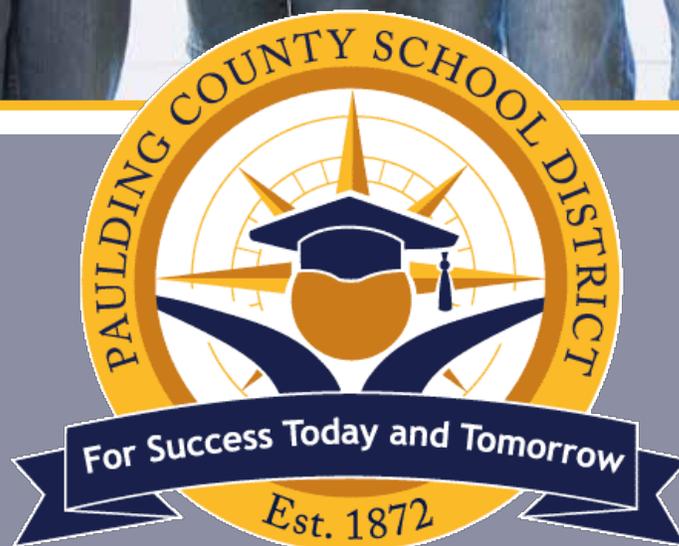


# PAULDING COUNTY SCHOOL DISTRICT

STRATEGIC PLAN 2017-2022



ENGAGE. INSPIRE. PREPARE.

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## LETTER FROM SUPERINTENDENT AND BOARD CHAIRMAN

Dear Paulding County School District Community,

On behalf of the Paulding County School District, we are pleased to present an updated five-year strategic plan. The plan reflects feedback and priorities set by our Strategic Planning Team, which is comprised of students, parents, teachers, administrators and community members. We believe this plan is just the next step in moving the Paulding County School District forward.

The launch of the 2017-2022 strategic plan provides an exciting new chapter for Paulding County Schools. We believe it creates a culture where our students will be engaged, inspired and prepared for their future. We believe if we focus on doing the right things for the right reasons, and we remember WHY we became educators, our staff will create an environment where each of our students will be encouraged to discover and develop their strengths, see the connection between their learning and their future goals, and see their school as a safe and engaging environment where they can learn and grow as individuals.

The strategic plan includes our newly developed mission and vision, updated beliefs and revised goals. This management tool is broad in scope and addresses teaching and learning, finances, facilities, personnel, communications and the learning environment. It ensures each department focuses its energy toward achieving the same goal: to prepare ALL students for success today and tomorrow.

Sincerely,

Dr. Brian Otott  
Superintendent

Kim Curl, Chair  
Paulding County Board of Education



## EXECUTIVE SUMMARY

**I**n June of 2016, the Paulding County School District Board of Education voted to utilize a process developed by the Georgia School Boards Association (GSBA) and Georgia Leadership Institute for School Improvement (GLISI) to create an updated strategic plan for the school district. This extensive process engaged the community and all stakeholder groups to create universal ownership and support for district and school improvement. Highlights of the process included:

- A comprehensive community engagement component that allowed stakeholders to have a voice in the strategic planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- An intensive planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and developing/defining the mission, vision, beliefs, goal areas and elements of the strategic plan
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan

The desired outcome of the Paulding County School District Strategic Plan was to align the work of the

district from the boardroom to the classroom for the purpose of increasing student achievement and organizational effectiveness of the district. Specifically, the Paulding County School District Board of Education wanted a strategic plan that would allow the district to:

1. Achieve its goals and objectives
2. Show progress towards its mission and vision
3. Meet the needs of all stakeholders
4. Measure impact and progress
5. Utilize resources efficiently and to the greatest effect
6. Work within Board policy

In April of 2017, the Paulding County Board of Education discussed the opportunity that this strategic plan afforded the district and approved the 2017-2022 Paulding County School District Strategic Plan in its entirety. Implementation of the plan began in earnest at the beginning of the 2017-2018 school year.

According to O'Donovan and Flower (2013), strategic planning should utilize an adaptive strategy approach. This fluid approach will allow districts to implement the plan with fidelity and sustain structures for monitoring and accountability while remaining adaptive to changing national, state and

county conditions. Following this research, the Paulding County School District has put in place a strong process for refining and updating the strategic plan.

A monitoring and data collection process for the district's plan has been developed with each of the Paulding County School District departments. This process encourages ongoing district improvement, provides evidence of impact of their work, and provides an informed basis for decision-making and planning. Each department provides reports on the continuous improvement cycle of the plan. The protocol used for the progress checks includes the following:

**Plan:** Explain each goal area, performance objectives and initiatives that your department is working on and report current progress.

