



**OFFICE OF THE STATE SUPERINTENDENT**

North Carolina Department of Public Instruction

# **Operation Polaris 2.0**

## ***State Superintendent Catherine Truitt***

February 7, 2023

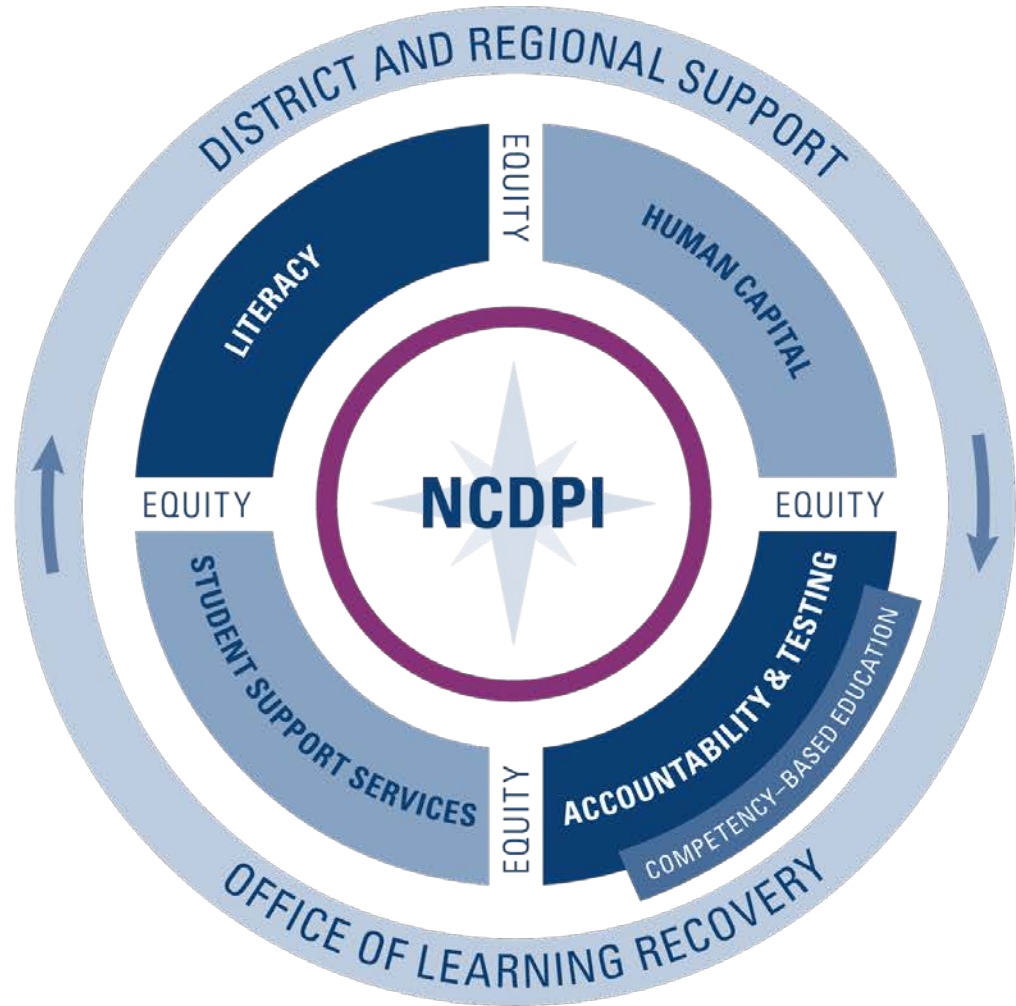
# OPERATION POLARIS 2.0

Navigating Students Toward a Brighter Future



## NORTH STAR:

Every student deserves a highly qualified, excellent teacher in every classroom.



