

Our vision is to  
empower students to  
achieve their maximum  
potential for lifelong  
success.



# ***BALDWIN COUNTY SCHOOL DISTRICT***

## **Strategic Plan 2019-2024**



Milledgeville, Georgia

## LETTER FROM THE SUPERINTENDENT



*Dr. Noris Price*



Dear Baldwin County Community,

Every five years it is the responsibility of the Baldwin County School District to put together a strategic plan that outlines our goals and objectives for all of our students and schools in the county. This process is critically important, as it is also the process by which our district receives its accreditation.

In years past, the Baldwin County School District brought in representatives from every corner of our community. We reached out to our parents, teachers, paraprofessionals, school and district leaders, support staff, business leaders, community members, and local elected officials. We ensured the necessary time to build a large and diverse group of stakeholders whose experience and input would help us create the best possible school district for all of the students and families in Baldwin County.

Yet, this cycle of strategic planning has been different. We have taken the same steps as before, bringing in all four stakeholders with whom to collaborate; however, we have added an entirely new partnership to the process. This new strategic plan has been written in partnership with the Ford Next Generation Learning Foundation, providing us with unique and innovative 21<sup>st</sup> Century ideas that will help make our schools become stronger and better than ever before.

Our partnership with Ford Next Generation Learning has organized numerous community events throughout the planning process to solicit feedback from our stakeholders and general public to develop their ideas into concrete and actionable plans. This process has been intensive and inclusive at every turn. We have explored all available options, many meaningful ideas, and as a result, the following plan is the result of months of work focused on how to make our great school system even better. The plan reflects your feedback and priorities that you have identified as necessary for the Baldwin County School district to move forward and create a brighter future for our students.

As Superintendent, I am incredibly thankful for all of the support from our Baldwin County School District family and the community at large as we have taken on this challenge. The launch of the 2019-2024 Strategic Plan provides an exciting new chapter for the Baldwin County School District and its future. We are looking forward to the expansion of future successes within our schools because of the improvements we are making together.

Sincerely,  
Dr. Noris Price,  
Superintendent  
Baldwin County Schools



## ABOUT OUR COMMUNITY

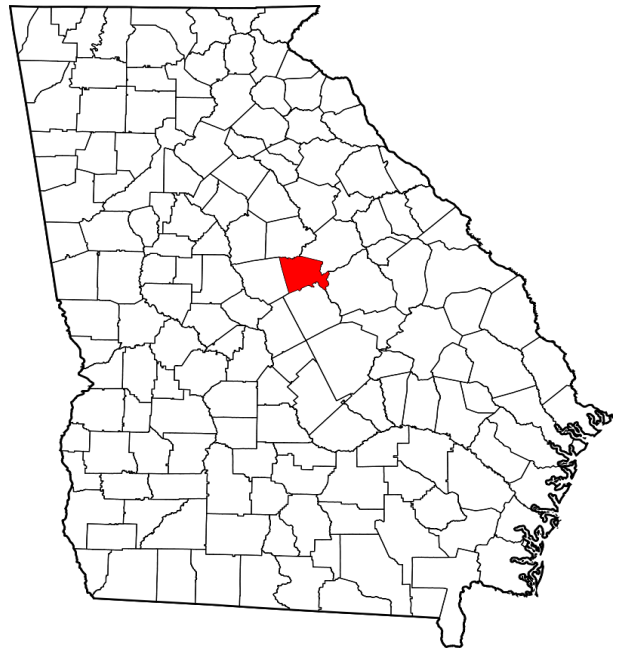
**B**aldwin County, located in Middle Georgia, is 115<sup>th</sup> in size geographically among the state's 159 counties and comprises 267.5 square miles. Milledgeville is Baldwin County's only city, but is also home to Hardwick, an unincorporated community.

The county's population in 2017 was 44,906 and has decreased by two percent since 2010. The population is composed of 54.2 percent White, 42.4 percent Black, and 2.2 percent Hispanic and 2.2 percent other.

Recently declared, "the cleanest lake in the state of Georgia," Lake Sinclair boasts over 500 miles of shoreline.

Milledgeville was founded in 1803 around a series of beautiful squares and wide streets. The new Georgia capital city was carefully planned with design elements from Savannah, Georgia and Washington, D.C. For much of the county's history, Baldwin County was known for being home to the once world's largest mental institution, Central State Hospital. Today the major components of the county's economy are higher education, industry, small businesses, and service occupations. These components also provide the majority of the employment opportunities in the county. Unemployment in Baldwin County has been gradually decreasing since 2010 and is currently at 5.6 percent. The median household income in 2016 was \$34,595 compared to \$53,559 for the state of Georgia. In 2016, 26 percent of the county's population was in poverty in 2016 compared to 16 percent for the state.

persons 25 years or older hold a bachelor's degree or higher. Baldwin County has 26 licensed day care centers/child care providers and has four private schools, 2 offering pre-kindergarten as well. The schools have a total enrollment of approximately 5,200 students. The county has three public post-secondary institutions; Georgia College, Georgia Military College, and Central Georgia Technical College.