**Do:** Outline the next steps for implementation.

**Check:** Analyze any barriers to reaching performance targets and desired results.

**Act:** Identify any additional initiatives and actions that need to be made to the strategic plan to ensure future success on the desired results.

At the school level, principals have led their school teams using the strategy and framework of the district's strategic plan to create school improvement plans. The teams have conducted a comprehensive needs assessment aligned to the Paulding County School District Strategic Plan. The school teams analyzed multiple data sources and validated their improvement needs that align to the district's plan. Paulding County School District has created a robust strategic plan evaluation and review process that is ongoing and pervasive throughout the system for the purpose of learning, continual improvement and development.





## DISTRICT ACHIEVEMENTS

- The Finance Department received the DOAA (Georgia Dept. of Audits and Accounts) Award of Distinction for Excellent Financial Reporting.
- The Finance Department was awarded a 4 Star Efficiency Rating from GOSA (Governor's Office of Student Achievement) matching or above 94% of Georgia's 180 school districts.
- PCSD is committed to supporting the Fine Arts and nearly \$1,000,000 received in SPLOST (Special-Purpose Local-Option Sales Tax) funding was used to purchase new instruments and equipment.
- PCSD's graduation rate and CCRPI scores outperformed the state.
- Elementary, Middle, and High Schools and Overall District CCRPI (College and Career Ready Performance) scores outperformed the state.
- PCSD's TechEd's Model Classroom Project won the Districts of Distinction Award from *District Administration*, a national magazine.
- All five of PCSD high schools were named Advanced Placement Honor Schools.



- PCSD has a strong commitment to professional learning and leadership development through the Aspiring Leaders Program, Georgia Leadership of School Improvement Partnerships, and teachers earning certificate endorsements in the following areas:
  - Reading
  - Gifted
  - Math
  - Computer science
  - Online teaching
  - Coaching
- Paulding County High School's Academy of Science, Research and Medicine became the 11th Georgia STEM (Science, Technology, Engineering and Math) certified high school.
- PCSD has a commitment to ongoing improvement of the technology infrastructure and BYOT (Bring Your Own Technology).
- PCSD is preparing students for college and career readiness through YouScience.
- Teacher Retention rates in PCSD are higher than the state.

To see a complete list of Paulding County School District's achievements, click:

[www.paulding.k12.ga.us/highlights](http://www.paulding.k12.ga.us/highlights)





## DEFINITION OF TERMS

<b>Vision</b>	The ideal future desired for Paulding County School District.
<b>Mission</b>	The work every Paulding County School District stakeholder strives to achieve each day.
<b>Core Beliefs</b>	The values that guide the Paulding County School District.
<b>Strategic Goal Areas</b>	The framework used to describe the district's strategy to reach its mission and vision.
<b>Desired Results</b>	The anticipated achievements within the time frame of the plan in each Strategic Goal Area.
<b>Performance Objectives</b>	A key measurable value that demonstrates how effectively Paulding County School District is achieving their end result.
<b>Strategy Map</b>	A diagram that is used to document the primary strategic goal areas and performance objectives that are being pursued by the Paulding County School District between 2017-2022.
<b>Performance Measures</b>	A measurement of outcomes and results which generates reliable data on the effectiveness and efficiency of programs.
<b>Initiatives</b>	Specific programs and projects assigned to collaborative teams to attain each Performance Objective.



# PAULDING COUNTY SCHOOL DISTRICT PERFORMANCE FOUNDATIONS

## VISION

Our vision is to prepare ALL students for success today and tomorrow.

## MISSION

Engage. Inspire. Prepare.

## SYSTEM HIGHLIGHTS

- 13th largest school district in Georgia
- 33 schools:
  - 19 elementary schools
  - 9 middle schools
  - 5 high schools
  - 1 blended learning academy program
  - 1 alternative school program
- By the numbers:
  - Over 29,000 students
  - 1,875 teachers
  - 3,395 employees
- Total budget is in excess of \$316 million

## CORE BELIEFS

- We believe *preparing* students is our first priority.
- We believe in fostering a culture of high expectations in student achievement and personal development.
- We believe all students are *inspired* to learn when provided rigorous and relevant instruction and positive relationships.
- We believe students thrive best when provided a safe, challenging, and healthy environment.
- We believe in the use of collaborative learning communities where best practices are partnered with data driven decisions.
- We believe in *engaging* all stakeholders in student success.

# STRATEGIC GOAL AREAS AND DESIRED RESULTS

# 1

GOAL AREA



**Student Success  
for All**

**Desired Result 1:** All Paulding County School District students will graduate prepared for success today and tomorrow.