# OPERATION POLARIS 2.0

Navigating Students Toward a Brighter Future



**Human Capital**



**District and Regional Support**



**Accountability and Testing**



**Student Support Services**



**Literacy**



**Office of Learning Recovery and Acceleration**



**Competency-Based Education**



## Priority: Human Capital

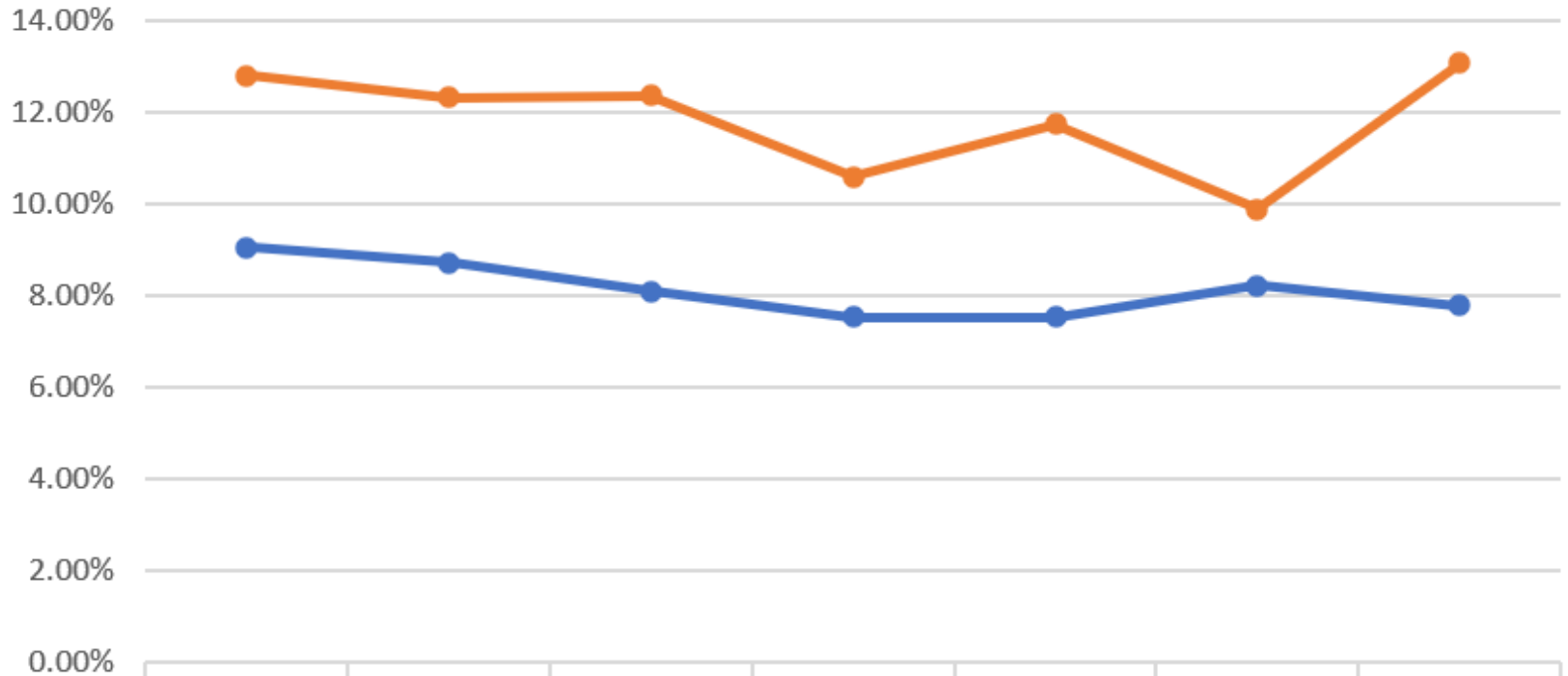


Focusing on the strength and the quality of the educator pipeline in our state, including: teachers, administrators, and support personnel in K-12

- [Pathways to Excellence](#)
- [AP Accelerator](#)

# Statewide Attrition

Att Vs BT Att



	15-16	16-17	17-18	18-19	19-20	20-21	21-22
State Att Rate	9.04%	8.70%	8.09%	7.52%	7.53%	8.20%	7.78%
BT ATT rate	12.78%	12.31%	12.34%	10.59%	11.72%	9.88%	13.06%

State Att Rate BT ATT rate



# New Formula for Defining Vacancies in Statute (GS. 115C-299.5)

- Changes in vacancy rates could be attributable to increases in actual vacancy rates in the state
- Methodology in determining vacancy rates may contribute to the increase
- A position is counted as vacant if
  - The position is not filled by a licensed teacher in a permanent assignment (i.e., hiring a retiree for part-year)
  - Is filled by a long-term substitute or interim teacher
  - Is filled by a teacher with an emergency license, permit to teach, or provisional license

