April 29, 2004
7:30 – 11:30 a.m.
McKimmon Center
Wake Education Summit 2004

Journey to 2008: Planning, Process and Possibilities

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Holly Springs Chamber of Commerce
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Latin American Resource Center (LARC)
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League of Women Voters of Wake County
Learning Together, Inc.
The Life Center
LimiTV
The Links, Inc. - Raleigh Chapter
Magellan Charter School
Meredith College
MLK Resource Center
Mordecai
Morrisville Chamber of Commerce
Motherread, Inc.
N.C. Business Committee for Education
N.C. Department of Transportation
N.C. Hispanic Chamber of Commerce
N.C. Museum of Natural Sciences
N.C. School Boards Association
N.C. Society of Hispanic Professionals
Neighbor to Neighbor
New Schools Project
North Carolina State University
Passage Home Community
Public School Forum of North Carolina
Raleigh-Wake Citizens Association
Saint Augustine’s College
The Salvation Army of Wake County
School-to-Career (STC) Council
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Town of Cary
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Wake County Public School System
Wake County Smart Start
Wake Education Partnership
Wake NCAE
Wake Technical Community College
Wendell Chamber of Commerce
YMCA of the Triangle
Wake Education Summit 2004
Journey to 2008:
Planning, Process and Possibilities

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Special thanks to:
Audio Visual Services, Inc.
Buchanan’s Nursery
Cherry, Bekaert & Holland, LLP
Lifetouch National School Studios
Princess Petals
Agenda
April 29, 2004
7:30-11:30 a.m.

Outcomes:
- Issue report card on Summit 2003;
- Review alignment of local, state and federal goals;
- Discuss priorities for our public schools; and
- Identify strategies for meeting Goal 2008.

Welcome
Bob Hatley
President and CEO, Paragon Commercial Bank,
and Co-Chair, Summit Core Team

Report Card and Introduction to Goal 2008
Robin Costello
Community Leader and Co-Chair, Summit Core Team

Travel Guide for Standards:
Planning from ABCs to NCLB
Eddie Davis
Vice President, N.C. Association of Educators

Charting the Course for Success:
Process of Reaching Goal 2008
Bill McNeal
Superintendent, Wake County Public School System

Exercise 1:
Road Blocks on the Journey
Costello and Facilitators

Exercise 2:
Overcoming the Road Blocks
Hatley and Facilitators

Looking Down the Road:
Possibilities of High School Reform
Sam Houston
President, N.C. Science, Mathematics and Technology Education Center

Exercise 3:
Strategies for High School Success
Hatley and Facilitators

Listening Team Reports
Costello and Participants

Closing
Hatley

Ground Rules for Participants:
- Turn off all cell phones.
- One person speaks at a time during table discussions.
- Be open and listen to each other.
- Respect people with different opinions.
Wake Education Summits – Organizing for Change

Wake County has been putting the “public” in “public education” for six years through annual education Summits. At each Summit, citizens and community leaders have had the opportunity to address a variety of education topics. All of the feedback is shared with key decision-makers at the Wake County Public Schools and the Wake County Board of Education, and much of the feedback has directly impacted key decisions by these groups. In addition, previous Summits have informed the work of community agencies, businesses and other groups concerned with maintaining high quality in our public schools. Below is a review of the Wake Education Summits including topics addressed, actions proposed and results.

At the original Wake Education Summit, 450 participants came together to begin identifying ways the schools could be responsible and accountable to the community they serve. Through small group discussion, participants highlighted key concerns for school system and community leaders. Results included adoption of a clear, measurable goal by the Board of Education to meet higher academic standards—Goal 2003.

Summit II: “Readers to Achievers,” 1999
The second Wake Education Summit grew from the first and engaged the public in specific action steps to address achievement of Goal 2003. Priorities included enhanced classroom technology, improved communications by the district and schools, and the school/family connection. Results included a new community-wide literacy initiative (Readers to Achievers), an audit of school communications and new classroom technology initiatives.

Summit III: “Getting It Right From the Start,” 2000
After examining school system challenges and priorities for two years, the 2000 Summit focused on ways the community could support the schools. Through a focus on early childhood issues of family involvement, literacy and school readiness, the 2000 Summit began a process of linking service organizations, community leaders and citizens together in effective partnerships serving Wake children. Results included support for a pilot program to link schools and Wake County Human Services to share databases and to more effectively integrate services for children in need.
Summit IV: “Taking Off the Mask,” 2001
With the theme of taking off the mask for a candid look at the real challenges confronted by parents, teachers and the community in achieving Goal 2003, the Summit began with an overview of trend data. Results suggest that poor children are disproportionately represented among those performing below grade level. Participants identified five specific priorities: 1) Close achievement gaps; 2) Enhance school funding; 3) Explore smaller schools and classes; 4) Improve teacher retention; and 5) Enhance recruitment of top teachers.

Summit V: “Investing in the Goal,” 2002
In 2002, with 80 hosts and 600 participants, participants heard from a variety of speakers. The topics included a review of the management audit being conducted of the Wake County Public Schools and an important update on progress toward the 2003 goal. These topics helped define key issues related to school success, which were discussed and prioritized in facilitated small group discussions. The top five issues identified were 1) Funding; 2) Achievement gaps; 3) Student assignment; 4) Teacher support and development; and 5) Parental development.

