

Pickens County School District

Strategic Improvement Planning Report

July, 2012

**Pickens County School District
Strategic Planning Report – June, 2012**

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Strategic Improvement Planning Executive Summary

The Pickens County School District identified a need for a strategic improvement plan after the District SACS (Southern Association of Colleges and Schools) Accreditation visit. The strategic planning process initially started in September 2009 under former Superintendent Mike Ballew, with the input of district and school administrators. While the team met on several occasions, the strategic plan was not completed at that time.

Dr. Ben Desper, new Pickens County Superintendent, believed that a strategic plan was essential for the district. In February 2012, the strategic planning process began again with committee representatives from the district, BOE, schools, parents, and community. This strategic planning process was comprehensive and engaged the various groups represented on the committee / team to create ownership and support for district and school improvement.

Highlights of the process include:

- Comprehensive stakeholder surveys to provide the community, parents, staff, and students a voice in the strategic improvement planning process.
- A diverse planning team that represented stakeholder groups to develop the plan.
- A facilitated planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and the development of strategic goal areas and performance objectives aligned to the Pickens County School District's mission, vision, and beliefs.
- A facilitated process to work with experts within the district on developing initiatives and action steps to implement the plan

The strategic improvement planning process follows a continuous improvement cycle designed around the five questions listed in the visual below. The entire process usually takes 6-8 months to complete and is divided into the following phases.

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Phase I

Community Engagement: In the fall of 2011, the strategic improvement planning process began with community, parent, staff, and student surveys to gather vital input from the community.

Strategic Planning Committee / Team: In February, 2012, a group of 33 people representing stakeholder groups from the school board, central office, schools, parents, students, business and other community representatives were assembled to answer the questions: “Who are we”, “Where are we now”, and “Where do we want to go”. Specific outcomes to the “Where are we now” and “Where do we want to go” questions included: (1) a comprehensive review of district data and stakeholder surveys by the planning team, (2) a revision to the district’s vision and mission, (3) an analysis of a Strengths, Weaknesses, Opportunities, and Threats (SWOT), and (4) the development of strategic goal areas and performance objective priorities for the strategic improvement plan aligned with the beliefs, mission and vision for the district.

Action Teams: In March 2012, four smaller teams totaling 34 people were assembled to answer the question “How will we know when we have arrived”. The action teams reviewed each proposed strategic goal area and the performance objectives developed by the planning team. The action teams began to look at the initiatives, action steps, measures and targets that might be needed to answer the fourth question of the Strategic Improvement Planning Process, “How do we plan to get there”.

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Action Team Report to Strategic Planning Committee / Team: On May 22, 2012, the Action Teams delivered a report of their work back to the Strategic Planning Team. The strategic planning team reviewed the action team's work, discussed priorities, implications and made recommendations for additions or changes that might be needed.

Phase II

Report to the Board of Education: In July, 2012, Superintendent Desper will present a report of the strategic improvement plan to the board. The board reviews the report, offers feedback, and allows 30 days for public input prior to board approval of the plan for 2012-2017.

Board and Staff: Once the board has approved the strategic improvement plan, the specific initiatives and the action steps necessary to execute the plan will be implemented. These initiatives will be implemented at the board, district, school (School Improvement Plans) and community levels.

Phase III

Alignment: The plan initiatives and action steps will be aligned to budgets of the district and schools. The strategic plan will guide leader evaluations and school improvement plans, as well as other system action plans. All school improvement plans will be aligned with the new strategic goal areas and initiatives.

Phase IV

Implementation, Monitoring and Reporting: After alignment of the plan, district and school staff in conjunction with the board will implement, monitor, and report on the plan as well as ensure an ongoing process to review and update the plan as needed.

Pickens County Schools' Commitment to Ongoing Process: Action Team performance measures and suggested initiatives/action steps have been documented for follow-up. These suggested initiatives/action steps are not inclusive of school-based initiatives that may be developed to support and meet specific established goals. In keeping with the school district's philosophy, there will be continued focus on systemic processes and goals to improve the district, but differentiated models are encouraged at the local school levels. Where needed, a task force will be created to further explore suggested system level strategies and initiatives. School-based governance and leadership teams are in place to foster the development of appropriate action items in support of school-based initiatives to support and meet specific established goals, performance measures and strategic priorities.

Action Team Leaders will evaluate the status of their strategic goal areas initiatives, action steps, measures, and targets three to four times per year. Strategic plan updates will be provided to the Board in mid-year and annual summaries.

A Balanced Scorecard that reflects the Strategic Plan goals and progress will be developed and used for assessing progress of the strategic plan performance objectives and initiatives. The Balanced Scorecard will also serve as a communication tool to the stakeholders of Pickens County as it will be available on the school district's website.

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Pickens County Mission, Vision, Commitment and Beliefs

Mission

We will educate our students in a safe, nurturing, and fiscally responsible environment that holds the highest expectations.

Vision

Graduation and life preparation for all.

Goals and Objectives

- *We will educate our students and hold high expectations for their performance.*
- *We will educate our students in a safe, nurturing and orderly environment. All shareholders in our school system will demonstrate a sense of ownership and responsibility.*
 - *Our school system will be fiscally responsible.*
- *We will continuously improve our school system by communicating clearly and regularly with all stakeholders in our community.*

Beliefs

We believe:

- *Each student will have the opportunity to learn, to be successful, and to become a good citizen.*
- *All students can learn; however, some learn by different methods and at different speeds.*
- *Teaching and learning best takes place in a safe and nurturing environment.*
- *The education of each student must be an effort that involves the support and participation of the school, parents, and community.*
- *Schools are accountable for student achievement and should strive for continued improvement.*
- *Quality education requires fiscally responsible expenditures for quality staff, programs, facilities, equipment, and technology.*
- *Recruiting, employing, and nurturing dedicated, well-qualified, and highly professional employees is important to a successful education program.*
- *All staff should have access to standards-based, collaborative staff development to improve professional skills.*
- *All policy, administrative, instructional, and educational support decisions should be based on student needs.*
- *Extracurricular activities are important in the overall development of students, and these experiences contribute to academic success.*

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Proposed Strategic Goal Areas and Performance Objectives

Student Achievement

- Implement Adopted Curriculum
- Utilize Formative and Summative Data
- Implement a Diversity of Learning Strategies
- Improve Student Performance

Student and Stakeholder Involvement

- Identify and Utilize Community Resources
- Foster Positive Relationships Among All Students and Stakeholders
- Provide Opportunities for Stakeholder Education
- Increase Stakeholder Communication
- Develop District-wide Communication Plan