## Priority: Accountability & Testing



Changing the way we think about school quality and measuring success based on student preparedness for post-secondary plans:

- [School Performance Grade Redesign](#)
- [Portrait of a Graduate](#)

## Priority: Student Support Services



Supporting children through five key areas: school facilities, nutrition, safety, broadband, mental health support

- Increasing access to no-cost meals
- Center for Safer Schools temporary training facility
- NBPSCF



## Priority: Literacy



Ensuring all children are reading to learn before the fourth grade

- Hire and assign 115 early literacy specialists for NC school districts
- Continue to collaborate with higher-ed to monitor science of reading integration

## Office of Learning Recovery and Acceleration



Assisting schools through evidence-based research programs, policies, and interventions

- Design and implement more than 20 state- and local-level research and evaluation studies.

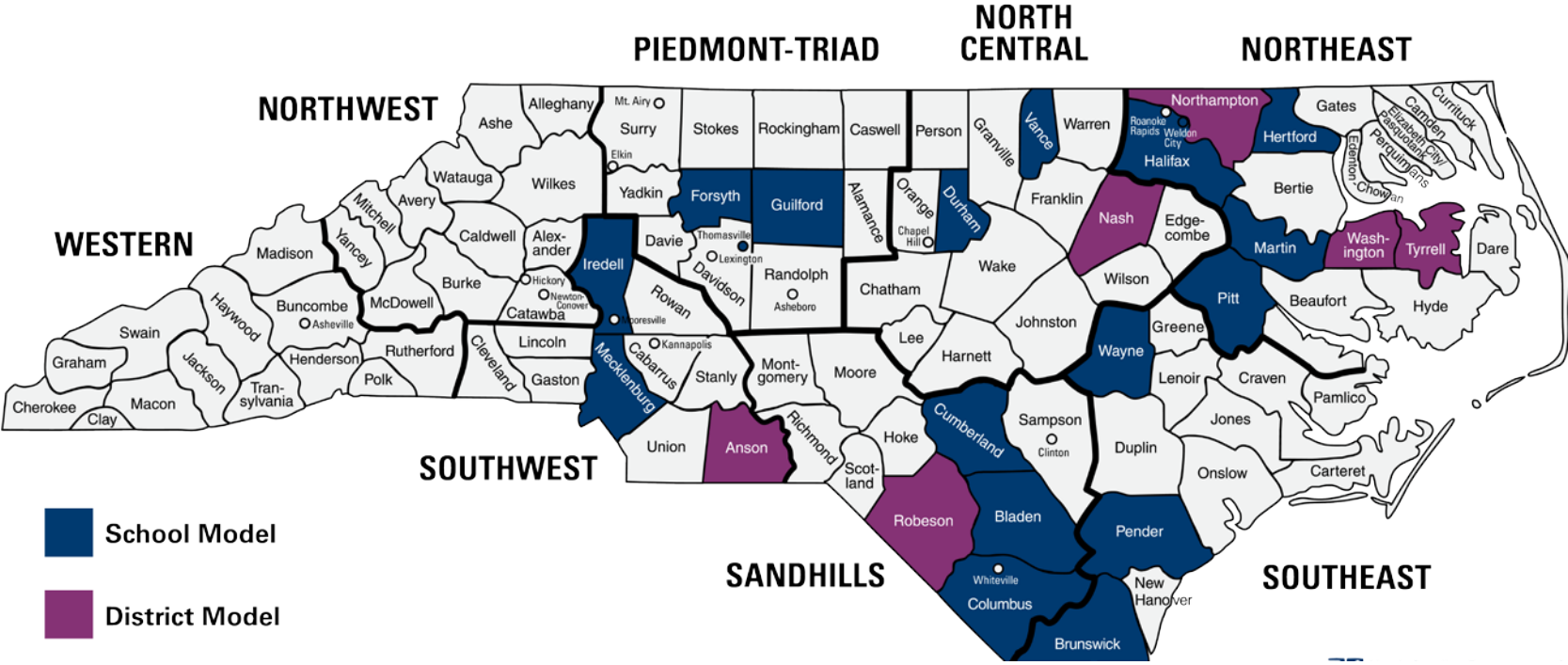
## Office of District and Regional Support



