53%	55%
	Actual	44.3%, (354/800)						
Goals 1.2 and 3.1: Internships, Pre-Apprenticeships, Apprenticeships completion	Target		6	10	14	18	22	26
	Actual	8	6					
Goal 1.2 : % of Credential attainment	Target		46%	48%	50%	52%	54%	56%
	Actual	45%						
Goal 2.1: Graduation Rate	Target		84%	86%	87%	88%	89%	90%
	Actual	83.6%						
Goal 2.1: % of Chronic Absenteeism (decrease)	Target		30%	25%	20%	15%	10%	5%
	Actual	32.07%						
Goal 2.1: Threat Assessment –RO Discipline Threats (decrease)	Target		104	99	94	89	85	81
	Actual	109	118					
Goal 2.1: Short-Term Suspension Rate (decrease)	Target		7501	7126	6770	6432	6110	5804
	Actual	7896.63						
Goal 2.1 BCS Best Practices Counseling Recognition	Target			N/A	N/A	50%	60%	70%
	Actual	0	0	0	0			
Goal 3.1: Businesses offering internships	Target			10	15	20	25	30
	Actual	0	0					
Goal 3.1: % CCP participation (increase)	Target		38%	40%	42%	44%	46%	48%
	Actual	36%						
Goal 4.1: % of certified positions filled	Target			99%	99%	99%	100%	100%
	Actual	98%	98%					
Goal 4.1: % of classified positions filled	Target			95%	97%	98%	99%	100%
	Actual	95%	93%					
Goal 4.1: Grow-your-own program hires	Target			N/A	1	3	5	10
	Actual	0	0					
Goal 4.2: Beginning Teacher Retention Data	Target			97%	98%	99%	100%	100%
	Actual	96%	TBD					
Goal 4.3: Retention data	Target			89%	92%	95%	97%	100%
	Actual	86%	TBD					
Goal 4.3: Local survey completions	Target			50%	N/A	60%	N/A	70%
	Actual	0	0		N/A		N/A	
Goal 5.1 # of financial audits with findings	Target		0	0	0	0	0	0
	Actual	0	0					
Goal 5.1 Transportation Efficiency Rating	Target			89	91	93	93	94
	Actual	87	88					