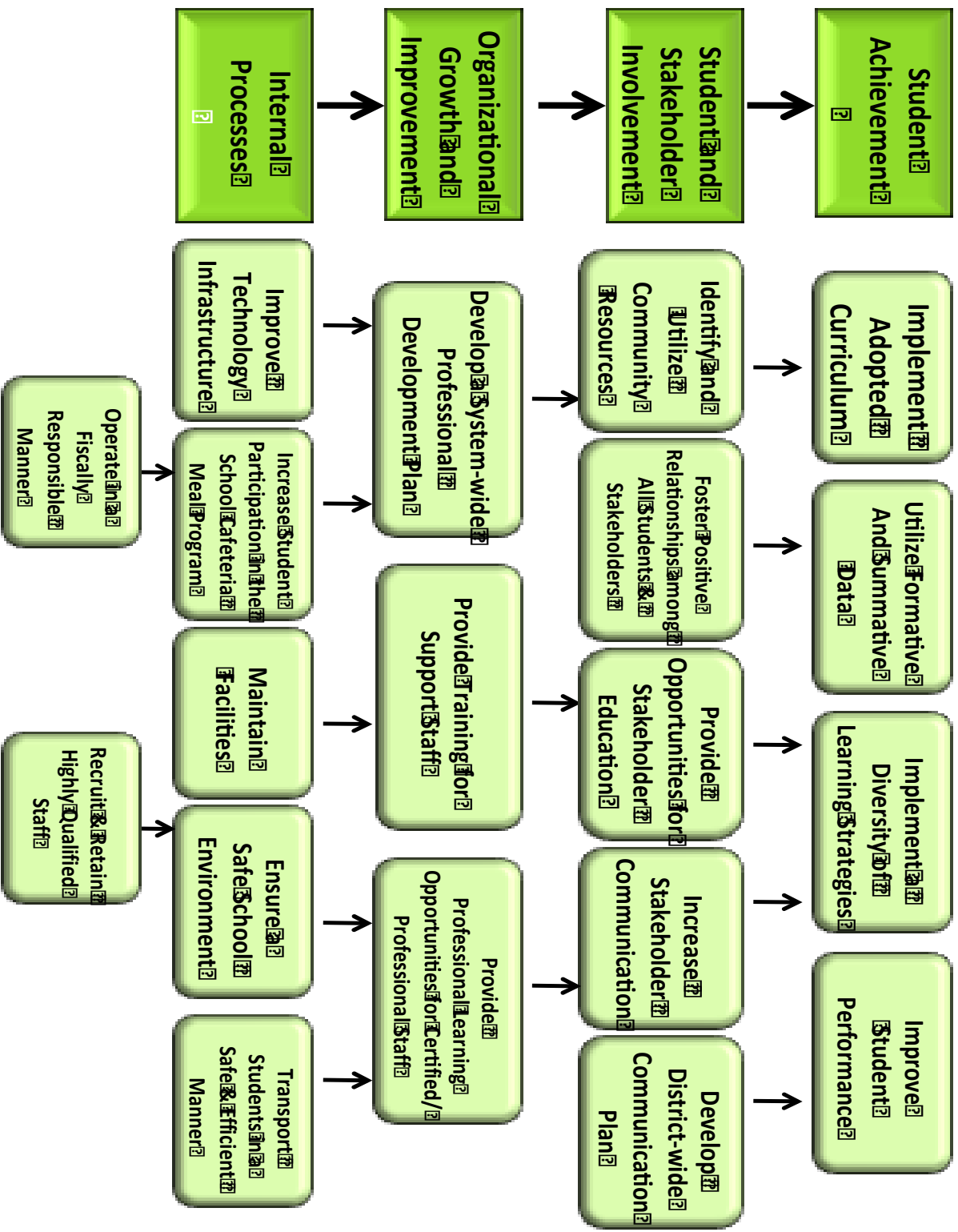
Organizational Growth and Improvement

- Develop a System-wide Professional Development Plan
- Provide Training for Support Staff
- Provide Professional Learning Opportunities for Certified / Professional Staff

Internal Processes

- Improve Technology Infrastructure
- Increase Student Participation in the School Cafeteria Meal Programs
- Maintain Facilities
- Ensure a Safe School Environment
- Transport Students in a Safe and Efficient Manner
- Operate in a Fiscally Responsible Manner
- Recruit and Retain Highly Qualified Staff

Pickens County Strategic Planning Map



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Proposed Strategic Improvement Plan Detail

Strategic Goal Area I: Student Achievement	
Goal Area Priorities:	
<ul style="list-style-type: none"> A. Implement Adopted Curriculum B. Utilize Formative and Summative Data C. Implement a Diversity of Learning Strategies D. Improve Student Performance 	
Performance Objective I.A – Implement Adopted Curriculum	
Performance Measures: <ul style="list-style-type: none"> • % Participation of faculty in trainings, meetings • % Meets + Exceeds on State Assessments. 	Targets: <ul style="list-style-type: none"> • 100% participation of faculty in trainings, meetings • 2% increase in Meets + Exceeds on any State Assessments below State Average.
Possible Initiatives: 1. <u>CCGPS Initiative:</u> <ul style="list-style-type: none"> • Ensure professional development that is cross-curricular from within the system is provided on CCGPS; including gifted, ELL, Special Education, other non classroom teachers. • Arrange collaboration among each academic area (vertical among all levels of system) • Support implementation of CCGPS, with continued yearly support, especially during the initial years of roll-out • Adopt text, technology, etc. that will align to CCRPI standards in a timely manner 	
Performance Objective I.B – Utilize Formative and Summative Data	
Performance Measures: <ul style="list-style-type: none"> • % Participation of faculty in trainings, meetings • % Participation in LDS / data collection. 	Targets: <ul style="list-style-type: none"> • 100% participation of faculty in trainings, meetings • 100% participation of faculty in LDS training • 75% participation of faculty in collecting and disseminating data
Possible Initiatives and Action Steps: 1. <u>Data Driven Initiative:</u> <ul style="list-style-type: none"> • Arrange for state trainer to train each school faculty on LDS • Establish a process for department/vertical teams to use LDS to track student achievement • Monitor use of data by teachers to determine planning for improvement and share results with students and parents throughout the year. 	
Performance Objective I.C – Improve Completion Rate and Reduce Dropout Rate	
Performance Measures: <ul style="list-style-type: none"> • % Increase students using appropriate technology in the classroom • % Faculty trained in differentiation / RTI • % Faculty using differentiation in classroom at all learning levels • % Students served by academically 	<ul style="list-style-type: none"> • 5% annual increase of students using appropriate technology in the classroom and 90% of faculty using technology for instruction • 100% of faculty trained in differentiation / RTI • 5% increase annually of faculty using differentiation in classroom at all learning levels • 2% increase of students served by academically

