KIPP NORTH CAROLINA PUBLIC SCHOOLS

KIPP NORTH CAROLINA
Strategic Plan 2030

NORTH STAR GOALS

- 100% of students make 1 years growth in 1 year's time.
- 50% of students make 1.3 years growth in 1 year's time.
- 75% of students will be on track for college and ultimately career success.

LONG TERM VISION

We will become North Carolina's largest and highest-performing charter school network, expanding to new locations across the state and developing each region into multi-campus K–12 communities offering diverse programs for students, competitive compensation for staff, and first-rate facilities.

GOALS and indicators

IMPROVING STUDENT ACADEMIC OUTCOMES

- K-12 Literacy and Math
- Educator Development
- Data Driven Instruction
- High School Excellence
- Curriculum Implementation
- College Readiness

INCREASING STUDENT ENROLLMENT

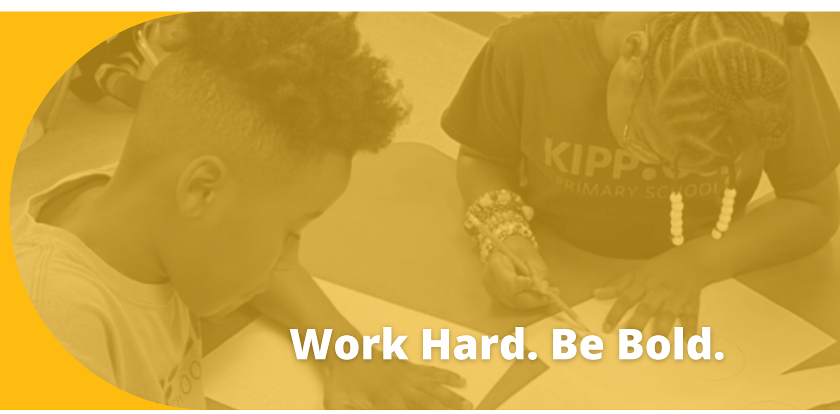
- Retention
- Attendance
- Enrollment

OPTIMIZING OPERATIONAL AND FINANCIAL EFFICIENCY

- Sustainability
- School Support Team
- Data and Operations

KIPP North Carolina is a network of free, non-profit, high-performing, college-preparatory public charter schools providing an academically rigorous and joyous school experience to 3,000 students in grades K-12 in Charlotte, Durham, and Eastern North Carolina. Additionally, KIPP NC supports several thousand alumni on their journey to and through high school, college, and career. We serve 97% students of color, and we are the only public school district in the state serving an equal number of rural and urban students.

ABOUT KIPP NORTH CAROLINA



IMPROVING STUDENT ACADEMIC OUTCOMES K-12

K12 Literacy and Math Goals

- 75% of students in grades 3-8 will achieve proficiency on the North Carolina End of Grade Exams for ELA, Math, and Science.
- 75% of students in High School will achieve proficiency on the North Carolina End of Grade Exams (Math 1, Math 3, English 2, Biology).
- 50% of students with support services will achieve proficiency on end of year assessments.
- 90% of K-8 students will meet or exceed grade-level reading benchmarks, as measured by the DIBELS early literacy assessment.
- 100% of Students will meet their I-Ready Typical Growth Goals.
- 50% of Students will meet their I-Ready Stretch Growth Goals.

Data Driven Instruction Indicators

- Administer interim/quarterly assessments annually and embed structured data analysis cycles to inform instructional adjustments.
- Leverage assessment results to drive responsive whole-group instruction, targeted small group interventions, and reteach planning.
- Conduct DIBELS and i-Ready assessments three times per year to monitor student growth, identify trends, and proactively respond to learning gaps.
- Implement a robust Multi-Tiered System of Support (MTSS) framework that includes interventions aligned to student needs.
- Refine and adapt supports for students with diverse learning needs to improve access, engagement, and academic outcomes.
- Develop and strengthen Academic Progress Monitoring systems aligned to KIPP Foundation.
- Build leadership capacity to sustain high-quality academic monitoring and accountability systems over time.
- Maintain a minimum of 95% participation on all assessments to ensure accurate, actionable data that informs instruction, identifies student needs, and drives timely interventions.

Curriculum Implementation Indicators

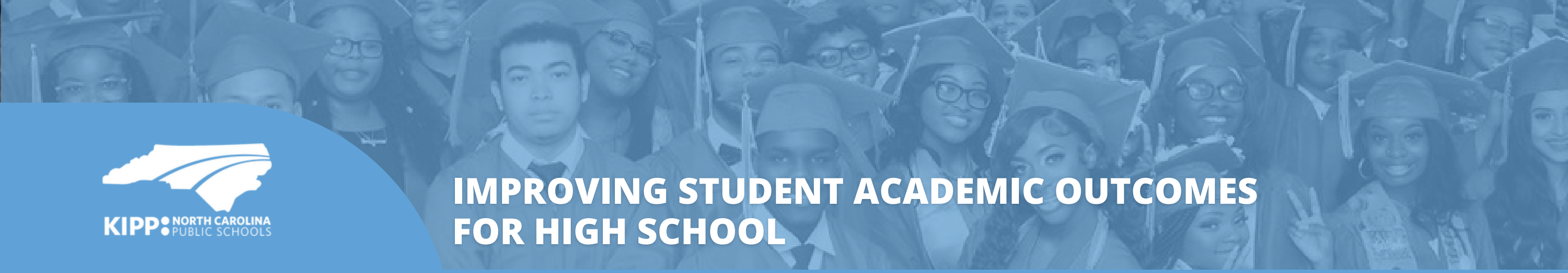
- Ensure consistent, high-quality implementation of all adopted curricula with full alignment to regional scope and sequence documents.
- Maintain monitoring systems and professional development structures to support strong internalization and instructional delivery across classrooms.
- Incorporate the evaluation of student work habits and mastery of daily skills.