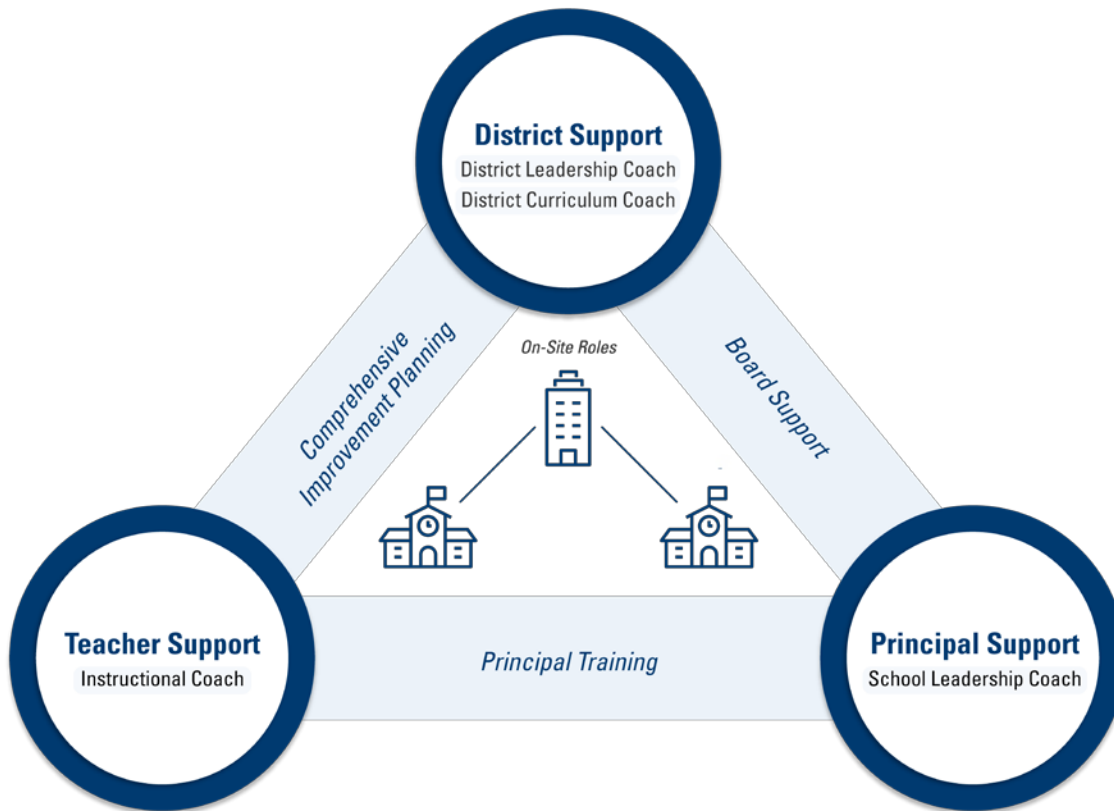
Providing comprehensive, hands-on support for the state's most challenged schools and districts.

- NC Instructional Leadership Academy to support hundreds of principals statewide

# 2021-22 Coaching Support



# CARES Model Support Structure



- Highest Level of Support
- Formal Partnership
- Differentiated Support based on Needs
- Data Driven
- Comprehensive School Improvement
- \$12M investment/ESSER

## Success Criteria

State  
Accountability

Improvement  
Metrics





# Support for Principals



# Low-Performing Schools: an Equity Lens



- Coaching for LP schools must begin with principals
- “Instructional coaching is a reality in many schools today, yet administrators often lack experience or background on how to utilize this professional development model effectively.” (Johnson, 2016)
- “Given these problems, we propose two recommendations for creating the organizational contexts in schools that might improve the implementation of coaching programs. First, and most importantly, we suggest that districts and/or program designers assess principals’ readiness for change in advance of committing coaching resources to achieve particular instructional goals.” (Matsumura and Wang, 2014)