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<p>appropriate Hi-Q teachers</p> <ul style="list-style-type: none"> • % Students receiving enrichment / extension and RTI / remediation. 	<p>appropriate Hi-Q teachers</p> <ul style="list-style-type: none"> • 2% increase of students receiving enrichment / extension and RTI / remediation
<p>Possible Initiatives:</p> <p>1. <u>Technology Initiative:</u></p> <ul style="list-style-type: none"> • Utilize technology that is updated and current for student advancement • Increase availability of student and teacher access to technology based on identified needs • Provide training for appropriate use of technology by faculty, staff and students <p>2. <u>Differentiation Initiative:</u></p> <ul style="list-style-type: none"> • Ensure differentiation instruction is occurring across all learning levels • Increase number of students placed in academically appropriate settings with content related knowledge teachers –emphasis on inclusion settings • Increase % of content related knowledge special education teachers in appropriate classrooms • Increase enrichment/extension to provide higher level learning opportunities for all students • Provide RTI/remediation assistance for students identified at-risk through data 	
<p>Performance Objective I.D – Improve Student Performance</p>	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % Increase of students participation in remediation / after school tutoring • % Increase in test scores in the exceeds level • % Decrease in test scores in the Does Not Meet level 	<p>Targets:</p> <ul style="list-style-type: none"> • 2% annual improvement in state assessment scores that are below state average • 100% of parents/guardians will be notified of opportunities of workshops and attempts will be documented. • 2% annual increase in participation in testing strategies / study skills workshops. • 3% annual increase of student participation in remediation and / or after school tutoring.
<p>Possible Initiatives:</p> <p>1. <u>Assessment Initiative:</u></p> <ul style="list-style-type: none"> • Use testing data target domains for improvement • Establish county wide standardized grading practices • Provide workshops for testing strategies and study skills – for students and parents • Provide effective remediation for at risk students • Provide support classes for at risk students 	

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Strategic Goal Area II: Student and Stakeholder Involvement

Goal Area Priorities:

- A. Identify and Utilize Community Resources
- B. Foster Positive Relationships Among All Students and Stakeholders
- C. Provide Opportunities for Stakeholder Education
- D. Increase Stakeholder Communication
- E. Develop District-wide Communication Plan

Performance Objective II.A – Identify and Utilize Community Resources

Performance Measures:

- % Manuals distributed to school administrators, counselors, social workers, & attendance officers.

Target:

- 100% distribution

Possible Initiatives:

1. Family Connections and Head Start initiative:

- Work with Family Connection and Head Start to develop a list of outside aid agencies and counseling services.
- Develop a comprehensive manual with a list of outside agencies to help our families. Distribute manual to all school administrators and counselors as well as our school social worker and attendance officer.

Performance Objective II.B – Foster Positive Relationships Among All Students and Stakeholders

Performance Measures:

- # of distributions and recognitions
- # of recognitions
- % of time used in the programs that is focused on Character Ed.
- % of positive / negative comments on student surveys

Target:

- Increase number by 2% each year
- Maintain number of monthly recognitions
- Increase percentage of time dedicated to Character Ed by 2% annually
- 1% decrease in negative comments

Possible Initiatives:

1. Positive Community Interaction Initiative:

- Publish positive accomplishments of students, teachers, individual schools, and school system in newsletters, newspapers, websites, and on bulletin boards.
- Recognize positive accomplishments of community stakeholders posted at each school.
- Recognize business partners at board meetings and signs/banners used at school activities.
- Extend partnerships with local businesses.

2. Staff Member Recognition Initiative:

- Foster positive relationships among staff members within the school and district by recognizing staff member accomplishments monthly (certified and classified equally)

3. Character Ed. Initiative:

- Use Guidance Programs, CHAMPS, CARES and Teachers as Advisers Programs to focus on Character Ed.

4. Student Engagement Initiative:

- Foster positive relationships among the student body by:
 - Enhancing existing programs,
 - Establishing new programs
 - Using existing school personnel. (Counselors, Advisement programs, Champs, CARES, etc.)
- Conduct student survey annually to measure effectiveness of programs

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Performance Objective II.C. – Provide Opportunities for Stakeholder Education	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of attendance at school level activities; • # of materials distributed • # hits on websites • # activities per year 	<p>Target:</p> <ul style="list-style-type: none"> • Increase by 2% annually (based on current enrollment using first year as baseline): stakeholder education opportunities, use of parent resources • 1% increase in # of hits on website • 4 activities per year.
<p>Possible Initiatives:</p> <p>1. <u>Stakeholder Education Initiative:</u></p> <ul style="list-style-type: none"> • Provide opportunities for stakeholders to receive resources and information • Use Parent Needs Assessment Survey to identify stakeholder education needs • Foster stakeholder education at existing school activities. • Inform parents of the existence of the Parent Resource Center and Parent Resource Website • Keep information updated on Parent & Community resource page of school websites. • Inform parents of gacollege411.com and other possible post-secondary education resources. • Provide training on capacity building activities (e.g., parent workshops, family curriculum nights, activities to empower parents to become active partners in their child’s education) 	
Performance Objective II.D. – Increase Stakeholder Communication	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • # of returned incentive entries 	<p>Target:</p> <ul style="list-style-type: none"> • 2% increase annually based on current enrollment
<p>Possible Initiatives:</p> <p>1. <u>Implement incentive program embedded on existing communication.</u></p> <ul style="list-style-type: none"> • District Newsletter (with removable portion asking a question with the answer embedded in the newsletter to return for drawing) • Alertnow Call System (Provide password at end of call. When child turns in password, they are entered into drawing) <ul style="list-style-type: none"> ○ Explore Alertnow translation options. • Utilize appropriate social media communication options. (Twitter, Facebook, Texting.....) 	

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Strategic Goal Area III: Organizational Growth and Improvement

Goal Area Priorities:

- A. Develop a System-wide Professional Development Plan
- B. Provide Training for Support Staff
- C. Provide Professional Learning Opportunities for Certified / Professional Staff

Performance Objective III.A – Develop a System-wide Professional Development Plan

Performance Measures:

- District-wide Professional Development / Learning Plan
- % of schools using uniform documents

Target:

- 100% of schools use professional learning documents

Possible Initiatives:

1. Professional Development / Learning Plan Initiative:

- Establish a system level committee to study and develop a Professional Learning Plan.
 - Produce a uniform document, which will guide the individual school’s Professional Learning Plan.
 - Review/revise Professional Learning Plan annually.
 - Develop district professional learning forms and process.
 - Cascade district Professional Learning Plan to the school level.