# 2

GOAL AREA



**Communication  
and Engagement**

**Desired Result 2:** Paulding County School District will engage and partner with the entire Paulding County community to support the children we serve.

# 3

GOAL AREA



**Cultivating and  
Retaining Quality  
Professionals**

**Desired Result 3:** Paulding County School District will provide world-class faculty and staff that meet the needs and increase academic achievement for all learners.

# 4

GOAL AREA



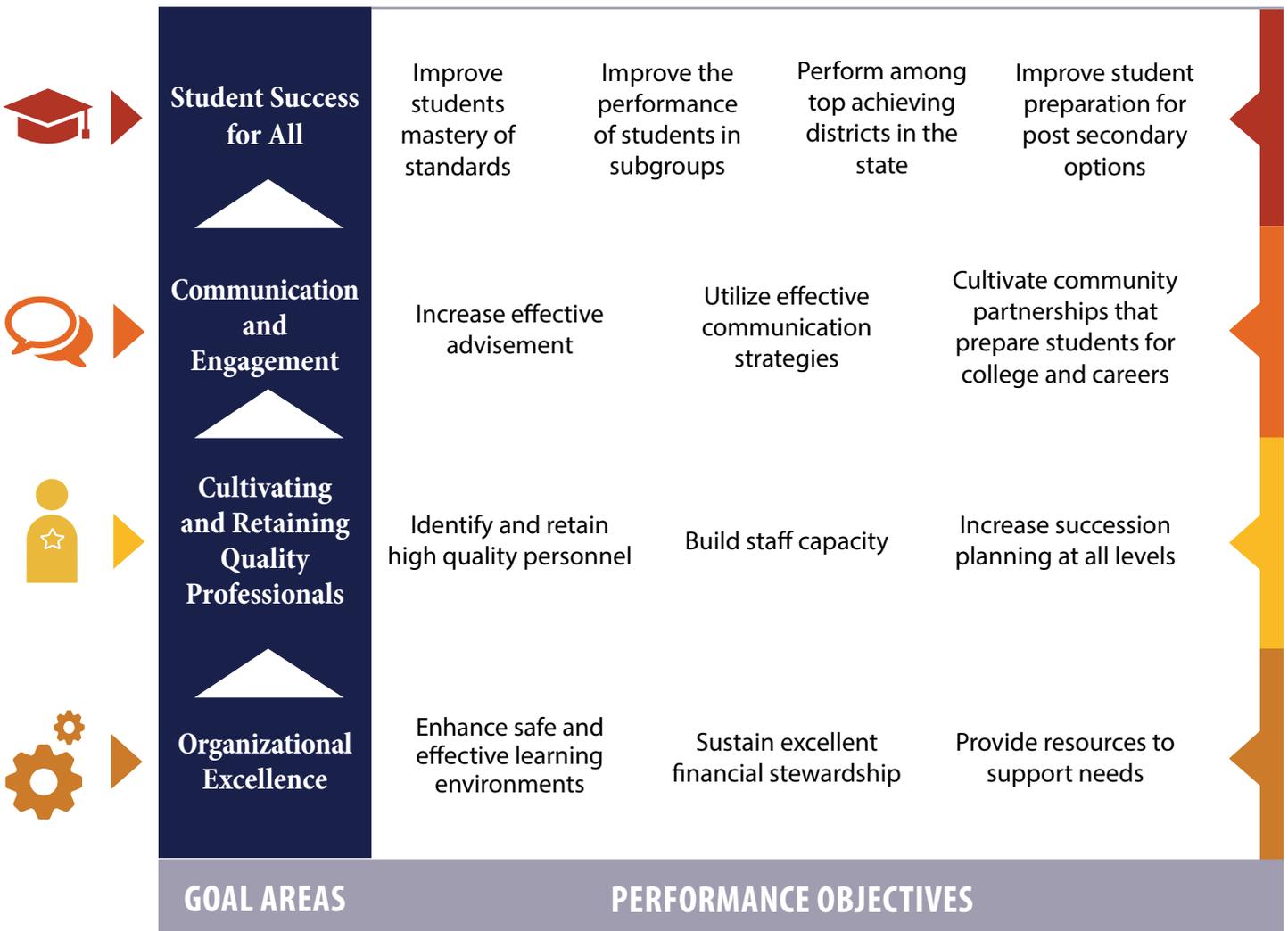
**Organizational  
Excellence**

**Desired Result 4:** Paulding County School District will provide financial stability and outstanding processes so schools have the resources to maximize academic achievement for all learners.



