



STRATEGIC

Plan

FOR STUDENT SUCCESS



COLLEGE, CAREER AND CIVIC LIFE

RECRUITMENT AND RETENTION OF QUALITY STAFF

OPERATIONAL EXCELLENCE

FAMILY AND COMMUNITY ENGAGEMENT

GOAL 1

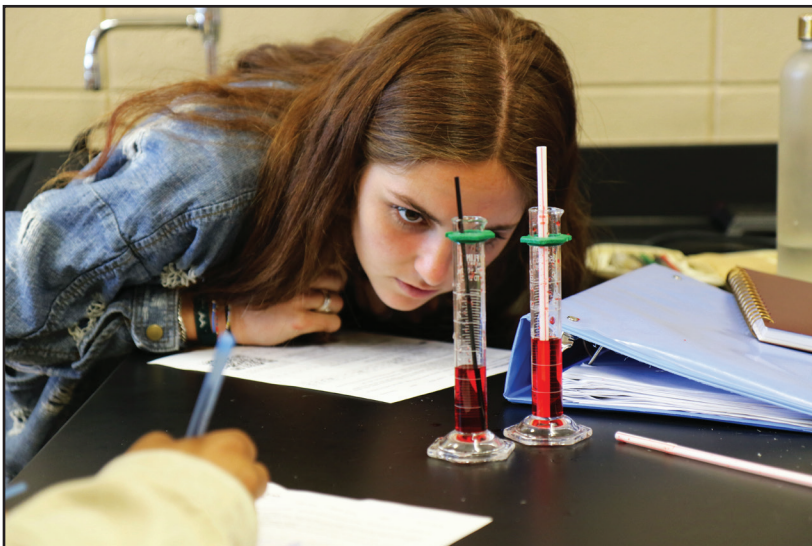
STUDENT SUCCESS THROUGH COLLEGE, CAREER AND LIFE READINESS

OVERARCHING PERFORMANCE MEASURES:

- Increase the percentage of 3rd grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: English/Language Arts (ELA)-40%, Math-43%, Lexile Midpoint-47%)
 - Increase the percentages of 5th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-39%, Math-40%, Science-33%, Social Studies-25%, Lexile Midpoint-53%)
 - Increase the percentages of 8th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-36%, Math-27%, Science-18%, Social Studies-29%, Lexile Midpoint-64%)
 - Increase the district's 4-year cohort graduation rate to 87.1% as reported on the College and Career Ready Performance Index (CCRPI)
- New Five-Year Goal: For students in the 2021-22 Dalton Public Schools Prekindergarten cohort and subsequent Prekindergarten cohorts, increase the percentage of cohort students scoring at proficient or above on Georgia Milestones in English/Language Arts to 60% by 3rd grade.*
- *NOTE: District expectations of Unit of Measure Increase of 6% exceeds the 3% requirement of the Strategic Waiver School System contract.*

PERFORMANCE OBJECTIVE 1: IMPROVE STUDENT MASTERY OF STANDARDS

INITIATIVE 1: ENSURE ALL STUDENTS HAVE ACCESS TO A GUARANTEED VIABLE CURRICULUM



Action 1.a Assess and evaluate tier 1 instruction in classrooms

Action 1.b Ensure common understanding of curriculum and differentiation

Action 1.c Develop multiyear plan to reduce class size in core content areas

Action 1.d Continue daily administrative walkthroughs

Action 1.e Examine barriers to curriculum access

INITIATIVE 2: INCREASE AND/OR SUSTAIN PARTNERSHIPS TO IMPROVE OPPORTUNITIES FOR EARLY LEARNING, BIRTH TO KINDERGARTEN

Action 2.a Sustain current partnerships and seek new partnerships

INITIATIVE 3: Allocate the use of time, materials and fiscal resources for progress monitoring of achievement

Action 3.a Administer Measures of Academic Progress (MAP) Growth Assessment in grades K-8 in English/ Language Arts, Math and Science