Performance Objective III.B – Provide Training for Support Staff

Performance Measures:

- % of classified staff trained
- % of para-pros trained
- % of highly qualified para-pros

Target:

- 100% participation in mandated and/ or job specific training.
- 100% of district initiated training.
- 100% of Para-Pros are Hi-Q

Possible Initiatives:

1. Training for Classified Staff Initiative:

- Maintain mandated training for classified staff
- Provide Customer Service Training to identified personnel (receptionist, nurse, office staff)
- Train appropriate classified staff on utilizing equipment, resources and materials. (e.g., Clerical/book keeper, custodians, lunchroom workers)
- Provide job specific Safety Training

2. Training for Certified Para-professionals Initiative:

- Provide training, as needed, to Para-professionals to support identified specific school and district professional learning goals.
- Ensure that Para-professionals maintain highly qualified status

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Performance Objective III.C – Provide Professional Learning Opportunities for Certified / Professional Staff	
Performance Measures: <ul style="list-style-type: none"> • % of classified staff trained 	Target: <ul style="list-style-type: none"> • 100% of certified staff trained on state curriculum. • 100% of identified staff trained as needed
Possible Initiatives: <ol style="list-style-type: none"> 1. <u>State Curriculum Professional Learning Initiative:</u> <ul style="list-style-type: none"> • Provide training on state adopted Curriculum <ul style="list-style-type: none"> ○ Ensure certified / professional staff is trained on CCGPS ○ Continue training on new initiatives as adopted by the state. ○ Provide content knowledge training as needed 2. <u>Professional Learning Initiative:</u> <ul style="list-style-type: none"> • Provide training to support all special needs groups. (e.g., ED, SWD, EIP, Gifted, EL) • Provide identified professional learning for academic coaches • Provide identified professional learning for specialized groups (e.g. media specialist, counselor, CTAE teachers) 3. <u>Provide Professional Learning on Technology</u> <ul style="list-style-type: none"> • Train staff on use of equipment • Provide training for implementing 21st Century Technology in classroom • Provide Georgia LDS Training • Identify needs and provide training in 21st Century communication as needed (e.g., bullying, PBIS, social skills, classroom management) 	

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Strategic Goal Area IV: Internal Processes

Goal Area Priorities:

- A. Improve Technology Infrastructure
- B. Increase Student Participation in the School Cafeteria Meal Programs
- C. Maintain Facilities
- D. Ensure a Safe School Environment
- E. Transport Students in a Safe and Efficient Manner
- F. Operate in a Fiscally Responsible Manner
- G. Recruit and Retain Highly Qualified / Effective Staff

Performance Objective IV.A – Improve Technology Infrastructure

Performance Measures:

- Constant Monitoring and discussion between Technology and Pickens County Schools
- School Dude records of IT requests
- % of power consumed
- % projectors and sound systems in classrooms
- % of the students completing the form to qualify
- % of requests on School Dude records

Target:

- Monthly Leadership Team Meeting Minutes
- 100% resolution of School Dude requests
- 2% decrease in power consumption annually
- 100% of classrooms with projectors and sound systems
- Receive eRate funding
- 51% or higher of the students to complete the form; 45% have to qualify
- 100% resolution of School Dude requests

Possible Initiatives:

1. Improve the current Infrastructure
 - Replace older 100 Mbps POE with 1 Gbps
 - Look into re-wiring to determine if necessary
 - Add 1 Gbps to the Internet
2. Push services to the cloud
 - Lower the technology consumption
3. Lower Power Consumption
 - Add Virtual Desktop Infrastructure
 - Add Virtualize Servers
 - Purchase Tablets (iPad)
 - Reduce Overall lower power consumption
4. Add Class Equipment
 - Add projector and sound system in every classroom
 - Purchase Apple TV
 - Provide Wireless Printers
5. Increase Filling out Free and Reduced Lunches
 - Consider using AlertNow phone call the 2 weeks prior and the week of sending the forms out
6. Provide and maintain an IT work order system

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Performance Objective IV.B – Provide a Quality School Nutrition Program	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of menus meeting current meal pattern regulations • % of students participating in the school cafeteria meal programs 	<p>Target:</p> <ul style="list-style-type: none"> • 100% of menus meeting current meal pattern regulations • 100% of employees trained on current meal pattern • Maintain the student participation rate of the school cafeteria meal programs
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Ensure compliance HRFK Act: NSLP & SBP meal pattern</u> <ul style="list-style-type: none"> • Create menus at all schools that meet current federal regulations. • Monitor for changes to regulations and adjust menus appropriately. • Train on current meal pattern. 2. <u>Improve the school cafeteria meal programs</u> <ul style="list-style-type: none"> • Survey students at each school for student input • Modify menus based on student surveys • Conduct online research to identify healthy, popular and economical food choices 	
Performance Objective IV.C – Maintain Facilities	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Approval of 5-Year Facilities Plan. • Board Approval of SPLOST Items. • % of certified maintenance personnel • % of work order completion • School Dude records of facilities requests 	<p>Target:</p> <ul style="list-style-type: none"> • Board and DOE approval of the 5 year facility plan • Board approval of 5 year SPLOST schedule • 100 % of certified maintenance personnel. • 100% Work order completion
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Update & Implement State & Local 5-year Facility Plan.</u> 2. <u>Update 5-year SPLOST Facilities Maintenance Schedule.</u> 3. <u>Employment of certified HVAC, Electrician, & Plumber.</u> 4. <u>Provide & maintain work order system for M&O.</u> 5. <u>Provide ongoing facilities maintenance.</u> 	
Performance Objective IV.D – Ensure a Safe School Environment	
<ul style="list-style-type: none"> • Updated School System Emergency Preparedness and Safety Plan • % of staff receiving professional learning and safety training • % decrease in the number of reported incidents each year 	<p>Target:</p> <ul style="list-style-type: none"> • Annually • 100% of staff receiving professional learning and safety training • 10 % decrease in the number of reported incidents each year • 100% of staff training and student instruction

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Possible Initiatives

1. Conduct updated overview of Georgia Emergency Management Agency training for the school system, public assistance agencies, and other selected community first responders
2. Conduct specific emergency and school safety training with each stakeholder group within the school system
 - Threat Assessment in Schools
 - Bullying
 - Drugs
 - Internet safety
 - Bomb Threat
 - Severe Weather
 - Active Shooter
3. Implement a research-based system-wide program on positive student behavior
 - Good Touch/Bad Touch training
 - Positive Relationships or Character Education
 - Appropriate and ethical use of technology (computers, cell phone, e-tablets)

Performance Objective IV.E – Transport Students in a Safe and Efficient Manner

Performance Measures:

- % of staff training and student instruction
- % of cameras installed on all buses.
- % of 2-way radios installed on buses
- Number of transportation issued radios per school
- % of buses with GPS
- Yearly by teachers and administrators on site.
- Minimum of 8 seat hours per year.
- Yearly inventory, completed within 5 years.
- SAE Certification within 5 years.
- Yearly assessments

Target:

- 100% of cameras and 2 way radios installed on all buses.
- Minimum of 3 transportation issued radios per school
- 100% of buses with GPS
- 100% of K-12 student participation and mastery of curriculum.
- 100% of drivers/ monitors attend and 100% satisfactory performance on yearly evaluations.
- 100% of our bus fleet would be within State Best Practices of 12 years old or newer.
- 100% proficiency on State Assessments and yearly evaluations
- 100 % of Techs attend
- 100% Pass 7 Basic areas. 1-18 Buses

Possible Initiatives:

1. Provide safe and secure transportation
 - Provide & maintain camera system on bus
 - Provide and maintain 2-way radio communications on all buses and in all schools.
 - Install GPS System on all buses
2. Implement Required Student Safety Education Program
3. Educate Drivers/Monitors
 - Provide additional training
4. Update Bus Fleet

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- 8 per year for next 5 years
5. Update efficiency of Bus Routes and Communication
 - Adhere to State Guidelines and Laws, DOE Best Practices.
 6. Provide updated training for Technicians and adequate work load.
 - Factory Training on Fleet Vehicles
 - SAE Certification.

