



STRATEGIC

Plan

FOR STUDENT SUCCESS



Dalton Public Schools

COLLEGE, CAREER AND CIVIC LIFE

RECRUITMENT AND RETENTION OF QUALITY STAFF

OPERATIONAL EXCELLENCE

FAMILY AND COMMUNITY ENGAGEMENT

GOAL 1

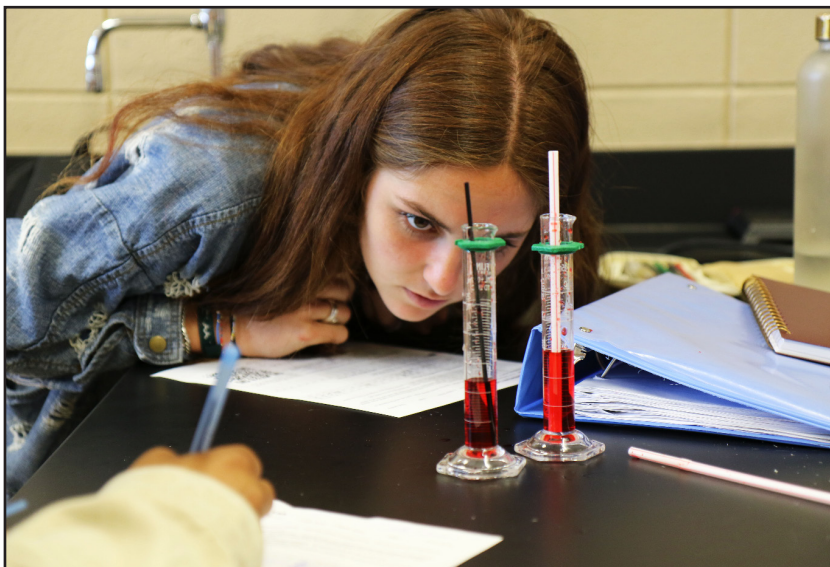
STUDENT SUCCESS THROUGH COLLEGE, CAREER AND LIFE READINESS

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)-35%, Math-44%, Lexile Midpoint-39%)
- Increase the percentage of 5th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-39%, Math-41%, Science-33%, Lexile Midpoint-48%)
- Increase the percentage of 8th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-38%, Math-35%, Science-21%, Social Studies-31%, Lexile Midpoint-53%)
- Increase the district's 4-year cohort graduation rate to 81.5% as reported on the College and Career Ready Performance Index (CCRPI)
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 and Mathematics 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 multi-year 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

* "A guaranteed viable curriculum is the variable most strongly related to student achievement at the school level. That is, one of the most powerful things a school can do to help enhance student academic achievement is to guarantee that specific content is taught in specific courses and grade levels. It is important to note the two parts in the concept of a guaranteed viable curriculum: The fact that it is guaranteed assures us that specific content is taught in specific courses and at specific grade levels, regardless of the teacher to whom a student is assigned. The fact that it is viable indicates that there is enough instructional time available to teach the content identified as important." - Richard DuFour and Robert Marzano, *Leaders of Learning: How District, School, and Classroom Leaders Improve Student Achievement*

**Tier 1 instruction is the universal, standards-based instruction that is provided for all students

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
- Evaluate district coaching data regarding coaching practices and cycles

PERFORMANCE OBJECTIVE 2: IMPROVE STUDENT SOCIAL-EMOTIONAL LEARNING COMPETENCIES

INITIATIVE 1: BUILD RELATIONSHIPS WITH STUDENTS THROUGH INCREASED PARTICIPATION IN EXTRA- AND CO-CURRICULAR ACTIVITIES ACROSS THE DISTRICT

Action 1.a Collect and analyze connectedness data of the student experience

Action 1.b Survey to gather info about what additional extracurricular and co-curricular activities students prefer and work to increase participation

Action 1.c Ensure each school has a defined and written plan to increase and support student participation in such activities including the creation of new teams, levels and clubs

Action 1.d Ensure the leaders of such activities (i.e. coaches, directors, programs and pathways, etc.) are resourced and supported; have appropriate plans for development, building relationships with clear written communication for all stakeholders; and exemplify an overall commitment to excellence in their respective activities

Action 1.e Leaders should receive mentoring, professional development and consistent feedback and accountability to support the above objectives. For athletics, coaches should receive pre-, mid- and post-season written evaluations.