# STRATEGY MAP

The Strategy Map is a strategic communications tool in the form of a diagram that is used to capture and communicate how the Strategic Goal Areas are being pursued by Paulding County School District. The Strategy Map links the Strategic Goal Areas and Performance Objectives in explicit cause and effect relationships with each other. Utilizing the Strategy Map, the alignment among departments and schools is established and effective implementation of the Paulding County School District Strategic Plan is realized.





## MEASURING SUCCESS

### STRATEGIC GOAL AREA 1: Student Success for All



#### Key Performance Measures:

- Increase K-12 Georgia Milestones in ELA, math, science and social studies
- Increase Georgia Milestones scores in ELA and math for Students with Disabilities, English Learners and Economically Disadvantaged students
- Increase Paulding County School District CCRPI score
- Increase Pathway completers
- Increase the four-year graduation rate
- Decrease students needing remedial college courses
- Increase the Reading Inventory Lexile scores and the Math Inventory Quantile scores

### STRATEGIC GOAL AREA 2: Communication and Engagement



#### Key Performance Measures:

- Increase the number of positive responses on the needs assessment/survey related to staff interactions
- Increase the number of the district and school two-way partnerships
- Increase stakeholder engagement in the student advisement process
- Increase teacher knowledge of and capacity to deliver effective advisement
- Increase percentage of staff completing effective communication training

### STRATEGIC GOAL AREA 3: Cultivating and Retaining Quality Professionals



#### Key Performance Measures:

- Decrease the percentage of employees leaving Paulding County Schools District for reasons other than retirement
- Increase the percentage of leadership positions filled by participants of the Paulding County School District leadership programs
- Reduce the gap in the percentage of minority students compared to the percentage of minority staff members
- Increase the percentage of staff with advanced degrees
- Increase percentage of teachers scoring proficient or higher on the summative evaluation
- Increase the percentage of teachers making progress toward or attaining their professional learning goals
- Increase succession planning at all levels

### STRATEGIC GOAL AREA 4: Organizational Excellence



#### Key Performance Measures:

- Decrease the percentage of students with 6 days or more of absences
- Decrease the number of students with one or more days of In School Suspension or Out of School Suspension
- Increase the percentage of buildings with the highest efficiency ratings
- Increase the percentage of students participating in the school breakfast and lunch programs
- Increase the percentage of on time bus arrivals
- Successful annual financial audits and efficiency rating
- Maintain at least 65% of budget allocation for instruction
- Enhance and maintain technology infrastructure
- Enhance and maintain technology maintenance and replacement schedule
- Increase rate of work order completion
- Increase number of positive responses on facility maintenance customer service survey





## STRATEGIC INITIATIVES

1. Literacy Framework
2. STEM/STEAM programs
3. Professional Learning  
Communities for Data Teams
4. Pyramid of Interventions  
Articulation
5. Exceptional Students  
Education Programs Redesign
6. Tiered support for schools
7. Student Profile Monitoring
8. Student Advisement
9. Teachers as Advisors
10. Partners in Education program
11. Communication Training
12. Quality Staff Retention
13. Effective recruitment of staff
14. Job-embedded professional learning
15. Leadership development opportunities
16. Positive Behavior Initiative
17. Safe Schools Initiative
18. Positive Attendance Initiative
19. Facility Maintenance efficiency
20. School Nutrition Program  
Customer Service
21. Transportation efficiency
22. Budget communication
23. Audit succession plan
24. Technology infrastructure



# PAULDING COUNTY SCHOOL DISTRICT BOARD OF EDUCATION



Mr. Kim Curl  
District 6 (Board Chair)



Mr. Sammy McClure  
District 5 (Vice Chair)