Reduce Tech to Bus Ratio.

Performance Objective IV.F – Operate in a Fiscally Responsible Manner

Performance Measures:

- Review of actual revenue/expenditures to budget periodically.
- Annual audit conducted by DOAA.
- Internal audits conducted by CFO.
- Monthly financial report to Board.

Target:

- Adhere to the budget as approved by the board.
- No audit findings from DOAA.

Possible Initiatives:

1. Implement Budget Initiative:

- Develop an annual budget that adheres to state, federal, and local rules, laws, and guidelines while aligning financial resources to maximize student performance.
- Seek ways to allow for economic changes in district
- Ensure budget addresses present needs and develop a process to address future needs.

2. Follow established budget procedures:

- Submit to CFO the department and school requests.
- Review and approval of budget by superintendent and presentation to Finance Committee
- Review and tentative approval of budget by finance committee.
- Approval of final budget by BOE and establishment of millege rate after receipt of tax digest.

Performance Objective IV.G – Recruit and Retain Highly Qualified / Effective Staff

Performance Measures:

- % of highly effective teachers
- # of support meetings during the school year
- Reviewed and /or revised benefits package

Target:

- 100% of highly effective teachers
- 3-4 meetings per year
- 100% of staff receives information on benefit package review or revision

Possible Initiatives:

1. Maintain Highly Qualified/Effective Staff :

- Attend local college & university career fairs when system vacancies are anticipated.
- Advertise vacancies through www.teachgeorgia.org.
- Establish induction support networks for new teachers (new teachers or teachers new to Pickens county or both)

2. Review benefits packages available:

- Provide competitive benefits for Pickens County employees.
- Provide comprehensive benefits for Pickens County employees.

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Appendix I: Participants

Strategic Planning Team Members

Central Office

Bouldin, Chris	Technology Director
Desper, Ben	Superintendent
Dikowski, Lonnie	Special Edu. Director
Galloway, Lisa	Personnel Director
Godfrey, Amberle	Parent Involvement Coordinator
Reeves, Susan	Federal Programs/Curriculum Director
Fincher, Dan	Board of Edu. Member
Easterwood, Ervin	Board of Edu. Member

Hill City Elementary

Hardison, Suzanne	Teacher
Greene, Vicky	Parent
Youngblood, Joeta	Assistant Principal

Harmony Elementary

Boggus, Tamara	Media Specialist
Martin, Sherry	Principal
Richards, Melissa	Business Rep-Rennaisant Bank

Jasper Elementary

Buckingham, Traci	Teacher
Pinson, Brian	Parent
Weeks, Nonnie	Principal

Jasper Middle School

Duncan, Tammy	Teacher
Moore, Beth	Parent
Walker, Anita	Academic Coach

Pickens County Middle School

Henke, Richie	Parent
LeMieux, Chris	Principal
Liberatore, Jill	Gifted Coordinator
Walker, Anita	Academic Coach

Pickens High School

Craig, Donnie	Parent
Emma Fox	Student Representative

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Roper, Debbie	Teacher
Wallace, Chris	Teacher
Wilson, Sheila	Assistant Principal
Young, Anthony	Student Representative

Tate Elementary

Cook, Bridgitte	Teacher
Norris, Eric	Teacher
Travis, Don	Parent

Action Team Members

Student Achievement

Co-Chair	Jill Liberatore	Gifted Coordinator Pickens County Middle School
Co-Chair	Dr. Nonnie Weeks	Principal at Jasper Elementary
Harmony Elem	Angela Cline	Teacher
Pickens High	Ted Estes	Teacher
Pickens High	Todd Geren	Teacher
Jasper Elem	Stephanie Grisham	Teacher, Special Education
Pickens Middle	Carrie Stephens	Teacher
Jasper Middle	Lori Taylor	Teacher

Stakeholders

Co-chair	Dr. Lonnie Dikowski	Special Education Director, Central Office
Co-chair	Amberle Godfrey	Parent Involvement Coordinator, Central Office
Co-chair	Eric Norris	Teacher at Tate Elementary
Jasper Elem	Ronette Bradley	Receptionist
Pickens Middle	Marlou Kapelet	Paraprofessional
Jasper Middle	Neil Howell	Principal
Pickens High	Angela Quarles	Teacher
Harmony Elem	Beth Simonds	Assistant Principal
Pickens High	Anthony Cain – Alternate	Counselor

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Organizational Growth and Improvement

Co-chair	Susan Reeves	Title I Director/Curriculum at Central Office
Co-chair	Anita Walker	Academic Coach Jasper & Pickens Middle School
SPED, CO	Joni Boswell	Special Education Coordinator
Transportation	Bruce Godfrey	Director
Hill City Elem	Jennifer Halko	Academic Coach, Grades 3-5
Jasper Elem	Stephanie Hall	Academic Coach
Pickens High	Milton Turner	Assistant Principal
Facilities	Rick Little – Alternate	Director of Operations

Internal Process

Co-chair	Dr. Lisa Galloway	Personnel Director
Co-chair	Dr. Chris LeMieux	Principal – Pickens County Middle School
Co-chair	Sheila Wilson	Assistant Principal – Pickens High
Facilities	Randall Fouts	Maintenance Director
Nutrition	Emily Hanlin	Food Service Director
Technology	Joey Satterfield	Network Administrator
Transportation	Cherie Howell	Route Supervisor
Finance	Amy Burgess – Alternate	Chief Financial Officer
LSS	Kay Hendricks – Alternate	Teacher at Jasper Elementary School

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Appendix II: Summary Charts from Strategic Planning Session

During the initial Strategic Planning Session, the participants considered the following questions:

- (1) What are the wants and expectations of our students, internal stakeholders and external stakeholders?
- (2) What is unique about the Pickens County Schools and its community?
- (3) What do we want to make sure that we maintain?
- (4) What are our Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.)?

