






White County School System Strategic Plan FY22 - FY26


Strategic Goal Area I: Teaching and Learning				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
	Metrics & Measures			
<div></div> <div>1. Prepare students for college, career and life in a globally competitive economy</div>	1.1 Increase or maintain a 4-year graduation rate	College and Career Readiness	Use data-based approach to identify at-risk students	Student Services
			Select and implement research-based interventions for at-risk students in all grade bands	Student Services
			Individual advisement meetings with students in grades 9-12	Secondary Curriculum and HS Admin
			Develop districtwide Dropout Prevention Plan	Student Services and Curriculum
	1.2 Percentage of seniors that compete a CTAE, advanced content, fine arts, or world language pathway		Provide career activities for 6th-8th grade students that connect to CTAE pathways in high school	Middle School and High School Admin
	1.3 Number of students that earn credit for accelerated enrollment through dual enrollment or advanced placement (AP) courses		Provide Dual Enrollment and AP information to students and parents through meetings, individual and group advisement, and digital platforms	Secondary Curriculum and HS Admin
	1.4 Percentage of AP exam scores of 3 or higher		Provide learning opportunities and instructional resources for AP teachers and students	Secondary Curriculum and HS Admin
	1.5 Number of reading above grade level based on Georgia Milestones		Implement a systematic approach to reading instruction in grades K-5	Elementary Curriculum
			Use MTSS to identify students reading below grade-level and assign appropriate interventions.	Student Services
			Develop a Dyslexia Task Force to develop processes that are compliant with state law and policy	Student Services
	1.6 Percentage of students enrolled in post-secondary school the year after graduation (GOSA lagging data)		Develop and monitor a Transition and Workforce Development Plan	Secondary Curriculum and HS Admin
			Review and evaluate transition plan from 8th to 9th grade	Secondary Curriculum and HS Admin

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<div></div> <div>2. Increase student achievement and growth</div>	2.1 GA Milestones scores in Grades 3-12 in ELA, math, science and social studies for all students	Coherent Instructional System	Administer NWEA MAP Growth to students in grades K-8 and MAP Fluency to students in grades K-5 and use the resulting data to target instruction in reading and math	Elementary and Secondary Curriculum
			Use common unit assessments and benchmark assessments to monitor student achievement and growth	Elementary and Secondary Curriculum
			Review and evaluate Instructional Frameworks, Curriculum Maps, Pacing Guides and instructional materials for all content and grade levels	Elementary and Secondary Curriculum
			Use a systematic process to identify at-risk students, followed by the implementation of research-based interventions that target the identified skill deficit.	Student Services
	2.2 Increase the number of students in grades K-8 that meet NWEA MAP fall to spring growth goal in math and reading		Use diagnostic assessments in grades K-5 to implement targeted reading instruction for struggling readers	Student Services and Elementary Curriculum
			Use specialized personnel to remediate in ELA and Math	Elementary and Secondary Curriculum, MTSS Coordinator
			Use PLT to ensure a common understanding of the standard, establish learning targets, and evaluate assessments.	Elementary and Secondary Curriculum
			Develop a Literacy Leadership Team comprised of K-5 teachers and staff to collaborate to plan, develop, create, and sustain literacy initiatives within the district that support sustained reading growth for all students in grades K-5.	Elementary Curriculum


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 3. Provide high quality professional learning to support student achievement	3.1 Number of students achieving at the Proficient or Above level on Georgia Milestones and/or the number of students performing above the average RIT score on NWEA MAP	Building Staff Capacity	District and school leaders will work together to identify needs and coordinate professional learning that support district initiatives.	Curriculum Directors, Principals, Student Services Director, Federal Programs Director
			Collaborate with Pioneer RESA and Georgia DOE Office of Rural Education and Innovation to offer Language Essentials for Teachers of Reading and Spelling (LETRS) training, ensuring teachers and staff receive job-embedded professional development in the Science of Reading.	
			Develop, implement, and support teachers and staff in Dyslexia training, including attaining Dyslexia Endorsements	
	3.2 Percentage of teachers that believe the job-embedded PD is Effective or Very Effective on annual Personnel Survey		Conduct and analyze participant surveys after each professional learning activity	Federal Programs Director
	3.3 Number of professional learning opportunities provided by the Technology Team		Establish and use a Technology Team comprised of school-level staff and teachers to support district and school technology initiatives	Curriculum Directors, Technology
	3.3 Number of teachers who complete the Aspiring Leaders Program	Leadership Development	Implement a formal leadership program that provides educators with the knowledge, skills, and experiences that will help them become effective leaders	Secondary Curriculum Director
	3.4 Coaching effectiveness as measured by the pre-to-post assessment completed by each principal		Provide a formalized coaching program for school leaders that includes group meetings, individualized sessions (both in-person and virtual), and a book study	Curriculum Directors, Principals
	3.5 Participant satisfaction with the Teacher Induction Program	Teacher Induction Program	Maintain a quality Teacher Induction Program for induction teachers by providing a trained veteran teacher mentor to assist and support the induction teachers throughout the first year of classroom teaching.	HR Director