# Assistant Principal Accelerator Program (AP Accelerator)

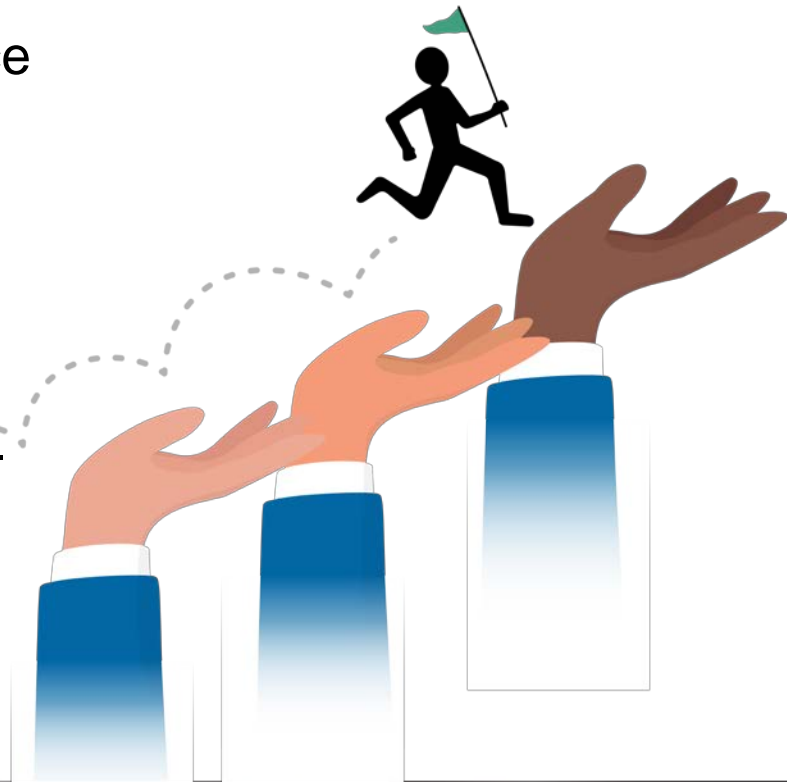
- Program that identifies promising assistant principals and provides training, support, mentor/coaching to accelerate their readiness for the rigorous demands of the principalship
- Goal of bridging the divide between highly qualified and highly effective
- 21 of 25 APs in Cohort have been placed as principals in Title 1 schools; 9 are in LP schools
- We have expanded the number of seats from 25 to 48 (start date 1/19/23)
- Total investment = \$510K





# Enhanced Partnership with NCPAPA

- DPI continues to support the principals currently participating in 3 other programs:
  - Distinguished Leadership in Practice (DLP) serves 68 principals
  - Future Ready Leadership (for APs) serves 69 principals
  - Practitioner's Network serves 151 new principals
- This network and PD engages 282 site-based school leaders every year
- Total investment of \$300K



# NC Instructional Leadership Academy (NCILA)

- 1,500 district and school leaders from 60 districts and 13 charters
- 337/426 schools served are LP
- Observation & Feedback
- Leading an Equity-Centered Student Culture
- Deconstructing Standards
- Data Meetings
- Planning Meetings
- \$10M ESSER investment



# Office of District & Regional Support (DRS)



## Vision: Theory of Change



We will improve outcomes for all students through a **coordinated system of field supports** that are centrally located at NCDPI but deployed through regional teams nimble enough to meet the needs of individual schools.

## Mission



**Identify, customize, and mobilize** department resources to support the work of local districts in achieving positive outcomes for all students, particularly those in low-performing schools.



# Regional Support Team: Characteristics



Have over-arching,  
aligned goals



Have a culture & mindset  
of collective impact



Clear reporting structure  
that reinforces collaboration  
across silos & ensures  
efficiency of supports





# What These Teams Do

- Use a **common language** to communicate with district educators and leaders
- Leverage **common data and a shared approach** to using the data to drive change and align resources to needs
- Enable **professional development**
- Establish and **adhere to protocols that prioritize students**



# Legislative Policy Agenda Top Priorities

- Pathways to Excellence
- Career Development Plans
- Computer Science/Workforce Initiatives/CTE
- School Performance Grade Redesign
- Residential Schools
- Protecting our Students
- Create statewide PD platform through NCCAT



# Legislative Budget Priorities

- **\$10M** for professional development that can be targeted to the specific needs of schools and districts through NCCAT
- **\$2M** for seventeen principal coaches to serve 51 LP-designated schools not currently serve
- Computer Science PD (50% already funded)
- Ensuring we have at least 1 Nurse in every Tier 1 and 2 School
- Eliminating the Child Nutrition Co-Pay
- School Safety/Center for Safer Schools Grants



# Questions?