Summit VI: “Many Voices, Smart Choices” 2003
After working toward Goal 2003 for five years, the 2003 Summit focused on the progress made toward the goal and on priorities for the next system-wide goal. With more than 100 hosts and 800 participants in attendance, presenters discussed the historic significance of goal-setting, reviewed the Citizen Advisory Committee report on appropriate funding and heard the results from Voices & Choices. Participants discussed the results and prioritized the themes in facilitated small group discussions. The top five issues identified were: 1) Teacher recruitment/retention and quality; 2) Student achievement; 3) Involvement by parents and the community; 4) Size of school and classes; and 5) Student assignment.
Summit 2003 Report Card

Participants at last year’s Summit were the first to hear the results of *Voices & Choices*, a yearlong community-led initiative to engage our community in shaping a shared agenda for constant improvement and for setting goals beyond 2003. The Wake County Board of Education adopted **Goal 2008** on Nov. 5, 2003. Built on information gathered through the year-long *Voices & Choices* initiative and the 2003 Summit, the new goal raises the bar and expands its reach to include all students in grades 3 through 12. The goal further aligns Wake County student achievement efforts with state and federal standards as outlined by the ABC state testing program and the No Child Left Behind legislation.

“**WCPSS is committed to academic excellence. By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade or Course tests, and all student groups will demonstrate high growth.”**

In pursuit of this goal, the Board of Education will:

- Increase challenging educational opportunities for all students;
- Increase student participation and success in advanced classes at the high school level;
- Increase the percent of 9th grade students graduating from high school within four years;
- Recruit, develop, support and retain a highly qualified workforce to ensure student success;
- Identify and seek resources necessary to support student success; and
- Build a consensus of support through community collaboration.

In addition to providing feedback leading directly to the adoption of Goal 2008, discussions at the 2003 Wake Education Summit identified priorities that have impacted the work of many organizations across Wake County. During the 2003 Summit, nearly 800 participants met in small groups and voted on the top priorities (using the feedback from *Voices & Choices*) for our public schools and for the community – out of nine priorities, the top three received more than half the votes cast at the Summit. Summarized below are the top three priorities along with new and ongoing activities that have developed over the past year. Although this list is not comprehensive, it does provide an indication of the ongoing work in support of public education across Wake County.

1. **Teachers** – Keeping and recruiting highly qualified teachers to ensure academic achievement for all types of students; higher teacher pay; improved working conditions; more professional development; reduced paperwork; increased respect for the profession.
   - Committees representing teachers, administrators, university experts and partners from business and community organizations have helped to develop proposed career pathways for teachers and have begun researching the state of teachers and teaching excellence in Wake County.
   - New and continuing opportunities for teacher leadership and professional development include both proposed and available activities such as Wake Leadership Academy, the Superintendent’s Teacher Advisory Council, the Developing Teacher Leaders program, the Kenan Fellows Program and the Teacher Enhancement and Leadership Systems.
Many organizations, including local Chambers, Wake–N.C. Association of Educators, Wake County PTAs and the Triangle Urban League, honor teachers across Wake County through awards and grants.

2. **Student Achievement** – A need for all students to reach their highest potential; closing the achievement gap; challenging high-performing students who are already above grade level.

- Goal 2008 focuses specifically on student achievement, with strategies to ensure high academic growth for all subgroups, including students performing below grade level (Level I and II) and those already performing at or above grade level (Level III and IV).
- Garner area parents, school personnel and community representatives, with support from the UNC-Chapel Hill School of Social Work, conducted a Student Success Profile. Results from this survey will be used to address issues related to gaps in student achievement in Garner area schools.
- The Raising Achievement and Closing Gaps Task Force, comprised of school, parent and community representatives, issued a report in response to issues related to gaps in student achievement.
- Many local businesses and Chambers are involved in supporting student achievement through career-related programs with the Business Alliances and the School-to-Career program, as well as other opportunities available to students through the business community.

3. **Involvement** – Greater involvement by parents and the community, creating shared accountability and improved communication.

- Regularly scheduled group meetings, such as the PTA Liaison program, the Wake Regional Education Roundtable, Business Alliances and the Wake County PTAs, are open to parents and community members across Wake County to provide information about education issues and to gather input about community priorities.
- The Institute for Wake County School Leaders provided a leadership development opportunity for prospective Board of Education candidates and other community leaders at all levels to learn more about local, state and federal issues in public education.
- The Wake County Public School System gathered input through such groups as the Healthy Schools Task Force, the Board of Education community committees and a series of Community Engagement Meetings regarding student assignment and growth management plans.
Charting the Course for Success: Process for Reaching Goal 2008

Our Journey to Date

- In 1998, the school system and the community set a common goal—Goal 2003
- At that time, our composite score on the NC End-of-Grade tests was 81.9% as compared to 91.3% in 2003
- SAT scores are at an all-time high of 1067, above the state and nation
- Dropout rates are at an all-time low of 2.6% overall as compared with 4.1% in 1999
- 665 National Board Certified teachers—the most of any district in North Carolina
- Teacher turnover at 10.2%, below state average

Miles to Go . . .

- Over 700 students are dropouts
- 9,000+ students are below grade level
- Level IV students did not meet expected growth
- Teacher Retention
  - More professional development
  - Extra-duty salary increases
  - Career Pathways for seasoned teachers
- Additional Alternative Programs
- Additional ESL teachers for a growing population

First Steps

- Review of
  - CAC Recommendations
  - Advanced Placement Task Force Recommendations
  - Raising the Achievement and Closing Gaps Task Force
  - K-3 Assessment Task Force
  - Paperwork Reduction Committee Recommendations
  - Reports on Student Performance and School Dropouts
First Steps Continued

- Wake Education Partnership Task Force on Teacher Excellence-All for ALL Report (2001)
- Reports on Teacher Turnover, Recruitment and Retention Data
- Superintendent’s Plan to Improve Teacher Quality
- Voices & Choices
- WEP Summit Recommendations
- WCPSS Career Pathways Design Committee Report
- Superintendent’s Teacher Advisory Council Recommendations
  - Meetings with WCPSS Staff
  - Meetings with County Staff

Goal 2008

WCPSS is committed to academic excellence. By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade or Course tests, and all student groups will demonstrate high growth.