Student Achievement data, stakeholder surveys, and process information were used by the Strategic Team to inform their responses to these questions. The charts below are the typed summary notes from the group.

Who are we?

1. What are the wants and expectations of the students, internal and external stakeholders of the Pickens County Schools?	
Students	<p><u>Wants and Expectations</u></p> <ol style="list-style-type: none"> 1. To be in a loving, safe, fun and nurturing environment. 2. Performance based assessments 3. To be taught based on my needs and learning preferences 4. To understand benchmarks for success and have the tools to meet them. 5. To have time to interact with my teachers and students. 6. Time to be a kid 7. Caring and prepared teachers 8. FUN!(*) 9. Encouragement 10. Know boundaries 11. Structure 12. Consistency 13. To learn 14. Acceptance 15. Clean School 16. Good Lunch 17. Variety of classes 18. Safe, nurturing environment(*) 19. Support for learning 20. Technology for learning(*) 21. Hands on learning 22. Foreign Language 23. Drama 24. Respect/Fair Treatment 25. Prep to be competitive among other comparable (size/geographical area) in academic & extracurricular areas. 26. Career education (coaching, mentoring)

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	27. Acceptance 28. Passionate teachers 29. Graduation coach <u>early</u> .
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* Items were identified more than once.

Internal Stakeholders	<p><u>Wants and Expectations</u></p> <ol style="list-style-type: none"> 1. Motivated students 2. Well mannered and disciplined students 3. Support from parents and administration(*) 4. Pride. Have reasons to be proud of students, staff, facilities, etc. 5. Respect 6. Students who are prepared and want to learn(*) 7. Fairness 8. Voice 9. Collaborative planning among teachers 10. Professional Development(*) 11. Allow smaller classes for those few students who are truly gifted in an academic area. 12. Teacher specifications: Accountable, Responsible, Nurturing, Teamwork, Attitude 13. Necessary Resources (Human, Material) and willingness to use them. 14. Support from other system administrators/supervisors 15. Expectations 16. Help with and more access to technology 17. Help/training with special groups (Gifted, ESOL, SPEC, economically disadvantaged).
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*Items were identified more than once.

External Stakeholders	<p><u>Wants and Expectations</u></p> <ol style="list-style-type: none"> 1. Productive students/citizens(*) 2. Happy, healthy, law-abiding citizens 3. Resources used wisely(*) 4. Transparency 5. Communication(*) 6. Having a voice/being heard 7. Teacher passion and dedication 8. Good steward of money 9. Award winning schools 10. Want child to have a safe an enjoyable school experience 11. Communication 12. Involvement – community 13. Fiscal responsibility 14. Performance based assessment 15. Communication plan – for parents/students, to help “sell” Pickens County
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	16. Tools/Technology to aid in teaching/learning 17. Help with homework 18. Help motivation their students 19. Concerned with bullying and drugs
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* Items were identified more than once.

Common Wants by All Stakeholders:

- **Respect**
- **Communication – voice**
- **Safety**
- **Environment**
- **Resources**
- **Technology**
- **Motivation**
- **Time**
- **Fun**

1.	<u>What is unique about the Pickens County Schools and its community?</u>
<p>Voice – Parents have access to Admin & Teachers</p> <p>Options for earning high school credits</p> <p>Complacent</p> <p>Faith-based community</p> <p>Resist Change</p> <p>Lack of ethnic diversity</p> <p>Parents feel welcome</p> <p>An interest in Supporting Education</p> <p>Parental Support</p> <p>Common Goals</p> <p>Cooperation between school and community entities</p> <p>Teachers are highly qualified</p> <p>Beautiful area (mountains)</p> <p>Fiscal Responsibility</p> <p>Planned for growth (Hill City & Harmony paid for w/SPLOST)</p> <p>Sense of safety</p> <p>School safety</p> <p>Fiscally responsible</p>	

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Good, well-maintained facilities
Students that show pride in education
Good students
School board that is responsibly and works hard to retain teachers.
Eagerness to help all students
Staff Retention
Qualified, competent administrators
Excellent teachers, caring teachers
Long term experienced teachers
Retain our staff
Many teachers have a vested interest in the school
1 high school
One high school system
Size – small is good
Sense of community
Safe community
Close knit community
Graduation Rate
Staff retention
Community pride
Heritage & Pride
Marble History
Residents that went to schools still live here
Marble
Rich history
Generations of involvement
Supportive Court System – Truancy
Great place to raise a family
Academic competitions
Generations of families involved in school
Family oriented school system

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Home-town feel
School Pride
Welcoming Environment
Standardized test scores high
Close community
School pride
Community support (volunteers)
Involved community
Small community
Focus on academic extra-curricular and athletics
Quality
Successful schools
Test scores above state average
Academically competitive students
Competitive in academics and sports
Competitive in many categories – athletic, academically, arts
Award-winning schools, academic, athletic, music, etc.
Award winning schools
Test scores

2. What do we want to make sure that we maintain?

Voice
Court System
Competitiveness
Desire for Excellence
Safe Schools
Pride in district, schools, students
Good teachers
Academic Achievement
Sense of community
Community Involvement
Tolerance for all groups
Well-behaved respectful student body

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<p>Attendance (high) “School’s In, Don’t Be Out”</p> <p>Low Drop-out rate</p> <p>Award-winning – all areas</p> <p>Fiscally responsible</p>
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Where are we now?

SWOT Analysis

INTERNAL	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. SAT scores 2. Reading/ELA 3. Graduation rate, High/Drop-out rate, Low 4. Attendance 5. AYP (schools & district) 6. H.S. scores above state 7. CRCT scores improving 	<ol style="list-style-type: none"> 1. MS Writing 2. Math 3. Science 4. Social Studies 5. Special Ed - #'s, scores, grad diplomas 6. Economically Disadvantaged – attendance, graduation rate, scores 7. Decline as students move up the grade levels
EXTERNAL	
Opportunities	Threats
<ol style="list-style-type: none"> 1. SPLOST 2. New Superintendent 3. Supportive BOE 4. Technology (new and possibilities) 5. Retirement of Educators 6. Other educational agencies: Mt. Education Center, Chattahoochee Technical College 7. Community Involvement: Boys & Girls Club, Civic Groups, Counseling Agencies, Courts & Police, Family Connections 8. Grants & Scholarships from community 9. Start of Economic Recovery 10. Increased grandparent involvement 11. Programs: CHAMPS, YAP, Clubs (FCCLA, FBLA, etc) 12. Business partners 13. Location to the metro areas: Atlanta, Gainesville 14. Volunteer 15. Focus on pre-school 	<ol style="list-style-type: none"> 1. Economy: Funding cuts, unemployment, Senior property tax 2. Employee Health Insurance 3. Lack of job opportunities 4. Skewed economy: Big Canoe & Bent Tree 5. Family dynamics: Single parents, less parent involvement, Poverty 6. Drug use 7. Increase in Free/Reduced #'s 8. Public perception: not teaching gifted/high achievers. 9. Larger class size 10. Increased cost/focus on testing 11. Funding cuts: Less state funding, increased fuel costs 12. Unwilling to change 13. Parent Involvement in Middle School and High School