Action 3.b Evaluate master schedules

INITIATIVE 4: PROVIDE ONGOING EMBEDDED COACHING SUPPORT FOR TEACHERS IN CONTENT AREAS

Action 4.a Continue to provide professional learning in effective coaching and refine coaching practices

Action 4.b Relieve instructional coaches of teaching responsibilities

Action 4.c Fund additional instructional coaches at district and school levels

PERFORMANCE MEASURES:

- Increase the number of students scoring at proficient or above on standardized tests
- Increase the overall district CCRPI score
- Evaluate staff perceptual data

PERFORMANCE OBJECTIVE 2: IMPROVE STUDENT SOCIAL-EMOTIONAL LEARNING COMPETENCIES

INITIATIVE 1: PROFESSIONAL LEARNING AND IMPLEMENTATION OF GROWTH MINDSET

Action 1.a Embed Growth Mindset information into district and school-level professional learning

INITIATIVE 2: BUILD RELATIONSHIPS WITH STUDENTS THROUGH INCREASED PARTICIPATION IN EXTRA AND CO-CURRICULAR

ACTIVITIES ACROSS THE DISTRICT

Action 2.a Collect and analyze connectedness data

Action 2.b Survey to gather info about what additional extracurricular and co-curricular activities students prefer and work to increase participation

Action 2.c Ensure each school has a defined and written plan to increase and support student participation in such activities.

Action 2.d Ensure the leaders of such activities (i.e. coaches, directors, etc.) are resourced and supported; have appropriate plans for development, building relationships, communicating with parents and stakeholders; and exemplify an overall commitment to excellence in their respective activities.

Action 2.e Leaders should receive mentoring and consistent feedback and accountability to support the above objectives. For athletics, coaches should receive a pre-, mid- and post-season review and assessment.

Action 2.f Use the Dalton Public Schools elementary, middle, and junior high school programs to help students engage, develop, achieve and grow in their area(s) of interest

INITIATIVE 3: PROMOTE AND CONTINUE THE STUDENT ASSISTANCE PROGRAM

INITIATIVE 4: PROVIDE TRANSITION PLANNING AND INDIVIDUAL GRADUATION PLANS FOR EVERY STUDENT

Action 4.a Hold at least 1 parent conference per year at the secondary level

PERFORMANCE MEASURES:

- Evaluate staff perceptual data
- Increase the overall district CCRPI score
- Increase the number of students scoring at proficient or above on standardized tests

PERFORMANCE OBJECTIVE 3: CONSISTENTLY ENGAGE STUDENTS IN WORK WITH HIGH LEVELS OF COGNITIVE DEMAND



INITIATIVE 1: TRANSITION INTERNATIONAL BACCALAUREATE TO A FULL DIPLOMA PROGRAM

Action 1.a Meet with key stakeholders

Action 1.b Develop communication plan and timeline for implementation

INITIATIVE 2: ENGAGE DISTRICT AND SCHOOL-BASED STAFF IN A PROCESS OF CONTINUOUS IMPROVEMENT THAT LEADS TO THE CREATION OF AN ACADEMICALLY CHALLENGING ENVIRONMENT FOR ALL STUDENTS

Action 2.a Systematically gather, analyze and use multiple data sources to monitor student progress and growth

Action 2.b Design and implement professional learning to support school administrators and Professional Learning Communities (PLCs) in data analysis, instructional response to data analysis, curriculum and vertical alignment, and review of the cognitive demands of state standards

INITIATIVE 3: IDENTIFY AND PROVIDE PROFESSIONAL LEARNING NEEDED TO SUPPORT CORE CONTENT INSTRUCTION

Action 3.a Provide ongoing district-designed professional learning

PERFORMANCE OBJECTIVE 4: DEVELOP AND NURTURE FAMILY SUPPORT

INITIATIVE 1: ENHANCE OUR DISTRICT'S EDUCATIONAL OPPORTUNITIES FOR PARENTS TO LEARN HOW TO SUPPORT THEIR CHILD ACADEMICALLY

Action 1.a Collaborate with schools on ways to expand parent education

Action 1.b Use social media to provide parent educational information

INITIATIVE 2: GROW THE LITTLE CATS PROGRAM

Action 2.a Determine ways to expand the program to five days a week and to offer the program at additional sites