Action 1.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 2: PROMOTE AND CONTINUE THE STUDENT ASSISTANCE PROGRAM

INITIATIVE 3: PROVIDE TRANSITION PLANNING AND INDIVIDUAL GRADUATION PLANS FOR EVERY STUDENT

Action 3.a Hold at least one parent conference per student 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
- Track number of students involved in extra- and co-curricular activities across the district

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

INITIATIVE 1: INCREASE ENROLLMENT IN THE INTERNATIONAL BACCALAUREATE FULL DIPLOMA PROGRAM AND ADVANCED PLACEMENT CAPSTONE DIPLOMA PROGRAM

Action 1.a Meet with key stakeholders

Action 1.b Develop communication plan and timeline

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 MEASURES:

- Increase percentage of students enrolled in advanced curriculum (Advanced Placement, International Baccalaureate, dual enrollment)

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 and to offer the program at additional sites

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 (Advanced Placement, International Baccalaureate, dual enrollment)
- 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 Identify desirable/impactful incentives

Action 1.b Analyze budget for incentives support

Action 1.c Implement identified and supported incentives

INITIATIVE 2: ENHANCE RECRUITMENT EFFORTS

Action 2.a Continue partnership with Dalton State College and continue to grow the paraprofessional-to-teacher program

Action 2.b Search outside to other regions

Action 2.c 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 and develop mentor training course

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 Canvas 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 Enhance Leadership Program by shadowing inside and outside of our district leadership

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 Enhance New Teacher Induction to prepare staff to be Dalton Ready

PERFORMANCE MEASURES:

- Calculate and increase annual retention rate by district, school and first year Dalton Public Schools teachers
- 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 Renovate Dalton Junior High School

Action 1.f 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 Anticipate and maintain appropriate bandwidth needs for student and staff functionality

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

PERFORMANCE MEASURES:

- Maintain network availability to industry standards
- 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

Action 2.e Continuous improvement in cybersecurity and posturing for all students and staff

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



PERFORMANCE OBJECTIVE 3: 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/Student/Teacher Advisory Councils

Action 1.c Host regular focus group sessions to include target influencers (community leaders, business owners, realtors, senior citizens, etc.) to explore influencer perceptions and develop understanding of those perceptions

INITIATIVE 2: CONTINUE THE DPS AMBASSADOR PROGRAM

Action 2.a Expand the program offering to twice a year

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

Action 2.c Develop a program targeted just for employees

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 Promote The Dalton Academy as a Leadership and Entrepreneurship magnet school

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

Action 1.d 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.e 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: INCREASE ADVERTISING, PROMOTION, RECOGNITION AND COMMUNICATION OF ALL ATHLETICS AND CO-CURRICULAR ACTIVITIES AND CREATE TRADITIONS THAT BUILD COMMUNITY KINDERGARTEN THROUGH 12

Action 3.a Create a weekly district-wide newsletter that includes comprehensive information about all events, including athletics and extracurricular activities, happening at all schools from kindergarten through grade 12

Action 3.b Implement a #FanFriday weekly feature on all district social media accounts, highlighting outstanding performances, achievements, and experiences from athletics and co-curricular activities across all schools

Action 3.c Collaborate with school-based athletic directors and coaches, providing training sessions on the best utilization of social media platforms and aiming to establish standardized best practices for promoting athletics throughout the district

PERFORMANCE MEASURES:

- Improve percentage of stakeholders who believe the district communicates effectively



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, APTITUDES 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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300 WEST WAUGH STREET • DALTON, GEORGIA 30720 • 706.876.4000 • WWW.DALTONPUBLICSCHOOLS.COM