Strategic Goal Area II: Culture/Climate				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
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<div></div> <div>4. Support the well-being of all students</div>	4.1 Decrease the % of elementary school students absent more than 10% of enrolled days.	Attendance	Review attendance policy and procedures for each grade band	Student Services and School Admin
	4.2 Decrease the % of middle school students absent more than 10% of enrolled days.		Implement research-based truancy-prevention programs for each grade band	Student Services
	4.3 Decrease the % of high school students absent more than 10% of enrolled days.		Review and/or develop standardized attendance protocols implemented during MTSS or At-Risk meetings	Student Services and School Admin
	4.4 Decrease the number of students in grades 6-12 that have seriously considered harming themselves on purpose on more than 3 occasions. GSWS Q#17	Mental Health	Employ qualified personnel to address mental health crisis incidents and mental health interventions for non-crisis needs	Student Services and HR Director
			Develop and/or maintain partnerships with community mental health support agencies to provide onsite counseling services for students in grades K-12	Student Services
	4.5 Increase the number of students in grades 3-5 who believe there is always an adult at school who will help them (GHSQ #11)		Train 100% of certified staff on practices that support student health and wellness	Student Services
	4.6 Reduce the number of crisis incidents of self-harm or suicidal ideations		Increase student awareness of mental wellness through social media campaigns and print media messaging	Student Services
			Implement a peer led, evidenced-based positive social norm initiative in grades 6-8	Student Services
	4.7 Increase the number of students receiving mental health support by 3%		Implement Dialectical Behavior Therapy program, an evidence based cognitive behavioral therapy, in grades 6-8	Student Services
	4.8 Maintain participation in school nutrition breakfast and lunch program above the state participation average		School Nutrition Participation	Promote breakfast and lunch program through social media, direct communication with students, and at principal meetings
Provide support to academic initiatives (Culture Day, Farm-to-Table, etc.)		School Nutrition Director		

Strategic Goal Area II: Culture/Climate				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
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 5. Create and maintain a positive and academically challenging environment for students	5.1 Decrease the number of office referrals in elementary school	Behavioral Supports	Develop a longitudinal behavioral framework that includes common language, student and teacher expectations, and behavior strategies.	School Admin
	5.2 Decrease the number of behavior incidents resulting in ISS or OSS for students in grades 6-12		Implement and use a Behavior Screener in grades K-8 to identify students who need behavior support	Student Services and School Admin
	5.3 Decrease the number of students in grades 3-5 that believe they have been picked on by their peers by frequently being left out (GSHS #15)		Implement and evaluate the character education program in grades K-5	School Admin
			Implement and evaluate the character education program in grades 6-8	School Admin
			Implement and evaluate the character education program in grades 9-12	School Admin