Action 2.b Review waiting lists and create student enrollment list for new programs

PERFORMANCE MEASURES:

- Increase the overall district CCRPI score
- Increase the number of students scoring at proficient or above on standardized tests
- Increase percentage of students enrolled in advanced curriculum
- Increase percentage of students who are pathway completers

GOAL 2

STUDENT SUCCESS THROUGH RECRUITMENT AND RETENTION OF QUALITY PROFESSIONALS

PERFORMANCE OBJECTIVE 1: ENHANCE THE APPEAL OF DPS EMPLOYMENT

INITIATIVE 1: IMPROVE COMPREHENSIVE INCENTIVE PROGRAM

Action 1.a Develop regional comparables

Action 1.b Identify desirable/impactful incentives

Action 1.c Analyze budget for incentives support

Action 1.d Implement identified and supported incentives

INITIATIVE 2: ENHANCE RECRUITMENT EFFORTS

Action 2.a Host a job fair

Action 2.b Enhance partnership with Dalton State College

Action 2.c Search outside to other regions

Action 2.d Develop marketing strategies

PERFORMANCE MEASURES:

- Increase diversity within the Dalton Public Schools applicant pool
- Increase the number of applicants
- Enhance the employee compensation package

PERFORMANCE OBJECTIVE 2: IMPROVE PROFESSIONAL SUPPORT INFRASTRUCTURE

INITIATIVE 1: DEVELOP DISTRICT-WIDE MENTORSHIP PROGRAM

Action 1.a Identify mentorship criteria for mentors

Action 1.b Develop pairing process for mentors/teachers

Action 1.c Determine impact

INITIATIVE 2: ENHANCE DISTRICT PROFESSIONAL DEVELOPMENT CANVAS COURSE

Action 2.a Identify all required professional learning for district staff

Action 2.b Find best sources for professional development

Action 2.c Design course

PERFORMANCE MEASURES:

- Establish a process of developing teacher understanding of Georgia Standards of Excellence (GSE)/content which leads to student achievement
- Increase effectiveness of Professional Learning Committees (PLCs)

PERFORMANCE OBJECTIVE 3: INCREASE RETENTION RATE OF QUALITY STAFF

INITIATIVE 1: DEVELOP RE-CREDENTIALING/RECOGNITION PROGRAM

Action 1.a Identify system of recognition (Pathways, Years of service, etc.)

Action 1.b Enhance Leadership Program

INITIATIVE 2: "DALTON READY"

Action 2.a Identify key areas of deficiencies in new teachers and develop training around these needs

Action 2.b Meet with Dalton State College education leaders to develop partnership

Action 2.c Develop application process and design a "signing day"

PERFORMANCE MEASURES:

- Calculate and increase annual retention rate
- Increase participation in exit survey completion
- Develop and distribute a culture survey for staff

GOAL 3

STUDENT SUCCESS THROUGH OPERATIONAL EXCELLENCE

PERFORMANCE OBJECTIVE 1: PROVIDE STATE-OF-THE-ART FACILITIES

INITIATIVE 1: RENOVATE OLDEST ELEMENTARY SCHOOLS, ADD CLASSROOM SPACE, AND IMPROVE SCHOOL FIELDS AND GROUNDS.

Action 1.a Reduce number of mobile classrooms

Action 1.b Build out classroom space at Roan and Westwood schools

Action 1.c Renovate Roan School and upgrade HVAC

Action 1.d Renovate Park Creek School and upgrade roof and HVAC

Action 1.e Improve secondary athletic and extracurricular facilities

INITIATIVE 2: IMPROVE FACILITY FEATURES AND FUNCTIONALITY

Action 2.a List facilities in order of capital needs and age

Action 2.b Continuous research and improvement on roof systems

Action 2.c Continuous research and improvement on HVAC systems

Action 2.d Continuous research and improvement on lighting

Action 2.e Design of building and grounds to meet student needs

INITIATIVE 3: UPDATE TECHNOLOGY FOR FUNCTIONALITY AND EFFICIENCY

Action 3.a List hardware in order of capital needs and age

Action 3.b Maintain a comprehensive and accurate inventory listing beyond state requirements