Educator Development Indicators

- Implement and refine Cohesive Coaching systems aligned with KIPP Foundation to ensure instructional excellence.
- Establish a clear, shared vision of excellent instruction with defined roles and leadership accountability.
- Strengthen systems for Internalization & Planning, Real-Time Coaching, and Looking at Student Work.
- Sustain and nurture a feedback culture that drives continuous teacher development and student achievement.
- Provide staff with performance management and leadership development opportunities that build effectiveness and cultivate instructional and operational excellence.
- Expand and strengthen KIPP NC's Teacher U educator preparation program to build a strong, diverse teacher pipeline, support licensure pathways, strengthen early-career onboarding, and improve retention and instructional quality.

Together with families and communities, we create joyful, academically excellent schools that prepare students with the skills and confidence to pursue the paths they choose - college, career, and beyond - so that they can lead fulfilling lives and build a more just world.

KIPP NORTH CAROLINA **MISSION**



IMPROVING STUDENT ACADEMIC OUTCOMES FOR HIGH SCHOOL

High School Goals

- 75% of graduating seniors score at or above the college-ready benchmark on ACT Exam.
- 75% of high school students have a cumulative GPA of 2.5 or higher.
- 65% of 9th grade students have a cumulative GPA of 3.0 or higher.
- 75% of high school graduates enroll in a BA or BS program.
- 90% of high school graduates enroll in a BA, BS, AA, or CTE program or in the military.

High School Excellence Indicators

- Design and implement a comprehensive High School Academic Health Plan to proactively monitor and improve student academic outcomes.
- Establish clear accountability structures to ensure consistent execution and measurable improvements in GPA attainment, credit accumulation, and college readiness indicators.
- Develop a robust Early College program that allows highly motivated students to accelerate their studies, enroll in tuition-free college courses, and earn an associate degree while in high school.
- Strengthen and expand the Occupational Course of Study program to prepare students who qualify for success after high school.

College Readiness Indicators

- Conduct ACT preparation to ensure students are equipped for college readiness benchmarks.
- Execute an ACT Performance Training instructional campaign to accelerate student readiness prior to official testing windows.
- Implement a comprehensive Spring-to-Fall Transition Plan to maximize student enrollment, retention, and successful transition to postsecondary education or training.

KIPP Pride High School serves the students and families of eastern North Carolina. For the past decade and a half, Pride High has launched hundreds of students' trajectories to college and career. At Pride High, we believe in each and every student and the life potential each of them holds that we must help ignite. Every aspect of Pride High is designed to cultivate the skills, mindsets, and knowledge students need to successfully navigate the demands of college and career.

ABOUT **KIPP PRIDE HIGH SCHOOL**

KIPP NORTH CAROLIINA
CORE VALUES

PURSUE EXCELLENCE | BUILD KNOWLEDGE | FIGHT INJUSTICE | SPARK JOY | RISE TOGETHER

INCREASING STUDENT ENROLLMENT

Student Enrollment Goals

- 85% of students return to our school each year.
- 95% of students attend school each day.
- Less than 15% of students are considered chronically absent, defined as missing more than 90% of the school year.
- 100% of schools meet or exceed target student enrollment goals.

Retention Indicators

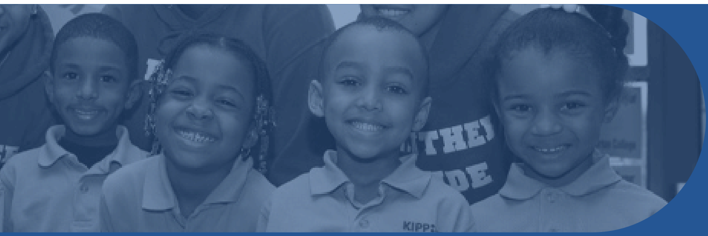
- Conduct family and student satisfaction surveys and generate action plans based upon the feedback received.
- Conduct exit surveys with all departing families to identify and address root causes.
- Incorporate regular opportunities for joy and celebration across all schools.
- Increase family engagement events and opportunities.
- Expand social emotional and mental health supports for students, families, and staff.
- Strengthen Social Emotional Learning opportunities for students inside and outside of the classroom to support their overall well-being, sense of belonging, and academic success.