Educational data for 2012-2016 indicates that 81.7 percent of Baldwin County citizens 25 years and older are high school graduates or higher. 18.4 percent of

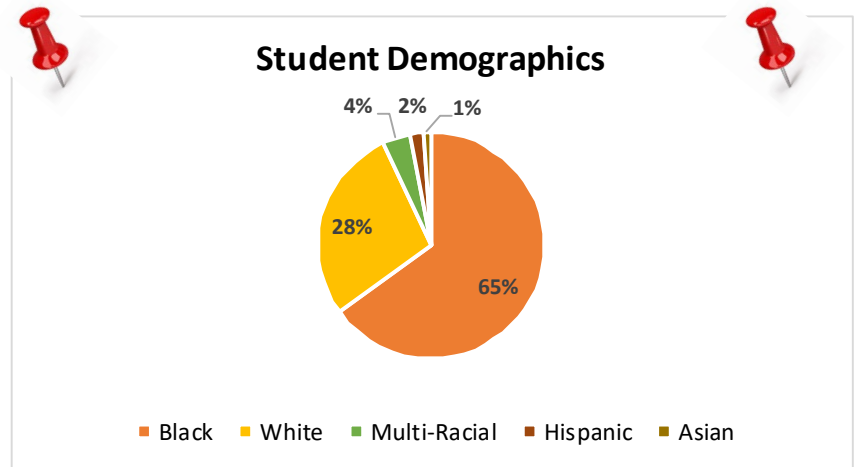


# Baldwin County Schools

## At-A-Glance...

### 6 Schools:

- ◆ **2** Primary
- ◆ **2** Elementary
- ◆ **1** Middle
- ◆ **1** High



### 6 Programs:

- ◆ Georgia College Early College
- ◆ Early Learning Center
- ◆ Montessori Academy
- ◆ College & Career Academy
- ◆ Ombudsman
- ◆ Baldwin Online Academy
- ◆ Free and Reduced Price Meals— **84%**
- ◆ Gifted Students— **7%**
- ◆ Special Education— **11%**
- ◆ Dual Enrollment— **1800 College Credits Earned**
- ◆ Pathway Completers— **167**
- ◆ Graduation Rate— **92%**

**5200 Students**

**848 Employees**

**Budget: \$44,758,864**

**Committed to Excellence**



## OUR STRENGTHS:

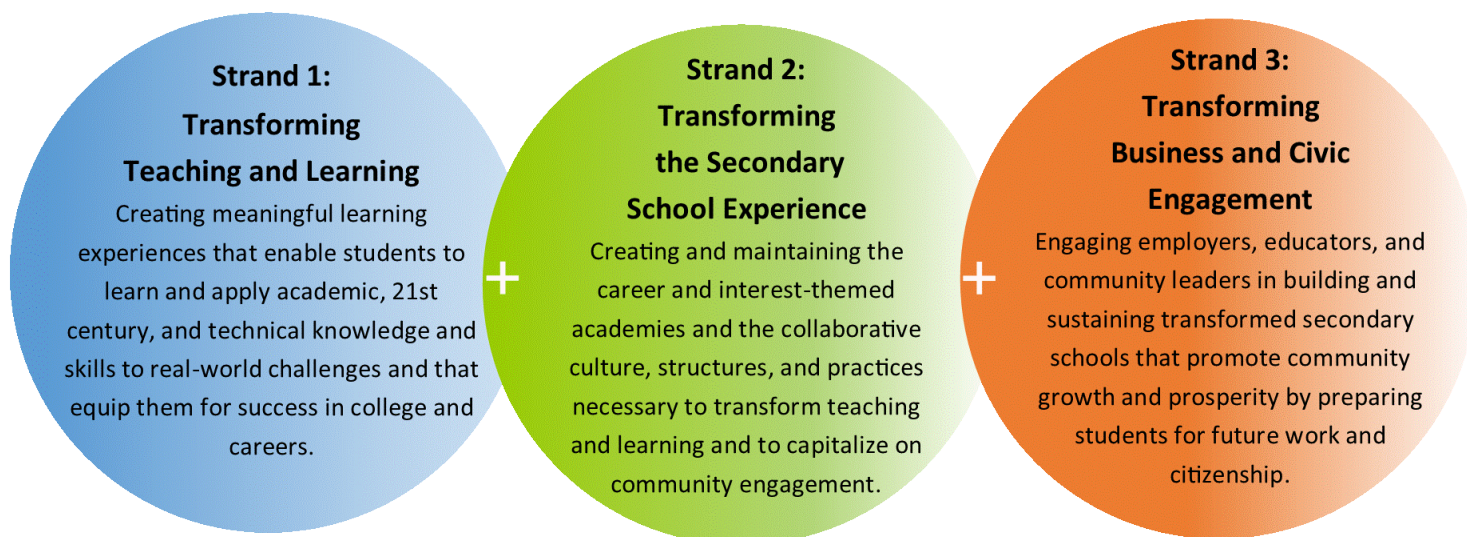
In Baldwin County and the city of Milledgeville, Georgia, we house three institutions of higher learning in the beautiful area surrounded by Lake Sinclair: Georgia Military College, Central Georgia Technical College, and Georgia College and State University. Baldwin County is easily accessible for business from I-20, I-16 and I-75. A railway runs through downtown, along with an airport nestled against Lake Sinclair. Navicent Health Baldwin is a reputable hospital serving many towns in the surrounding area. The Chamber of Commerce and the community partnerships are strong within the area as many businesses support the community and Baldwin County School District.