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Appendix III: Minutes from Strategic and Action Teams

February 13, 2012

Minutes of Strategic Planning Meeting

Welcome – Dr. Ben Desper

Members were given a copy of the Strategic Planning Notes document that contained the work completed Friday, February 10, 2012. Dr. Georgia Evans asked that everyone look over the information and decide if there are other items that should be added. A short group discussion was held at each table. Dr. Chris LeMieux suggested adding Relationship Education to our plan. A table discussion was held to discuss the addition. Tammy Duncan commented on the bullying issues in our school. She agreed with Dr. LeMieux. Emma Fox and Anthony Young, students at Pickens High, expressed concerns of bullying at the high school level. Dr. Nonnie Weeks comment was that children's playgrounds have changed. Dr. Desper was concerned that we as educators can't control children's actions on the internet at home. Susan Reeves agreed with this idea. Sherry Martin discussed items covered in CHAMPS. Detective Joe McDonald spoke of training being done concerning drugs with mentors, inmate work force, home life of the children is out of our control. Anita Walker commented that sometimes the children use the bullying education information against us. They complain of being bullied more often after training. She supports character education. Student inter-relationships possibly should be taught. Susan Reeves found data to aid in the discussion. After an extensive, large group discussion covering many related topics, table discussion was held to hopefully reach consensus.

Dr. Evans then discussed Strategic Goal Areas. Student Achievement, Student & Stakeholder, Internal Process, and Learning & Growth are areas that keep us functioning. These are keys areas. We may add other areas to these. Group discussions were held on our Common Wants, etc. and to place each listed desire under one of the Strategic Goals Areas. Groups were formed to discuss Strategic Goal Areas for Pickens County. Student Achievement, Student & Stakeholder Involvement, Internal Processes, Professional & Organizational Development were chosen. Dr. Evans asked everyone to continue to work in groups and list the Common Wants, etc. under the newly chosen Strategic Goal Areas for Pickens County. Lengthy discussions were held and lists were made. These lists were posted on charts. Dr. Evans discussed in detail all proposals and gave guidance.

The groups were then asked to establish Performance Objectives, 1) Initiatives – Action steps, etc. This work continued until the lunch hour@ 11:30 am.

12:30 pm – Meeting reconvened.

Dr. Evans appointed committees for the Action Teams and asked for approval.

- **Student Achievement** – Dr. Nonnie Weeks, Jill Liberatore
- **Stakeholders** - Amberle Godfrey, Dr. Lonnie Dikowski, Eric Norris
- **Internal Process** – Dr. Lisa Galloway, Dr. Chris LeMieux, and Shelia Wilson
- **Professional and Organizational Development** – Susan Reeves and Anita Walker

Dr. Evans explained the next steps of this process. Action teams will bring recommendations back to this team for approval. The plan will then be presented to the BOE for review. Afterward, it will be available for public input.

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After 30 days, the plan will be approved by the board. The district and schools will align improvement planning with the adopted strategic plan. A majority vote was taken with to proceed as planned.

Dr. Desper closed the meeting.

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March 9, 2012

Minutes of Action Team Meeting

Welcome – Dr. Ben Desper

Introduction of Dr. Georgia Evans

Dr. Evans identified the members of the Strategic Planning Team that were also serving on the Action Teams and dispersed the agenda for the day. She asked that each team introduce themselves to their team members.

The Action Teams were given a brief overview of the Strategic Planning process, and the work accomplished by the Strategic Planning Team. Dr. Evans explained the role of the Action Teams to the four groups. The Continuous Improvement Model was explained. The Strategic Planning Team had worked to answer the three questions of Who are we? Where are we now? Where do we want to go?. The Action Teams will work to answer the two questions of, “**How will we know when we have arrived?” & “How do we plan to get there?”** The four Action Teams will focus on Performance Measures, Targets, and Initiatives for their Strategic Goal Area.

Dr. Evans introduced the new vision and mission for Pickens County Schools that was developed by the Strategic Planning Team.

New Vision: “Graduation and Life Preparation for ALL”

She asked each group to discuss the new vision and decide what the vision means to them. Comments were:

- This vision will include ALL our students,
- The vision recognizes that everyone will not go to college, but will be successful and ready for a career.

All attending were pleased with the new vision statement.

Pickens’ Mission

New Mission: We will educate our students in a safe, nurturing, and fiscally responsible learning environment that holds the highest expectations.

Todd Geren commented on the mission. He felt the mission was more inclusive of parents and the community in the process of a child’s education.

Time was given for each group to look over the data notebook that was used in the first Strategic Planning meeting. The typed notes from the two days with the Strategic Planning Team were distributed to the Action Teams. Dr. Evans asked that everyone review these notes and be able to discuss them after the break.

Meeting resumed at 10:00 AM

No comments from data notebook and notes from the Strategic Planning Team meeting were addressed.

Strategic Goal Areas were identified. Dr. Evans discussed the Performance Objectives. Time was given for each team to look over the respective areas that they will be working on.

The Pickens County Strategy Map, developed by the Strategic Planning Team, was given to everyone. Dr. Evans discussed the map. She identified the co-chairs for each action team.

Internal Processes: Dr. Lisa Galloway, Dr. Chris LeMieux, & Sheila Wilson

Professional Learning: Susan Reeves & Anita Walker

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Stakeholder Involvement: Dr. Lonnie Dikowski, Amberle Godfrey, & Eric Norris

Student Achievement: Dr. Nonnie Weeks & Jill Liberatore

Dr. Evans reviewed what each Action Team is responsible for and handed out a sample action team template to each group. A few moments were given for everyone to review and discuss their group's template. Each of the columns on the template were explained and each action team was provided an electronic copy of the template.

Additional reminders about the action team's responsibility were given: (1) Actions on the Strategic Plan will have to be measured and tracked over the 5 years. (2) The Strategic Plan will give guidance to the districts budget, consolidated application, and to school improvement plans.

Each group was ask to decide dates and times when their Action Teams would meet. They also needed to decide who will be responsible for typing their team's work. The final submission date for each action team's completed work is May 14, 2012. This will give Dr. Evans time to review the work and have it ready for the Strategic Planning team's meeting that will occur during post planning. The teams were given time for discussion.