In pursuit of this goal, we will:

- Increase challenging educational opportunities for all students,
- Increase student participation and success in advanced classes at the high school level,
- Increase the percent of 9th grade students graduating from high school within four years,
- Recruit, develop, support and retain a highly qualified workforce to ensure student success,
- Identify and seek resources necessary to support student success, and
- Build a consensus of support through community collaboration.

Examples of 2008 Initiatives

- 90 new ESL teachers to expand ESL into all schools to serve children in their base school.
- 40 new AG teachers to expand full-time service to each school.
- Recommended for funding in the CAC Final Report, February 2003
- Recommended to support high growth for Level 4 students
Initiatives (continued)

- Expand participation in Partnership for Educational Success (PES) to 15 additional schools each year (2004-2008).
- Add new extra duty positions and increase the extra duty salary schedule by 4%.
- CAC subcommittee encouraged further development of this initiative in their report.
- Recommended for funding by CAC, Career Pathway Committee, and staff.

Initiatives (continued)

- Improve Training and Support Systems for Teacher Success (i.e., provide time on regular basis for new teachers to collaborate with mentors and advanced career teachers to improve skills).
- Provide time during the instructional day or year to support critical instructional leadership roles and advanced training opportunities.
- Recommended for funding by CAC, Career Design Committee.
- Recommended for funding by CAC, Career Pathways Committee, STAC, WEP “All for All,” WEP Summit.

Next Steps

- Budget Requests and Business Case Studies
- Initiatives Prioritized Through the Annual Budget Process

Help Us Rally the Village to Support Children

Thank you.
Goal 2008
Charting the Course for Success

WCPSS is committed to academic excellence. By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade or Course tests, and all student groups will demonstrate high growth.

In pursuit of this goal, we will:
- Increase challenging educational opportunities for all students;
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- Increase the percent of 9th grade students graduating from high school within four years;
- Recruit, develop, support, and retain a highly qualified workforce to ensure student success;
- Identify and seek resources necessary to support student success; and
- Build a consensus of support through community collaboration.

Human Resource Outcomes:
- Attract more diverse applicants with potential for success to the classroom
- Convince effective teachers to stay in teaching
- Persuade more great teachers to take on challenging assignments
- Enhance capacity of teachers to use effective research-based instructional practices consistently

Higher expectations of teachers in the future – Teachers to perform more complex roles:
- Acquire professional expertise sufficient to teach challenging curricula to diverse students
- Assume instructional leadership responsibilities in facilitating school improvement
- Use highly technical and analytical skills to make data-based decisions
- Focus on and produce results
- Collaborate, build, and influence learning communities

The following three pages outline instructional and human resources strategies proposed by the Wake County Public School System to help achieve Goal 2008.