Action 3.c Salvage obsolete equipment in a timely manner

Action 3.d Anticipate and maintain appropriate bandwidth needs for student and staff functionality

Action 3.e Continuous research and improvement with student, classroom and staff devices

PERFORMANCE MEASURES:

- Establish and implement quality standards to improve the efficiency and functionality of all facilities
- Establish and implement standards for technology for all facilities



PERFORMANCE OBJECTIVE 2: CONTINUOUS ENHANCED SCHOOL SAFETY

INITIATIVE 1: IMPROVE STAFFING TO MEET SECURITY AND SAFETY NEEDS THROUGHOUT THE DISTRICT

- Action 1.a Communication with Dalton Police Department on desired outcome for SROs
- Action 1.b Develop and maintain budget for SROs
- Action 1.c Determine basis for number of SROs at schools
- Action 1.d Maintain district administrator with the responsibility of school safety, security and discipline

INITIATIVE 2: INCREASE SCHOOL SAFETY TECHNOLOGY

- Action 2.a Refresh and maintain security cameras and crisis alert system

Action 2.b Continuous research and improvement with antivirus and threat capabilities.

Action 2.c Maintain an internal and external web filter

Action 2.d Improve processes and procedures to mitigate possible data breach

PERFORMANCE MEASURES:

- Adjust the number of SROs assigned to schools as indicated by evaluations in Actions 1.a and 1.c
- Increase school safety technology
- Perform email phishing audits quarterly
- Perform password resets of all students and staff semi-annually
- Audit network elements and server infrastructure security biennially



EVALUATE AND COMMIT THE BEST USE OF FINANCIAL RESOURCES

INITIATIVE 1: REALLOCATE RESOURCES TO FUND STRATEGIC INITIATIVES

- Action 1.a Evaluate existing costs on software
- Action 1.b Evaluate existing costs on personnel
- Action 1.c Evaluate existing costs on processes
- Action 1.d Conduct needs assessments from principals and departments

Initiative 2: Increase revenues and sources of revenues to fund strategic initiatives

- Action 2.a Evaluate and maximize existing revenue
- Action 2.b Engage in contractual service for grant writing

PERFORMANCE MEASURES:

- Increase the percentage of strategic initiatives that are funded in the district budget

GOAL 4

STUDENT SUCCESS THROUGH FAMILY AND COMMUNITY ENGAGEMENT

PERFORMANCE OBJECTIVE 1: DEVELOP AND NURTURE A BASE OF KEY COMMUNITY INFLUENCERS

INITIATIVE 1: HOLD STRATEGIC PUBLIC ENGAGEMENT MEETINGS

- Action 1.a Hold an annual State of the Schools meeting for parents and community
- Action 1.b Increase participation in the Superintendent's Parent Advisory Council
- Action 1.c Maintain a database of contact information for 100 key stakeholders and send regular communications
- Action 1.d Host regular focus group sessions to include target influencers (community leaders, business owners, senior citizens, etc.) to explore influencer perceptions and develop understanding of those perceptions

INITIATIVE 2: CREATE A DPS AMBASSADOR PROGRAM

Action 2.a Develop a curriculum and secure speakers for program

Action 2.b Advertise and invite targeted key influencers to participate in program

Action 2.c Hold the event

Action 2.d Add the graduates' names to our database of influencers as VIPs

Action 2.e Create an online version of the Ambassador Program that participants can access at their convenience.

