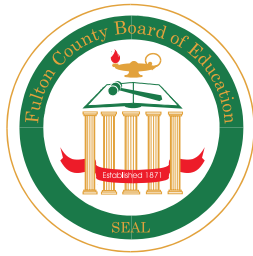


OUR GOAL IS  
TO PREPARE ALL  
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PURSUE AND SUCCEED  
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PATHS.



# **FULTON** Strategic Plan 2022

*Where Students Come First*



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## OUR VISION

Is for all students to learn to their full potential.

## OUR MISSION

Is to educate each student to be a responsible, productive citizen.

## WE BELIEVE IN

- Empowerment of local school communities through our charter district
- Engaged families, communities, staff and students
- Robust options for our diverse communities
- Commitment to excellence
- Trust and honest communication
- Transparency and accountability
- Academic achievement and talents
- Many voices supporting one system
- Personal responsibility
- Data-driven decision-making
- Continuous improvement
- Safe, nurturing and respectful environments

## VALUE STATEMENTS

- Each Fulton County school will educate every student to his/her fullest potential.
- Fulton County will engage parents and the community as key partners in the educational process.
- Each Fulton County school will be the preferred school for its students and parents.
- Each Fulton County school will provide greater value for each child's educational experience when compared to top-performing public and private schools in the nation.
- Fulton County schools will prepare each student to excel in a rapidly changing global society.
- Fulton County schools will graduate students prepared and equipped to pursue their goals.



Our goal is to prepare all students to graduate ready to pursue and succeed on their chosen paths.



**STUDENT ACHIEVEMENT**

We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.



**PEOPLE AND CULTURE**

We provide a welcoming environment and positive school and district culture for students, families and employees.



**COMMUNITY COLLABORATION**

We engage families, community members and civic organizations as active partners.



**FISCAL RESPONSIBILITY**

We manage and protect public funds and assets through efficient and effective use of available resources.

**EFFECTIVE COMMUNICATION**

At Fulton County Schools (FCS), we are dedicated to **our mission to educate every student to be a responsible, productive citizen**. We also are committed to **our vision that all students will learn to their full potential**. This strategic plan provides a focus for our district’s work to support that mission and vision by identifying our top priorities for the next five years.

We know that a high school diploma is critical for today’s students, but a diploma alone is not enough to ensure success after high school. With that in mind, we will ensure that FCS students graduate prepared to pursue their chosen paths — whether college, career or military — and to succeed on those paths after high school. To support this goal over the next five years, we will focus deeply on student achievement, develop effective school and district cultures, engage families and community members, promote fiscal responsibility and focus on effective communications with all stakeholders. These will be our top priorities across the district and the things we aim to be known for in the years to come.

# HOW WILL WE MEASURE AND ACHIEVE SUCCESS?

We have identified the outcomes and initiatives that will drive our work as we implement this plan. In the coming months, we will also engage stakeholders with the identification of numeric targets that represent ambitious outcomes for our students and schools.

**Our goal is to prepare all students to graduate ready to pursue and succeed on their chosen paths.**



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### OUTCOMES: HOW WILL WE MEASURE SUCCESS?

**3rd grade literacy:** Increase the percentage of students reading at or above grade level in 3rd grade

**Middle school proficiency:** Increase the percentage of students who score proficient on nationally norm-referenced assessments in core subject areas by 8th grade

**On-track for graduation:** Increase the percentage of 9th graders earning course credits needed to be on-track for graduation and the percentage of 10th graders meeting the college readiness benchmark on the PSAT

**Student success skills:** Increase the percentage of students who demonstrate mastery of academic and interpersonal skills needed for college, career and life success

**School and district culture:** Increase the percentage of families and students who would recommend FCS as a place to attend school to a family member or friend

**Staff engagement:** Increase the percentage of employees who would recommend FCS as a place to work to a family member or friend

**Teacher retention:** Increase retention of teachers beyond their 5th year

**Partnerships:** Increase the percentage of schools with impactful partnerships that align to school goals

**School governance:** Increase the percentage of effective School Governance Councils

**Family engagement:** Increase the percentage of families who feel empowered to support their students' educational journeys

**Funding to schools:** Maintain a high percentage of the overall budget that directly supports schools

**Budget management:** Review and report the variance of budgeted and actual revenues and expenditures, while considering long-term budget impact

**Transparent and efficient management of local funds:** Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

### INITIATIVES: WHAT WILL WE DO TO ACHIEVE SUCCESS?

**Student-focused learning:** Through our charter district, schools provide students the tools, strategies and learning environments to build the essential skills necessary to pursue their paths of choice

**School Strategic Support Model:** Provide differentiated resources and support to schools based on school performance

**Focus on culture:** Define what constitutes a "strong and welcoming culture," instruct and train school and district personnel and assess whether the culture is effectively implemented and practiced in our schools and departments

**Leadership development:** Build the capacity of principals

**Shared governance and ownership:** Provide schools, families and communities with a framework that includes training and coaching for shared governance and ownership through our charter district

**Community champions:** Cultivate and sustain community champions to support student achievement

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

**Competitive salary:** Develop a long-term approach to salary and compensation to remain regionally competitive supported by available resources



# HOW WILL WE SUPPORT SCHOOLS TO ACHIEVE THESE OUTCOMES?

To support this plan, Fulton County Schools will ensure that all students learn to their fullest potential by developing and investing in a Strategic Support Model. This model will pair resources with flexibility and accountability to empower schools and communities so they can continuously improve outcomes for all children and prepare them to succeed on their chosen paths.

**Schools will receive support and resources depending on their performance levels:**

## PERFORMANCE LEVELS

INTENSIVE SUPPORT	TAILORED SUPPORT	FLEXIBLE SUPPORT
Academic supports, leadership and system development, wraparound supports, literacy and math supports	Funds for academic improvements	Flexible funds



Resources will be based on performance, with the goals of improving ratings on the College and Career Ready Performance Index (CCRPI) for low-performing schools and empowering communities to deepen the school/community connection for high-performing schools. This approach will allow us to use resources more efficiently in low-performing schools, while providing flexibility to meet community needs for high-performing schools.



## ASSOCIATED INVESTMENTS



# WHAT DOES THIS MEAN FOR MY SCHOOL OR DEPARTMENT?

While the strategic plan provides a focus and a framework for our district, implementation will happen in individual schools and departments. Use this template to begin to connect the work of your school or department to this plan.

## FOCUS AREAS:



### Student achievement

*We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.*



### People and culture

*We provide a welcoming environment and positive school and district culture for students, families and employees.*



### Community collaboration

*We engage families, community members and civic organizations as active partners.*



### Fiscal responsibility

*We manage and protect public funds and assets through efficient and effective use of available resources.*

## OUTCOMES: HOW WILL WE MEASURE SUCCESS?





July 2017

*Fulton*  
County Schools  
Where Students Come First

6201 Powers Ferry Road | Atlanta, Georgia 30339

470-254-3600 | [www.fultonschools.org](http://www.fultonschools.org)

[Twitter.com/FultonCoSchools](https://twitter.com/FultonCoSchools) | [Facebook.com/FultonCountySchools](https://facebook.com/FultonCountySchools)

Equal Opportunity Agency, Compliance Coordinator: 470-254-4585 • TTY 1-800-255-0135