The Baldwin County School District is supported by the community and offers a plethora of options connected to academics: the college and career academy, dual enrollment, fine arts programs, athletics, and Junior Reserve Officers Training Corps. Baldwin County Schools offers a rigorous curriculum to meet the needs of its diverse student population. The Early Learning Center, Montessori Program, Georgia College Early College and Baldwin Online Academy offers comprehensive services to all children which includes academic rigor, support to families, and preparation for students to graduate college and/or career ready. The Baldwin County School District is continually working together with the community to form a stronger relationship that will benefit the schools and the workforce for many years to come.



# STRATEGIC PLANNING PROCESS

Developing the strategic plan was a collaborative process and purposeful collection of stakeholder input focused on developing the direction of our school district. During 2016-2017, the Baldwin County School District (BCSD) received a grant through the College and Career Academy initiative and the financial investment made by The Development Authority of the City of Milledgeville and Baldwin County, as supported by the Ford Next Generation Learning (FNGL), to guide the strategic plan development process. The framework of the Ford NGL methodology evaluates essential practices within three researched-based strands:



Using this framework, the district leadership began the process in September 2017 by creating an Executive Strategic Planning Stakeholder Committee of current leaders from business and industry, higher education, civic groups, school and district level administrators, and FNGL facilitators. In addition, from September 2017 to May 2018, the team conducted numerous planning sessions, community forums, work sessions and discussions through Local School Governance Teams (LSGT). The purpose of these extensive meetings was to gain an understanding of the strengths and opportunities for district growth from the perspective of both internal and external stakeholders.

Using the essential practices of the three strands as a roadmap, the stakeholders formed sub-committees to identify and prioritize focus areas for the most impact on continuous district wide improvement. As a result of the effective collaborative process, three focus areas were identified: **student achievement, school and community partnerships, and recruitment and retention of high performing staff**. Within each area, the sub-committees developed specific goals, strategies, measurements and timelines to drive the future decisions of the school board and the actions of the school district. In addition, the mission, vision, and beliefs statements were also updated to focus and communicate the direction and actions of the school district.

We believe this new five-year strategic plan, beginning in FY 2019, captures the perspectives of the community and school district's diverse stakeholder groups by translating them into targeted focus areas for continuous school improvement. With those targeted areas, educating students who will graduate college and career ready and become contributing members of our local and global communities remains our mission.

# PORTRAIT OF A BALDWIN COUNTY SCHOOL DISTRICT GRADUATE

## ACQUIRE

The Baldwin County School District graduate learns the necessary skills and training that are essential for success.

**Every graduate will complete a career path with 21st Century skills as a:**

- ◆ Communicator
- ◆ Collaborator
- ◆ Ethical and Global Citizen
- ◆ Creative and Critical Thinker
- ◆ Goal-Directed and Resilient Individual



## ACHIEVE

The Baldwin County School District graduate will maximize their education to prepare them for college and careers.

**Every graduate's education will provide:**

- ◆ Innovative academic pathways;
- ◆ Proficient skills unique to the academy and pathway of their choice;
- ◆ Transferable skills applicable to all careers;
- ◆ Dual technology exposure as both a learning tool and a skill-set;
- ◆ Effective communication training and the merits of personal responsibility;
- ◆ Instruction focused on attainment of strong literacy and numeracy skills.

## ASPIRE

The Baldwin County School District graduate will apply work ethic skills and academic achievement to college and career exploration.

**Every graduate will:**

- ◆ Understand the applicability of today's classroom learning;
- ◆ Capitalize on resources;
- ◆ Connect with business mentors within areas of interest; and
- ◆ Develop a career pathway that aligns with interests.



# MISSION, VISION and BELIEFS

Through this extensive process, the district has updated its Mission, Vision, and Beliefs which will drive the three broad focus areas:



## Our Mission

The mission of the Baldwin County School District, in collaboration with families and community, is to educate students who will graduate college and career ready and become contributing members of our local and global communities.