Next Steps:
- Budget requests and business case studies
- Initiatives prioritized through the annual budget process
- Implementation to begin in school year 2004-2005 and phased in over four years (through 2007-2008)
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<tr>
<th>Initiative</th>
<th>Description</th>
<th>Funding Details</th>
</tr>
</thead>
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<tr>
<td>Initiative 1</td>
<td>90 new ESL teachers to expand ESL into all schools to serve children in their base school</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 2</td>
<td>40 new AG teachers to expand full-time service to each school</td>
<td>Recommended to support high growth for Level IV students</td>
</tr>
<tr>
<td>Initiative 3</td>
<td>Instructional Management Software for teachers that monitors student achievement based on state and local standards</td>
<td>Recommended by the K-5 Assessment Task Force, the Paper Reduction Committee, and the Superintendent’s Teacher Advisory Council</td>
</tr>
<tr>
<td>Initiative 4</td>
<td>Expand participation in Partnership for Educational Success (PES) to 15 additional schools each year (2004-2008)</td>
<td>CAC subcommittee encouraged further development of this initiative in their report</td>
</tr>
<tr>
<td>Initiative 5</td>
<td>Integration of technology to support classroom instruction; add one technical support person per 3 schools and allocate to schools $20 per student for software</td>
<td>CAC subcommittee encouraged further development of this initiative in their report</td>
</tr>
<tr>
<td>Initiative 6</td>
<td>Expansion of ALP and Challenged Schools Program, grades K-8</td>
<td>Maintain level of service in an increased number of schools and meet the need for increased efforts for more challenged students at all schools</td>
</tr>
<tr>
<td>Initiative 7</td>
<td>Implementation of parent leadership development model</td>
<td>Recommended by the Community/Staff Raising Achievement and Closing Gaps Task Force</td>
</tr>
<tr>
<td>Initiative 8</td>
<td>Expansion of Pre-kindergarten programs for four-year-olds who lack the skills they will need for entry into kindergarten</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 9</td>
<td>Implement a science materials center and science assessments, K-8</td>
<td>The EOG Science test will be included in the goal beginning in 2007-08</td>
</tr>
<tr>
<td>Initiative 10</td>
<td>Four new positions per Title I elementary school to reduce class size to be used in the early grades</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 11</td>
<td>Expand the FastForWord Program to all elementary and middle schools</td>
<td>CAC subcommittee encouraged further development of this initiative in their report</td>
</tr>
<tr>
<td>Initiative 12</td>
<td>Expand Project Achieve to five (5) additional schools that have below average performance composites</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 13</td>
<td>Expand Special Education Reading Initiative to all schools/special education classrooms</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 14</td>
<td>.5 Instructional Resource Teacher position per middle school</td>
<td>Recommended for funding in the CAC Final Report, February 2003</td>
</tr>
<tr>
<td>Initiative 15</td>
<td>Implementation of AVID curriculum in middle schools</td>
<td>Recommended by the Advanced Placement Task Force</td>
</tr>
<tr>
<td>Initiative 16</td>
<td>Implement applicable recommendations of the AP Task Force</td>
<td>Recommended by the Advanced Placement Task Force</td>
</tr>
<tr>
<td>Initiative</td>
<td>Description</td>
<td>Recommended by</td>
</tr>
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</tr>
<tr>
<td>17</td>
<td>Implement a high school program using non-traditional classrooms to expand opportunities for over-age students and other high school students needing alternative instructional settings</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>18</td>
<td>Implement the initiatives identified in the Smaller Learning Communities grant in five (5) high schools not identified in the grant</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>19</td>
<td>Provide a non-teaching coordinator of Special Education Services in each high school to help assure an effective transition to high school for these students and facilitate services to improve graduation rates</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>20</td>
<td>Establish an additional non-traditional high school</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>21</td>
<td>Restore funding for high school tutorial assistance</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
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<tr>
<td>22</td>
<td>Provide staffing to reduce class size in courses with an End-Of-Course Test</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>23</td>
<td>Provide transition services to students entering the ninth grade; one counselor per high school to decrease the counselor/student ratio at the ninth grade</td>
<td>the High School Principals’ Task Force on Goal 2008 Strategies</td>
</tr>
<tr>
<td>24</td>
<td>Provide coordination and support for special education students in the middle and elementary schools</td>
<td>Staff</td>
</tr>
<tr>
<td>25</td>
<td>Provide training and support to elementary school staff in monitoring, managing, and appropriately responding to student behavioral problems</td>
<td>Staff</td>
</tr>
<tr>
<td>26</td>
<td>Provide an alternative school for middle school students experiencing multiple suspensions from school. School staffing.</td>
<td>Previously approved strategy</td>
</tr>
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### Human Resource Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Recommended for funding by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1</td>
<td>Increase the extra duty salary schedule by 4%</td>
<td>Recommended by CAC</td>
</tr>
<tr>
<td>Initiative 2</td>
<td>Add new extra duty positions</td>
<td>Recommended by CAC and Career Pathway Committee</td>
</tr>
<tr>
<td>Initiative 3</td>
<td>Upgrade:</td>
<td>Recommended by Staff</td>
</tr>
<tr>
<td>Initiative 4</td>
<td>Improve compensation to meet specific staffing needs:</td>
<td>Recommended for funding by CAC and staff</td>
</tr>
<tr>
<td>Initiative 5</td>
<td>Provide paid tuition to encourage teachers to add licenses or complete coursework to meet highly qualified requirements</td>
<td>Recommended for funding by CAC, Career Design Committee</td>
</tr>
<tr>
<td>Initiative 6</td>
<td>Provide time on regular basis for new teachers to collaborate with mentors and advanced career teachers to improve skills</td>
<td>Recommended by CAC, Career Pathway Committee, and WEP “All for All”</td>
</tr>
<tr>
<td>Initiative 7</td>
<td>Invest in sustained, high quality professional training for career teachers</td>
<td>Recommended for funding by CAC, the Wake Education Partnership Teacher Excellence Task Force—“All for All” report, Superintendent’s Plan to Improve Teacher Quality 2002, Career Pathway Design Committee</td>
</tr>
<tr>
<td>Initiative 8</td>
<td>Create a professional review process and criteria to establish “advanced career” or “lead” teacher positions</td>
<td>Recommended for funding by CAC, Career Pathways Committee, STAC, WEP “All for All,” WEP Summit</td>
</tr>
<tr>
<td>Initiative 9</td>
<td>Provide time during the instructional day or year to support critical instructional leadership roles and advanced training opportunities</td>
<td>Recommended for funding by CAC, Career Pathways Committee, STAC, WEP “All for All,” WEP Summit</td>
</tr>
</tbody>
</table>
Exercises 1 and 2:  
Road Blocks on the Journey to Goal 2008

A. Overcrowded facilities and large class sizes  
B. Lack of support for teachers (time, money, professional development, etc.)  
C. Inadequate funding  
D. Lack of parental involvement  
E. Lack of commitment from parents and community to care for ALL children  
F. Resistance to changing the way schools are structured  
G. Low expectations for some students  
H. Inadequate support for 6th- and 9th-graders making the transition to middle and high schools  
I. Growing number of students suspended from school  
J. Insufficient number of Academically Gifted (AG) teachers in some schools  
K. Lack of highly qualified teachers for some students  
L. Inability to identify and meet needs of individual students  
M. Lack of student commitment  
N. Overemphasis on students performing below grade level  
O. Lack of community and business support/engagement  
P. Lack of resources for English-as-a-Second-Language (ESL) programs  
Q. Need for intervention to reduce drop-out rate  
R. Focus on student assignment  
S. Issues tied to school diversity and maintaining F&R balance  
T. Recruitment and retention of quality teachers  
U. Overemphasis on standardized testing  
V. Ineffective communication among parents, schools and the community

Use the worksheets from your facilitator to complete Exercises 1 and 2 during the first two table discussions. You will have 45 minutes for Exercise 1 and 30 minutes for Exercise 2.
Looking Down the Road: Possibilities of High School Reform

**THE BIG THREE**

- **WHAT DO THEY NEED TO KNOW AND BE ABLE TO DO**
- **AT WHAT LEVEL OF PERFORMANCE**
- **HOW DO WE KNOW WHAT THEY KNOW**

**Think About It!**

- “The problem with our schools is not that they are not what they used to be, but that they are what they used to be”

**The Eternal**

- Communications
- Using Numbers and Data
- Problem Solving
- Processing Information
- Working in Teams
- Using Systems of Technology
**Unemployment**
- Rate Up
- College Grads
- H1B Visas
- Signing Bonuses