Ms. Theresa Lyons  
District 1



Mr. Nicholas Chester  
District 2



Ms. Kim Cobb  
District 3



Mr. Glen Albright  
District 4



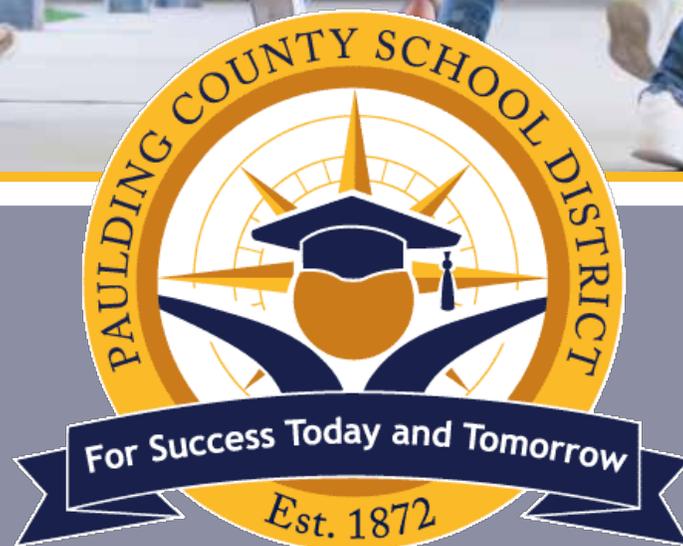
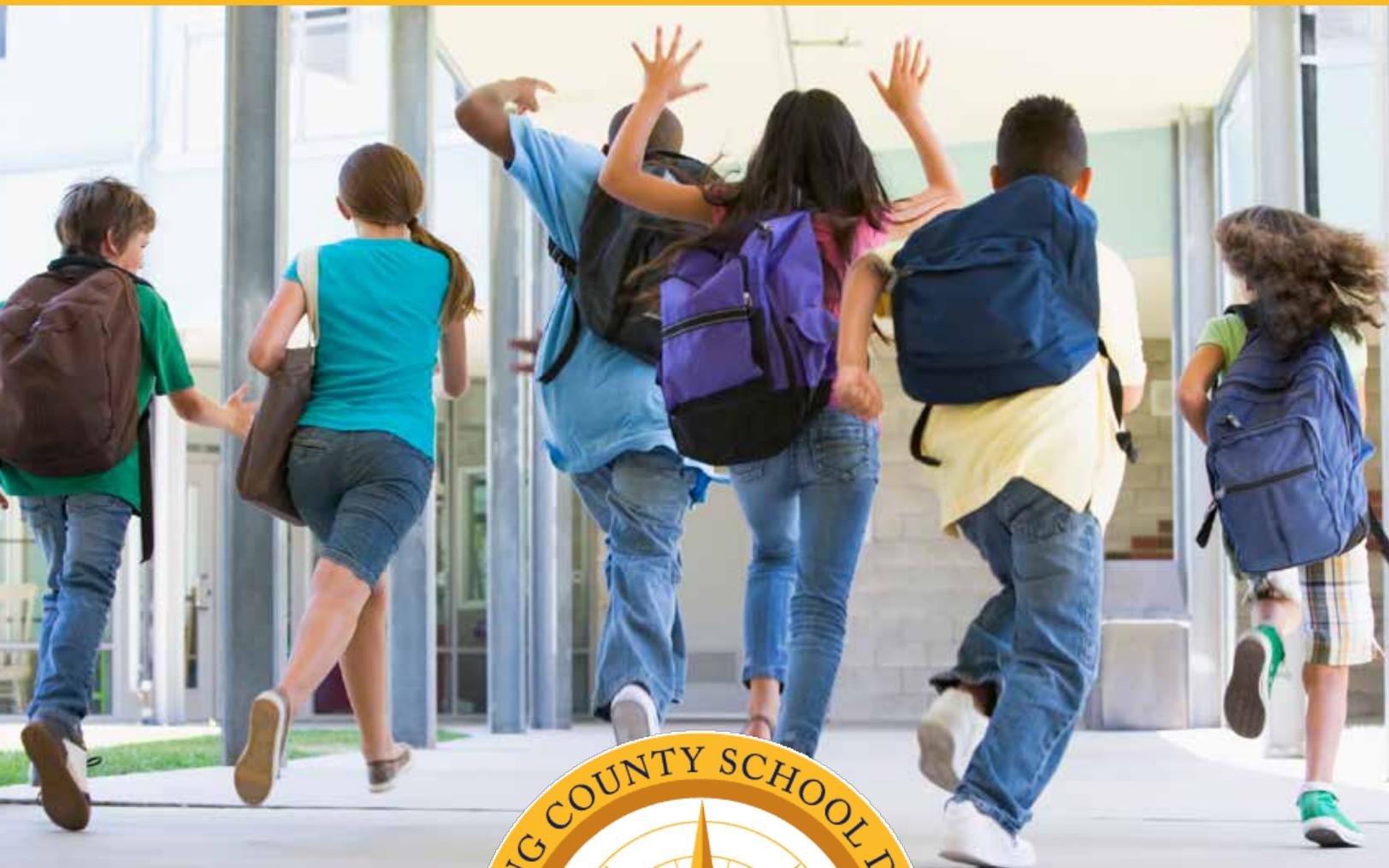
Mr. Jeff Fuller  
At-Large



Dr. Brian Otott  
Superintendent

# PAULDING COUNTY SCHOOL DISTRICT

STRATEGIC PLAN 2017-2022



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<https://www.paulding.k12.ga.us>