Strategic Goal Area III: Operations				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
	Metrics & Measures			
<div></div> <div>6. Ensure safe, efficient and effective environments for students and staff</div>	6.1 Number of safety prevention activities in the schools	Safety and Security	Conduct monthly fire drills in each school.	Asst. Super/School Admin
			Conduct severe weather drills in each school twice each year	
			Conduct active intruder drills in each school twice each year	
			Conduct one large-scale active intruder drill in coordination with local agencies and/or GEMA	Asst. Superintendent
			SRO's in every school providing multiple daily walkthroughs	Asst. Superintendent
			Bi-annual EMA/HLS security walkthroughs	
	6.2 Number of privacy-compliant digital instructional tools in approved library		Review Worker's Compensation incidents and causes annually	HR Director
			Conduct transportation safety drills and emergency evacuation bi-annually	Transportation Director
			Review policies and practices on protecting student data, including digital instructional resources	Technology Director
			Monitor student bus safety through the use of cameras, GPS devices, student training, etc.	Transportation Director
7. Acquire and retain high-performing staff	7.1 Number of teachers that meet professional qualifications	Professionally Qualified Staff	Develop best practices, train staff, and oversee the hiring processes for all areas	HR Director
			Participate in Professional Learning regarding state certification requirements Professional Qualifications	HR Director and Federal Programs Director
			Schedule periodic meetings with district and school personnel to review and project personnel needs.	HR Director and School Principals
			Monitor retention rates and certification levels for certified and classified staff annually	HR Director
	7.2. Ensures compliance with Federal & State employment laws, and updates local policies	Compliance	Attend legal conferences	HR Director
			Attend Georgia Association of School Personnel Administrators conference	
			Review and update local board policies as needed to comply with new legislation	

Strategic Goal Area III: Operations				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
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8. Utilize financial resources effectively and efficiently	8.1 Annual Audit with no findings	Operational Processes	Monitor internal controls to ensure best practices	Finance Director, Federal Programs Director, School Nutrition
			Conduct regularly scheduled bookkeeper meetings and school activity account internal reviews	Finance Director
			Participate in training opportunities	Finance Director
	8.2 Maintain healthy fund balance	Resource Allocation and Evaluation	Conduct Comprehensive Needs Assessment to identify and prioritize needs before allocating resources	Superintendent, Finance Director, Federal Programs Director
			Monitor revenues and expenses on a periodic basis	Finance Director, School Nutrition Director
9. Provide the technology infrastructure and devices to promote innovation in teaching and prepare students for a changing technological landscape	9.1 Number of teacher and student devices	Device Management	Purchase devices based on established technology rotation	Technology Director
	9.2 Usage reports from purchased programs	Instructional Technology	Evaluate usage reports from each program during the data review and school improvement plan development	Curriculum and Technology
	9.3 Effectiveness Analysis		Evaluate the effectiveness of digital edtech tools and use the data in school improvement plans	Curriculum and Technology
	9.4 Network Security	Network Security	Continuously monitor and scan network for unusual activity	Technology Director
			Maintain industry standards for cybersecurity and perform security patches as needed	
			Evaluate system by utilizing the State DOE scanning tools such as BitSight and maintain and "Advanced" level score of at least 780	
10. Expand and maintain facilities that promote a safe and healthy learning environment and meet the needs of the students	10.1 Facility Plan	New Construction	Annual review of Capital Outlay Plan to maintain up-to-date and safe facilities	Assistant Superintendent
		Maintenance of Existing Facilities	Maintenance staff will conduct routine facility evaluations to ensure buildings are in working order	Assistant Superintendent (All facility upgrades), School Administrators, and School Nutrition Director (cafeteria upgrade)

Strategic Goal Area III: Student, Family & Community Engagement				
Performance Objective	Performance Measures	Initiative	Action Steps	Person(s) or Department(s) Responsible
	Metrics & Measures			
 11. Promote a positive school system image through improved communication and branding	11.1 Increase the number of stakeholders that visit school website, district/school app, and social media outlets	Communication System	Purchase comprehensive communication system to support consistent, timely and relevant communication with stakeholders.	Secondary Curriculum Director
			Redesign district and school websites to support consistent branding and uniformity	
			Standardize teacher-parent communication through the use of a district app	
			Develop and implement a consistent WCSS brand used in all communications	
12. Increase family engagement	12.1 Increase the number of parents who participate or attend school-related events	School-Based Engagement Opportunities	Use prior year survey data to customize parent engagement opportunities	Federal Programs Director
			Provide parent engagement opportunities for transition years (PreK - K; 5th - 6th; 8th - 9th)	School Admin
			District team will participate in the Authentic Family Engagement Certification Program	Student Support Coordinator, Federal Programs Director
			Train staff on the importance of building parent capacity and strategies for communicating with families	Federal Programs Director
13. Pursue partnerships with parents, community and higher education	13.1 Increase the number of community partners	Community Partners	Evaluate the benefits of creating a Partners in Education program	
	13.2 Increase the number of community volunteers		Create and maintain a list of community partners	
	13.3 Increase the number of community partners who attend meetings in an advisory capacity		Evaluate the benefits of a community partner recognition program	