Lunch Break – 11:15 AM

Teams met back after lunch to begin work in their respective areas. Dr. Evans provided assistance and answered questions. She gave everyone her contact information encouraging teams to email or call her at any time if there is a question. The Pickens County Schools Strategic Planning team will meet during post planning to review all recommendations put forth by the Action Teams.

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May 22, 2012

Minutes from Pickens County Strategic Planning Meeting

Dr. Ben Desper called the meeting to order and welcomed the Strategic Planning Team members back.

Dr. Georgia Evans introduced the agenda for the day. (1) Review the work that has been done by both the Strategic Planning Team and the Action Plan Teams; (2) Made recommendations about the action plans; (3) Reach consensus on the action plans; and (4) Discuss Next Steps. Dr. Evans reviewed the norms of behavior with the group, which included everyone be honest, participate, and voice all opinions and ideas.

The Strategic Planning Pyramid was presented to the group to review the work that has been done previously by the Strategic Planning Team (Mission, Vision, Principals; Strategic Goals; Performance Objectives; and Strategy Map). Dr. Evans explained that the Action Planning Teams had completed the Initiatives & Action Steps, Performance Targets, and Metrics / Targets on the pyramid. The school improvement plans, the last part of the pyramid, will be connected to the Strategic Plan to ensure that the plan is cascaded down to each school.

The previous and new vision statements and the old and new mission statements were reviewed. Copies of the notes from the two days of Strategic Planning in February were given to the group and they were asked to examine the notes. While copies of these notes had been electronically sent to the group after the February 10 & 13 meeting, it was important for all team members to become familiar again with the S.W.O.T analysis and identified needs for Pickens' County School System. Participants were reminded about the development of the four Strategic Goals and Performance Objectives by the distribution and review of the Pickens' County Strategy Map.

Dr. Evans explained that after the two days of Strategic planning Action Teams Chairs and Co Chairs were appointed to guide the work of building Action Plans for one Strategic Goal Area. The Action Teams have worked over a span of 2 months to complete a plan. A list of the Action Team members was distributed.

Dr. Georgia Evans explained the process that would be used during the Action Team presentations.

- (1) The chair and co-chairs would go over the Initiatives and Action Steps with the group. Including additional information that was pertinent to their plan.
- (2) Individuals would review the full plan and discuss it with others at their table. Any areas needing change / revision would be noted, but not discussed until after all plans had been presented.
- (3) Questions would be asked of the chair and co-chairs before moving on to the next presentation.

Student Achievement: Co Chairs - Dr. Nonnie Weeks & Jill Liberatore

Dr. Nonnie Weeks presented the plan. She introduced the members of the action plan group and explained the process of their work. Jill Liberatore presented the Initiatives and discussed each area in depth. Initiatives included: CCGPS, Data-Driven, Technology, Differentiation, and Assessment. Dr. Evans directed each group to discuss the work of the Student Achievement Action Team.

Questions – None offered.

Internal Processes: Co Chairs - Dr. Lisa Galloway, Dr. Chris LeMieux, & Shelia Wilson

Dr. LeMieux introduced his Action Team. This team had seven performance objectives. Dr. Desper commented that parent concern is great for the internal processes of the school system. The Improve Technology Infrastructure was discussed. Joey Satterfield – Technology reported on several items on this plan and changes that will need to be made. Great concern for Filling out Free and Reduced Lunches was discussed. Provide meals

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that reflect nutritional guidelines, Increase student participation in the school cafeteria meal programs at each school, and Maintain Facilities were covered.

Shelia Wilson reported on Ensure a Safe School Environment. She told of all the avenues that had been explored. Rick Little announced a meeting that will be held soon to address these issues. Mrs. Wilson reported the open cell phone policy at PHS is working well. Rick Little reported on the camera system that is on our buses and a GPS tracking system. Dr. LeMieux spoke on Transport students in a safe and efficient manner. Dr. Desper offered information on SPLOST funds concerning how the money can and can't be spent. Operate in a fiscally responsible manner was discussed by Dr. LeMieux. Dr. Desper discussed the increase of employee insurance costs, reductions in Title I money, and the budget in general. Recruit and retain highly qualified/effective staff was addressed by Dr. Lisa Galloway.

Participants were asked to review the Action Plan. A short break was held.

10:30 am – Meeting resumed

Student and Stakeholder Involvement – Co Chairs: Eric Norris, Dr. Lonnie Dikowski, & Amberle Godfrey

The following initiatives were presented by Eric Norris: Identify and Utilize Community Resources, Foster Positive Relationships Among All Students and Stakeholders, Positive Opportunities for Stakeholder Education, Increase Stakeholder Communication, and Develop District Wide Communication Plan. The chair and co-chairs discussed that school systems do not seem to have communication plans, these are more in the business world.

A short break for discussion was held and team members were given an opportunity to ask questions. Comment - Debbie Roper, a Facebook site would be beneficial, with controls on comments.

Organizational Growth & Improvement – Co Chairs: Susan Reeves and Anita Walker

Anita Walker presented the following initiatives Develop a system-wide Professional Development Plan, Provide Training for Support Staff, Provide Professional Learning Opportunities for Certified/Professional Staff, Provide Learning Opportunities for Stakeholders, A short break for discussion was held, and everyone was given a opportunity to ask questions about this action plan.

Dr. Georgia Evans asked everyone look over all plans and write their recommendations. A few moments were given for this purpose.

RECOMMENDATIONS

Student Achievement:

- Revised Performance Objective – Change Improve Test Scores to Improve Student Performance.
- Performance Objective – Change Utilize Performance Based Assessment to Utilize Formative and Summative Data
- Utilize Performance-based Assessment will become an initiative
- Diff. Initiative - HiQ will become “teachers with content related knowledge”
- Truth in Grading needs “county-wide” in action step #2 (Change Truth in Grading to Standardizing Grading Practices)
- 100 percent of parents notified needs to change to documented attempts to notify 100% of parents

Internal Processes:

- Verbs, wording revisions
- Joey's recommendations

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- Remove “School Dude” replace with “IT requests”
- Pg. 4 Replace Good Touch/Bad -remove anything vendor specific reference. Consider Personal Safety Training

Student & Stakeholder Involvement

- Pg. 2 Explore Alert Now translation options
- Increase stakeholder communication
- Utilize appropriate social media communication options
- Pg. 2 Stakeholder Ed – include GA College 411 and other post-secondary resources

Organizational Growth and Improvement

- Pg. 2 PBIS to EBIS
- Pg. 2 Academic Coach PL + (combine w/) Support Special Needs Groups. Specialized Training Initiative is an option.
- Media Specialists , others

It was noted that the entire document need to be proofread.

Dr. Evans told the group that the changes will be made, and the plans will be emailed to the entire Strategic Planning Team for final approval. Afterward, Dr. Desper will present the plan to the Board of Education.

Dr. Desper thanked everyone for their work and closed the meeting.