**Skills Gap**

**Employment 1970s**
- High Skill
- Low Skill

**Employment 1990s**
- High Skill
- Semi Skill
- Low Skill
Employment 2010

High Skill
Semi Skill
Low Skill

Rigor/Relevance - All

<table>
<thead>
<tr>
<th>Why</th>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Clean the Plate</td>
<td>Focus</td>
</tr>
<tr>
<td>Needs are Clear.</td>
<td>Focus Focus Focus</td>
<td></td>
</tr>
</tbody>
</table>

Number Crunching
Information Processing Power
Moore’s Law

<table>
<thead>
<tr>
<th>Year</th>
<th>Computer</th>
<th>Megabytes</th>
<th>Cost</th>
<th>Cost Per Megabyte</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>IBM</td>
<td>4</td>
<td>$3 - 4K</td>
<td>$750 – $1K</td>
</tr>
<tr>
<td>2003</td>
<td>Dell</td>
<td>256</td>
<td>$1 – 1.3K</td>
<td>$4 - $5</td>
</tr>
<tr>
<td>2012</td>
<td>?</td>
<td>16,384</td>
<td>$3 - 400</td>
<td>$0.02</td>
</tr>
</tbody>
</table>

Industrial Base

1900
- American Cotton Oil
- American Steel
- American Sugar
- Continental Tobacco
- Federal Steel
- General Electric
- National Lead
- Pacific Mail
- People’s Gas
- Tennessee Coal and Iron
### Wealth

#### 1986
- Sam Walton: 4.5 Retail
- Mars Family: 4.0 Candy
- John Kluge: 2.5 Media
- Ross Perot: 2.5 Information
- Pritzker Family: 2.3 Finance
- David Parker: 2.0 Computers
- Warren Buffett: 1.4 Investment
- Leslie Wexner: 1.4 Retail

#### 2002
- Bill Gates: 60 Software
- Larry Ellison: 47 Software
- Paul Allen: 28 Software
- Warren Buffett: 26 Investment
- Rob Walton: 20 Retail
- Michael Dell: 19 Computers
- Phillip Anschutz: 15 Telecom
- Steve Ballmer: 15 Software

### Industrial Base

#### 2010
- Software
- Aerospace
- Genomics
- Bioinformatics
- Nanotechnology
- Photonics
- Micro Material
- Finance
- IT
- Robotics

### Fastest-Growing Jobs
1. Computer Software Engineer
2. Computer Support Specialists
3. Computer Software Engineers
4. Computer Security Specialists
5. Network/Computer Systems Admin
7. Desktop Publishers
8. Database Administrators
9. Personal & Home Care Aides
10. Computer Systems Analysts
11. Medical Assistants
12. Social & Human Service Assistant
Fastest-Growing Jobs

13. Physician Assistant
14. Med. Records - Health Information Technicians
15. Computer-Information Systems Managers
16. Home Health Aides
17. Physical Therapist Aides
18. Physical Therapist Assistants
19. Audiologists
20. Computer and Information Sci./Research
21. Fitness Trainers – Aerobics Instructors

Knowledge Taxonomy

1. Awareness
2. Comprehension
3. Application
4. Analysis
5. Synthesis
6. Evaluation

Application Model

1. Knowledge
2. Apply within a discipline
3. Apply between disciplines
4. Apply to real-world predictable problems
5. Apply to real-world unpredictable problems

Rigor/Relevance Framework
Relational Model

Process

Procedural

Declarative

Application

Real

World

Research

• McREL
  • 15,465 vs. 9,042
  • Two Expectations
  • Needed
  • On Test

Guiding Principles

• Responsibility
• Contemplation
• Initiative
• Perseverance
• Optimism
• Courage

• Respect
• Compassion
• Adaptability
• Honesty
• Trustworthiness
• Loyalty

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Research Triangle Park, NC 27709-3901
Phone (919) 991-5111
Fax (919) 991-0695
shouston@bwfund.org
NCSMT.ORG

Shipping Address:
21 T. W. Alexander Dr.
Research Triangle Park, NC 27709

NCSMT.ORG
Exercise 3:
Making Plans for High School Strategies

AA. Partner with colleges and universities to create non-traditional classrooms for students needing alternative instructional settings
BB. Create smaller learning communities within high schools
CC. Offer school-based tutorials for after-school assistance
DD. Train teachers to increase student participation in advanced courses
EE. Provide transition services for students entering 9th-grade to reduce drop-out rate
FF. Provide transition services for graduating seniors to prepare for career, college or university
GG. Provide extra teachers to reduce class size in courses with an End-of-Course (EOC) test
HH. Use school system funds to pay half the cost of Advanced Placement (AP) exams for students (each exam costs $82)
II. Use technology for frequent communications between parents and schools/teachers.
JJ. Work with business community to establish relevant course requirements and mentor students about career decisions
KK. Train parents about effective involvement with their children’s education
LL. Offer incentives for national board certified teachers to teach in critical areas
MM. Focus on funding for career technical education
NN. Explore the creation of a non-traditional high school (career development, year-round or other program)
OO. Provide time for teachers for collaboration and professional development
PP. Increase the number of guidance counselors in each high school
QQ. Allow all students time for internships and apprenticeships during the school day, including career and college track students
RR. Create opportunities for all students to earn college credits (community college or university) during high school
SS. Operate high schools on a 12-hour day from 8 a.m. to 8 p.m. to allow flexibility in scheduling
TT. Develop pathways that allow for early graduation (three years) and delayed graduation (five years, for students who cannot be in school all day everyday)

Use the worksheet from your facilitator to complete Exercise 3 during the third table discussion. You will have 30 minutes for Exercise 3.
Pack Your Suitcase: Facts and Data