Attendance Indicators

- Execute daily attendance interventions, including phone calls and meetings, to improve student engagement.
- Strengthen data systems to track student attendance and interventions, enabling timely and targeted support.

Enrollment Indicators

- Continuously develop and implement strategies to attract and enroll new families in our schools.
- Increase and track touchpoints with new families to support Day One enrollment.
- Conduct Summer Orientation to support strong transitions from grade to grade.
- Strengthen marketing and social media plans to reach more families.
- Monitor and meet conversion rate targets for moving families through the enrollment process seamlessly from offer to acceptance to registration to enrollment.
- Generate double the enrollment applications needed for each open seat and establish a healthy waiting list.
- Achieve and maintain at-capacity enrollment in Kindergarten to ensure strong enrollment pipelines year over year.
- Continuously refine the enrollment process to remove barriers for families.

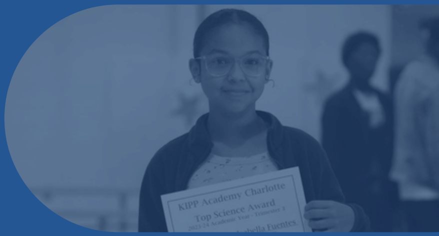


The vision of KIPP North Carolina is to become the state's highest-performing rural and urban public school system, one in which students and alumni achieve transformative life outcomes, all supported by an aligned, best-in-class support organization.

SCHOOL FILLED WITH **LOVE**

At KIPP North Carolina, we start each school day with three goals in mind: every student feels truly loved and cared for, learning is both rigorous and joyful, and students are prepared for success in college, career, and beyond. We do this through rigorous academics, a focus on joy and love, and a school day that sets up every student for success.

RIGOROUS, JOY-FILLED DAYS FOR STUDENTS



We are committed to creating classrooms that are homeplaces where our students feel safe, loved, validated, seen, and heard, with their beautiful identities affirmed and celebrated. All our classrooms are places where all our students experience belonging.

OUR **COMMITMENTS**

OPTIMIZING OPERATIONAL AND FINANCIAL EFFICIENCY

Operational and Financial Goals

- 100% of schools operate sustainably on recurring public revenue, ensuring school models, staffing structures, and facilities commitments remain affordable long-term.
- Annual actual results remain within ±2% of the board-approved budget, demonstrating strong enrollment modeling, staffing alignment, and expense forecasting, enabling proactive financial management rather than mid-year correction.
- Maintain ≥90 days of unrestricted cash on hand annually, ensuring long-term solvency and the ability to manage funding variability without disrupting schools.
- ≥95% of organizational spending is initiated and approved within integrated planning and purchasing systems prior to purchase.
- SST expenditures are maintained within 7–15% of total organizational expenditures to ensure the network invests sufficiently in shared expertise and infrastructure while protecting classroom resources and maintaining a scalable cost structure as the network grows.
- ≥95% of recurring operational deliverables completed on schedule, indicating a well-functioning organization capable of sustaining growth and leadership transitions without disruption. Examples include payroll processing, vendor payments, compliance submissions, state reporting, and board reporting timelines.
- 80% of high-volume operational processes automated or standardized.
- Align 85% of all operating systems across all schools.
- Secure annual supplemental funding exceeding $1 million to expand and enhance opportunities for students.
- Maintain an average staffing rate of 98% or higher throughout the school year, with all vacancies posted within 3 business days and filled within 45 days whenever possible.

Sustainability Indicators

- Centralize all material financial decisions within integrated planning and purchasing systems that provide real-time visibility into commitments and budget projections, supporting proactive decision-making rather than retrospective reporting.
- Implement dynamic, multi-year financial forecasting that incorporates multiple scenarios and key drivers, enabling proactive and strategic decision-making.
- Establish a proactive risk management framework that identifies, monitors, and prepares for potential financial and operational disruptions.
- Diversify revenue streams to reduce dependency on per-pupil funding fluctuations.
- Build a high-performing Development function that delivers consistent and reliable fundraising growth year over year.
- Improve and upgrade existing facilities to provide safe, modern, and high-quality learning environments.
- Monitor facilities costs and investigate long term savings opportunities.
- Recruit and hire mission-aligned, high-performing educators and staff through intentional talent acquisition practices that strengthen instructional and operational excellence.
- Offer competitive compensation and supportive working conditions that increase staff satisfaction and retain top talent.
- Expand external partnerships to increase access to academic, career, and enrichment opportunities for students.

School Support Team Indicators

- Maintain an SST that is appropriately sized to serve schools efficiently.
- Define, align, and communicate SST goals, calendars, priorities, roles/responsibilities, and communications.

Data and Operations Indicators

- Ensure all data and reporting systems are reliable, streamlined, and consistently maintained for accurate decision making.
- Provide accessible data and build stakeholders' capacity to interpret insights and drive action.
- Create and maintain core operating systems across all schools, including common processes, tools, and protocols aligned to network-wide standards.
- Drive consistent and effective implementation of key operational functions such as transportation, nutrition, safety, student health, and technology, across all schools to provide an exceptional experience to students.
- Utilize data across all aspects of the organization to evaluate execution and hold ourselves accountable to achieving results for students.