PERFORMANCE MEASURES:

- Increase the number of attendees at public engagement meetings for the district
- Increase the number of community members who successfully complete the DPS Ambassador Program
- Increase the number of recipients who open the District's eNewsletter each month

PERFORMANCE OBJECTIVE 2: ENHANCE AND SUSTAIN ROBUST COMMUNICATIONS AND COMMUNITY PARTNERSHIPS

INITIATIVE 1: CREATE COMMUNICATIONS PLANS TO INFORM THE PUBLIC ABOUT KEY INITIATIVES AND DISTRICT CHANGES

Action 1.a Assist Dalton High School with implementing the communications/marketing plan of the International Baccalaureate Program

Action 1.b Develop a communications/marketing plan for The Dalton Academy's Advanced Placement Capstone Diploma Program

Action 1.c Increase advertising, promotion, recognition and communication of all athletics and co-curricular activities and create traditions that build community k-12

Action 1.d Ensure the district and schools maintain an attractive and accurate website

Action 1.e Ensure the district and schools maintain accurate information on all social media outlets, including Facebook, Instagram and Twitter as well as on the mobile app

Action 1.f Conduct an annual communications effectiveness survey

INITIATIVE 2: GROW THE DALTON ACADEMY AS AN EQUITABLE AND HIGH QUALITY SCHOOL FOR STUDENT CHOICE

Action 2.a Increase the size of the freshmen class to 150 students by fall 2022

Action 2.b Increase the size of the freshmen class to 170 students by fall 2023

Action 2.c Increase the size of the freshmen class to 185 students by fall 2024

Action 2.d Increase the size of the freshmen class to 200 students by fall 2025

INITIATIVE 3: STRENGTHEN PARTNERSHIPS IN SCHOOLS THAT DIRECTLY BENEFIT STUDENTS AND THEIR FAMILIES

Action 3.a Work with schools on continuous improvement of school partnerships

Action 3.b Develop a needs list for each school that could be met by a community partner

Action 3.c Recruit community partners through local churches, organizations and businesses to fill needs list

Action 3.d Showcase collaboration of school-community partnerships

INITIATIVE 4: ESTABLISH A SYSTEM OR PROCESS FOR CALCULATING THE NUMBER OF VOLUNTEER HOURS AT EACH SCHOOL

Action 4.a Develop and implement a system at each school to track volunteer hours

Action 4.b Recruit volunteers from the community and local businesses to spend time in schools

Action 4.c Survey volunteers on the effectiveness of the system and the volunteer program

PERFORMANCE MEASURES:

- Improve percentage of stakeholders who believe the district communicates effectively
- Increase the score on the partnership rubric for each school indicating the quality of the partnership
- Increase the number of volunteer hours provided at each school



Our Vision

WORLD-CLASS LEARNING THAT PREPARES STUDENTS FOR SUCCESS IN COLLEGE, CAREER AND CIVIC LIFE.

Our Mission

THE MISSION OF DALTON PUBLIC SCHOOLS IS TO DEVELOP TRUSTING RELATIONSHIPS AND PROVIDE QUALITY WORK THAT ENGAGES STUDENTS IN PROFOUND LEARNING.

Our Values

DALTON PUBLIC SCHOOLS FOSTERS A CULTURE OF CURIOSITY, CREATIVITY AND PERSEVERANCE WHERE...

WE KNOW, VALUE AND INSPIRE EVERY STUDENT

WE CHALLENGE ALL STUDENTS TO LEARN AT HIGHER LEVELS

WE ENGAGE STUDENTS IN OPPORTUNITIES TO EXPLORE INTERESTS, ABILITIES AND PASSIONS

WE EMBRACE EQUITY AND DIVERSITY

WE WORK TOGETHER TO ACHIEVE MORE

WE BELIEVE EDUCATION IS ESSENTIAL FOR A BETTER QUALITY OF LIFE

WE UNDERSTAND THAT EDUCATION IS VITAL TO THE DEMOCRATIC WAY OF LIFE

...BECAUSE IT IS WHAT OUR STUDENTS DESERVE.

OUR SCHOOLS

BLUE RIDGE SCHOOL
CITY PARK SCHOOL
ROAN SCHOOL
HAMMOND CREEK MIDDLE
DALTON HIGH SCHOOL

BROOKWOOD SCHOOL
PARK CREEK SCHOOL
WESTWOOD SCHOOL
DALTON JUNIOR HIGH SCHOOL
THE DALTON ACADEMY

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