- WCPSS grew by 4,597 students in 2003-04—almost adding one classroom a day for the school year.
- In 2000, the Hispanic/Latino population of Wake County was more than 5.4% of the total population, followed by a growth rate of more than 400% since 1990.
- 91.3% of third- through eighth-graders were at or above grade level on End-of-Grade tests in 2002-03.
- WCPSS’ 2003-04 total operating budget is $784,174,874—comparable to that of a large corporation.
- More than 80% of students met or exceeded course-level standards in 7 out of 10 subject areas (includes physics, English I, Algebra I, chemistry, Algebra II, geometry, and ELP).
- 19 Title I schools in WCPSS did not make AYP (Adequate Yearly Progress) in 2002-03 and will be subject to sanctions if they fail to meet AYP again in 2003-04.
- Wake SAT results for 2002-03 were 1067, mirroring the previous year and maintaining the highest they have ever been. WCPSS students’ average SAT score remains substantially higher than the state and the nation. Wake’s SAT participation rate of 80% in 2002-03 of graduating seniors is far above the state (68%) and national (48%) participating rates.
- Students at 15 WCPSS high schools took approximately 4,878 Advanced Placement exams in 2001-2002. With 20% of all juniors and seniors taking at least one AP exam, the percent attaining a score of 3 or higher on a 5-point scale reached a 10-year high of 80.5%.
- The dropout rate for grades 7-12 in 2001-02 was 2.3 percent, the lowest since 1992.
- The 791 ninth- through twelfth-grade students that dropped out of WCPSS in 2002-03 surrendered approximately $221.5 million in lifetime earning potential.
- A study of 5,226 WCPSS student who were in ninth grade for the first time in 1995 showed a rate of graduation from high school in four years of 77%.
- One N.C. inmate cost the public $21,141 in 2002-03 while one WCPSS student cost only $6,810.
- In the state's ABC Accountability program, Wake had no low-performing schools in 2002-03.
- 73% of WCPSS schools surpassed the high growth target in 2002-03, increasing from 56% the previous year. 24% of WCPSS schools exceeded expected growth. 3% of WCPSS schools did not meet the expected growth, but still showed adequate performance.
- The achievement gap narrowed for all levels in 2001-02 and 2002-03, with stronger growth for the groups that have traditionally shown lower achievement at all three levels.
- Wake has the most national board certified teachers of any county in N.C. at 665.
- More than 86% of Wake's graduates pursue higher education.
- At current growth rates, student enrollment in ESL (English as a Second Language) programs will be 14,000 by 2008-09—growth that will require $6.4 million in additional funding to maintain the program at current levels.
- During 2003-04, Hispanic/Latino students comprise more than 11% of WCPSS Kindergarten and first-grade classes. 8,000 of the 109,000 students in WCPSS this year are of Hispanic/Latino descent—almost 8%.
- The ratio of English-language learners to fully licensed ESL teachers in Wake County was 65:1 in 2001-02, well behind ratios in Chapel Hill/Carrboro and Charlotte-Mecklenburg.
- 61.1% of the 712 teachers who left WCPSS in 2002-03 were tenured.
- It costs $14,500 to replace each lost teacher, resulting in a price tag of $10.3 million in 2002-03 for the 712 teachers who left WCPSS.
Travel Tips: Places to Go for More Information

For more information about the topics presented at today’s Summit, please visit the Summit Web site (www.WakeEducationSummit.org) for links to the host organizations or consult one of the following resources:

U.S. Department of Education
www.ed.gov/index.jhtml

Public Education Network
www.publiceducation.org

Education Commission of the States
www.ecs.org/

National Center for Education Statistics
http://nces.ed.gov/

MDRC Education Research
www.mdrc.org/area_index_1.html

Center on Education Policy NCLB Report
www.ctredpol.org/nclb/

Bill & Melinda Gates Foundation Small High Schools Program
www.gatesfoundation.org/Education/SmallHighSchools

Coalition of Essential Schools
www.essentialschools.org

SERVE
www.serve.org/

N.C. Department of Public Instruction
www.dpi.state.nc.us

N.C. School Report Cards
www.ncreportcards.org/src/

Wake County Public School System
www.wcpss.net

To review the results of today’s Summit, visit www.WakeEducationSummit.org. Information and feedback from the Summit will be posted as it becomes available.
Appendix A: 2004 Summit Core Team

Theo Black .................................................. Progress Energy/Garner Educational Foundation
Valerie Brown .................................................. Wake Education Partnership
Del Burns ...................................................... Wake County Public School System
Robin Costello, co-chair ....................................... Community Leader
Mia Green ..................................................... Wake County PTA Council
Bob Hatley, co-chair ........................................... Paragon Commercial Bank
Patti Head ...................................................... Wake County Board of Education
Bob Ireland ..................................................... Wake Technical Community College
Bettie Murchison ................................................ The DuBois Center
Jerry O’Connor .................................................. American Airlines/BELC
Lashley Russ, event coordinator ......................... Wake Education Partnership
Cyndi Soter O’Neil, staff liaison ......................... Wake Education Partnership
Charlotte Turpin ................................................ Wake NCAE
Dale Whitworth ............................................... Golden Corral Corporation/Raleigh Chamber
Marco Zarate ..................................................... N.C. Society of Hispanic Professionals
Appendix B: 2004 Summit Facilitators

Amy Adcroft, Independent
Stephanie Bass, Independent
Thea Blake, National Council of Negro Women
Bob Broda, Visage Solutions
Mike Brown, RH Donnelley
Tony Campione, YMCA of the Triangle
Sherry Casey, Nortel Networks
Lois Cavanagh-Daley, Independent
Patricia Cheaure, Independent
Annah Creech, Reedy Creek Middle
Mickey Crews, Independent
Brian Culbreth, Sylvan Learning Center
Sally Curry, Proactive Career Life Planning, LLC.
Maggie Curtis, Independent
B.J. Davis, Minds in Motion
Mary Dodge-Smith, Wake County Public School System
Eileen Dowse, Human Dynamics
Chris Droessler, School-to-Career Council
Valerie Duncan, GlaxoSmithKline
Luis Duval, Independent
Connie Fitzgerald, First Citizens Bank
Susan Fowler, Susan Fowler & Associates
Pat Franklin, National Council of Negro Women
Christy Geiger, Synergy Strategies
Patti Gillinwater, Elinvar
Vickie Goeking, Independent
Linda De Grand, Independent
Felicia Gressette, The News & Observer
Peg Guild, Ligon Middle PTA
Blanche Haning, Natural Resources Leadership Institute
Pam Hardy, National Council of Negro Women
Rachel Harris, Family Resource Center
Frances Henry, Wake County Government
Nora Hernandez, Latin American Women's Club
Linda Hicks, Independent
TC Hyatt, First Citizens Bank
Vann Johnson, Capital Associated Industries Inc.
Mark Kelly, Raleigh Consulting Group
Carole Kingsley, Independent
Denise Kirkland, North Ridge Elementary PTA
Megan Kirkpatrick, Business Education Leadership Council
Frank Lassiter, SAS Institute
Eileen Lawlor, Pines of Carolina Girl Scout Council
Sharon Lawrence, Garner Senior High
Larrie Loehr, Klein & Loehr
Rhonda Lowe, Rex Healthcare
Alice Lutz, Oxygen
Belinda Madujibeya, Washington Elementary PTA
Karen Marsh-Lovvorn, Bell & Howell
Ray Martin, Smith Middle School
Tim McBrayer, New Opportunities, Inc.
Pat Meeks, Martin Middle School
Jeff Merritt, KB Home
Bettie Edwards Murchison, The DuBois Center
Jennifer Murray, Wake County Public Library
Karen Muse, Independent
Michael Naylor, Nortel Networks
Jerry O'Connor, American Airlines
Patrick O'Neil, Illumine, Inc.
Patricia Ortega, Killer Williams Realty
Mike Paoletti, Nortel Networks
Liz Parry, Independent
Ricardo Perez, International TechOrg Inc.
Brian Pittman, Independent
Titus Pollard, Wake NCAE
Temple Porter, Triangle Coaching Services, Inc.
Edla Prevette, Wake County Public School System
Linda Quarles, Wake County Public School System
Fred Racey, Fred Racey and Associates
Maria Rosa Rangel, Wake County Public School System
Dianne Reid, DWQ ESB
Debbie Reno, North Carolina State University
Karen Ridout, Wellspring Consulting
Chuck Riesebeck, Independent
Gloria Robinson, Independent
David Rockefeller, Wake County Public School System
Eduardo Rodriguez, Independent
Donna Rutowski, Human Resource Management
Carlos Sanchez, First Citizens Bank
Celine Schafer, Independent
Wanda Schraeder, Independent
David Shanks, Raleigh Consulting Group
Phylis Sharpe, ParentScope
Nancy Slosnick, Independent
Allison Stafford, Independent
Becky Stafford, Rex Healthcare
Libby Stucky, North Carolina Wesleyan College
Sandy Thomason, Sprint
Peggy Titus, Wake NCAE
Margaret Todd, Independent
Charlotte Turpin, Wake NCAE
Regina Umstead, Project Enlightenment
Dan Unkefer, High Performance Concepts
Ileinaga Vega, Wake County Public School System
Bobbi Wardlaw-Brown, Office of State Personnel
Shelly Watson, Wake County Public School System
Kym Watson, Shine the Light Community Outreach
Beth Weir, Meredith College
Linda Wharton, SAS Institute
Barbara Wiggins, Wakefield High School
Pauline Williams, Independent
Lynn Wilson, Highlands Insurance Group
Vermelle Wilson, Progress Energy
Bill Winfrey, AHA Consulting
Elizabeth Worley, Wake County Public School System
Jan Yow, Independent
Mike Zeinstra, Independent
Appendix C: “Frequent Fliers”
2004 Summit Community and Business Hosts Since 1998

**Seven Years**
- Alice Aycock Poe Center for Health Education
- Business Education Leadership Council
- Cary Chamber of Commerce
- Cherry, Bekaert, & Holland, LLP
- Communities in Schools of Wake County
- East Wake Education Foundation
- Golden Corral Corporation
- Greater Raleigh Chamber of Commerce
- Knightdale Chamber of Commerce
- Raleigh Consulting Group
- Wake County PTA Council
- Wake County Public School System
- Wake Education Partnership

**Six Years**
- Homebuilders Association of Raleigh & Wake County
- Motheread, Inc.
- The Junior League of Raleigh
- The News & Observer Publishing Company
- United Arts Council of Raleigh & Wake County
- Wake County Smart Start

**Five Years**
- ABB Inc.
- BB&T
- BellSouth
- Blue Cross and Blue Shield of North Carolina
- Exploris Museum
- Learning Together, Inc.
- Magellan Charter School
- North Carolina State University
- Progress Energy
- Wachovia Bank
- Wake Technical Community College
- YMCA of the Triangle

**Four Years**
- Bank of America
- Boy Scouts of America
- Lifetouch National School Studios
- Tharrington Smith
- Triangle United Way

**Three Years**
- Apex Chamber of Commerce
- Apex Education Foundation
- Boys and Girls Clubs
- Carolina Global Schoolhouse
- El Pueblo, Inc.
- Fuquay-Varina Chamber of Commerce
- Garner Educational Foundation
- GE Capital Mortgage Corporation
- Huntington Learning Center – Cary
- Meredith College
- Morrisville Chamber of Commerce
- N.C. Department of Transportation
- N.C. School Boards Association
- N.C. Society of Hispanic Professionals
- Raleigh-Wake Citizens Association
- RBC Centura
- Rex Healthcare
- Strengthening the Black Family
- The Wade Edwards Foundation
- Time Warner Cable
- Town of Fuquay-Varina
- Town of Holly Springs
- Town of Knightdale
- Wake County Government
- Wake NCAE
- WakeMed

**Two Years**
- American Association of University Women
- Amica Mutual Insurance Company
- Capital Breakthrough
- Capstrat
- Communities Building Character
- Garner Chamber of Commerce
- Holly Springs Chamber of Commerce
- Kilpatrick Stockton, LLP
- Latin American Resource Center
- LimiTV
- Mulkey Engineers & Consultants
- Paragon Commercial Bank
- Public School Forum of N.C.
- Town of Garner
- Town of Morrisville
- Triangle Urban League
- Wake County 4-H
Summit VIII

April 28, 2005

McKimmon Center
Wake Education Summit 2004 Information Request Form
Journey to 2008:
Planning, Process and Possibilities

Please send me additional information about the following organizations (check all that apply):

- Alice Aycock Poe Center for Health Education
- Allianza Latina Pro-Educación en Salud (ALPES)
- American Association of University Women
- Apex Chamber of Commerce
- Apex Education Foundation
- Asociación Hispana de Pequeños Negocios
- Boy Scouts of America
- Boys and Girls Clubs of Wake County
- Business Education Leadership Council (BELC)
- Capital Breakthrough
- Carolina Global Schoolhouse
- Cary Chamber of Commerce
- Centro para Familias Hispanas
- Colombian-American Association of the Triangle (CAAT)
- Communities Building Character
- Communities in Schools of Wake County
- Consulate of Mexico
- Cooperativa Comunitaria Latina de Crédito
- Culturas Unidas
- The DuBois Center
- East Wake Education Foundation
- El Pueblo, Inc.
- Exploris Museum
- Family Service Network, Inc.
- Fuquay-Varina Chamber of Commerce
- Garner Educational Foundation
- Garner Chamber of Commerce
- Greater Raleigh Chamber of Commerce
- Garner Road YMCA
- Haven House Services
- Healthy Mothers, Healthy Babies Coalition
- Hispanic Democrats of North Carolina (HDNC)
- Holly Springs Chamber of Commerce
- Huntington Learning Center
- International Focus
- Junior League of Raleigh
- Knightdale Chamber of Commerce
- Latin American Association of North Carolina (LAANC)
- Latin American Resource Center (LARC)
- Latin American Women’s Club
- League of Women Voters of Wake County
- Learning Together, Inc.
- The Life Center
- LimitV
- The Links, Inc. - Raleigh Chapter
- Magellan Charter School
- Meredith College
- MLK Resource Center
- Mordecai
- Morrisville Chamber of Commerce
- Motheread, Inc.
- N.C. Business Committee for Education
- N.C. Department of Transportation
- N.C. Hispanic Chamber of Commerce
- N.C. Museum of Natural Sciences
- N.C. School Boards Association
- N.C. Society of Hispanic Professionals
- Neighbor to Neighbor
- New Schools Project
- North Carolina State University
- Passage Home Community Development Corporation
- Public School Forum of North Carolina
- Raleigh-Wake Citizens Association
- Saint Augustine’s College
- The Salvation Army of Wake County
- School-to-Career (STC) Council
- Strengthening the Black Family, Inc.
- Theatre in the Park
- Town of Cary
- Town of Fuquay-Varina
- Town of Garner
- Town of Holly Springs
- Town of Knightdale
- Town of Morrisville
- Triangle United Way
- Triangle Urban League
- United Arts Council of Raleigh & Wake County
- University Instructors, Inc.
- Wade Edwards Foundation
- Wake County 4-H Community Extension Cooperative
- Wake County Government
- Wake County Human Services – Family Support Services
- Wake County PTA Council
- Wake County Public School System
- Wake County Smart Start
- Wake Education Partnership
- Wake NCAE
- Wake Technical Community College
- Wendell Chamber of Commerce
- YMCA of the Triangle

Name_____________________________________________________________
Organizational Contact_________________________________________________
Phone________________________  E-mail _______________________________
Mailing address______________________________________________________
___________________________________________________________________
Wake Education Summit 2004 Evaluation
Journey to 2008:
Planning, Process and Possibilities

Check all that apply regarding your participation at today’s event:

_____ Business Representative
_____ School Administrator
_____ Teacher
_____ College or University Representative
_____ Chamber of Commerce Representative
_____ Other __________________________
_____ Community Organization Representative
_____ Central Office Administrator
_____ Parent
_____ Elected Official
_____ Government Leader

1. I would describe the table discussions at the Summit as:
   [ ] Excellent     [ ] Good     [ ] Fair     [ ] Poor

2. I would describe the speakers at the Summit as:
   [ ] Excellent     [ ] Good     [ ] Fair     [ ] Poor

3. I believe the information presented at the Summit was helpful.
   [ ] Strongly agree    [ ] Agree    [ ] Disagree    [ ] Strongly disagree

4. What was the most positive part of the Summit?
   ____________________________________________________________________
   ____________________________________________________________________
   ____________________________________________________________________

5. What would you change about the Summit for next year?
   ____________________________________________________________________
   ____________________________________________________________________
   ____________________________________________________________________

6. How did you hear about the Summit? (check all that apply)
   _____ mailed invitation     _____ friend/colleague     _____ Web site
   _____ e-mail invitation     _____ television commercial     _____ past participant
   _____ EduBrief     _____ newspaper     _____ other __________________________
   _____ school/PTA     _____ host organization

7. Have you attended the Summit before?    [ ] Yes    [ ] No

Please use the back of this form for any additional comments.