## Vision

Our vision is to empower students to achieve their maximum potential for lifelong success.

## Beliefs

1. We believe all students can learn.
2. We believe that students are unique and have individual learning differences.
3. We believe effective, engaging teachers have a positive effect on increased student achievement.
4. We believe learning is a lifelong process.
5. We believe that learning is a shared responsibility--home, school, and community.
6. We believe collaboration creates accomplishments greater than the sum of individual efforts.
7. We believe data analysis leads to informed decisions.
8. We believe our efforts on student learning should be focused, aligned, and responsive to the social and economic wellbeing of our community.
9. We believe a safe, positive, and innovative learning environment is essential to the success of our community.
10. We believe that it is essential to provide students with a rigorous and relevant curriculum while building and fostering positive relationships.



## FOCUS AREAS & Strategic Goals

FOCUS AREA 1 – STUDENT ACHIEVEMENT	
<b>Strategic Goal 1</b>	<b>Ensure that students acquire and apply the knowledge and skills required to be prepared for college and career success.</b>
Strategy 1	Ensure all students are on or above grade level (proficient/advanced) in reading, writing, and math literacy at all grade levels by implementing a research-based, rigorous curriculum that meets the academic needs of each student.
Strategy 2	Develop and implement a wall-to-wall career academy model at the high school level to improve student performance and meet the workforce needs of our community.
Strategy 3	Continue to implement and expand a rigorous P-12 curriculum to increase the number of high school graduates accepted to postsecondary institutions.
Strategy 4	Continue to research innovative programs that offer an alternative educational setting for P-12 students.
<b>Personnel</b>	<b>System Administrators, School Administrators, Counselors, Teachers, Support Staff</b>
<b>Professional Learning</b>	<b>Standard-based curriculum, interdisciplinary units, research-based strategies in all content areas, balanced system of assessment</b>
<b>Strategic Goal 2</b>	<b>Implement inquiry-based projects and performance-based assessments into the curriculum that require collaboration to solve real-world problems.</b>
Strategy 1	Provide opportunities for all students to participate in school academic competitions.
Strategy 2	Collaborate with community organizations to remove barriers making afterschool programs and extracurricular activities more accessible to students.
Strategy 3	Provide specialized learning opportunities (P-12) for all students that include STEAM, fine arts, and work-based learning programs through community partnerships.
Strategy 4	Develop comprehensive P-12 ELA framework that integrate literacy across all content areas.
<b>Personnel</b>	<b>All faculty and staff</b>
<b>Professional Learning</b>	<b>Literacy strategies, STEAM and academic competitions</b>

## FOCUS AREA 1 – STUDENT ACHIEVEMENT Continued

<b>Strategic Goal 3</b>	<b>Develop professional learning for staff and teachers to equip them with researched-based instructional strategies to create 21<sup>st</sup> Century learning environments and ensure students are college and career</b>
Strategy 1	Implement one-to-one initiatives in grades 3-12 to ensure personalized learning
Strategy 2	Ensure the use of technology use for tiered instructional practices.
Strategy 3	Develop a plan to provide a Digital Citizenship course offering for students.
Strategy 4	Identify grants and opportunities to strengthen broadband internet access to all members of the community.
Strategy 5	Implement effective professional learning communities.
<b>Personnel</b>	<b>Curriculum Committee (administrators, technology and teacher representatives, students, district curriculum personnel and faculty and staff)</b>
<b>Professional Learning</b>	<b>Personalized learning and integration of technology, Professional Learning Communities, Digital Citizenship</b>

<b>Charter System - Performance Measures</b>
Increase the percentage of students scoring at the developing level or higher on the state assessments
Increase the percentage of students graduating from high school
Increase the percentage of students taking advantage of dual enrollment
Increase the percentage of 9th grade students earning course credits needed to be on-track for graduation
Increase the percentage of students reading at or above grade level
Increase the percentage of students passing the End of Pathway Assessments (EOPA)
<b><i>Current measures located on <a href="http://www.baldwincountyschoolsga.org">www.baldwincountyschoolsga.org</a></i></b>



## FOCUS AREA 2 – SCHOOL AND COMMUNITY PARTNERSHIPS

<b>Strategic Goal 1</b>	<b>Develop supports and wrap-around services for students through community and other statewide partnerships.</b>
Strategy 1	Identify resources and support services for the social and emotional development and health of all students.
Strategy 2	Establish trauma-informed schools and ensure a safe, secure, and orderly environment for all.
Strategy 3	Strengthen PBIS (Positive Behavioral Intervention and Supports) to improve student achievement.
Strategy 4	Continue to update and review the district's Safety and Emergency Plan to assess the readiness and/or need of each facility.
Strategy 5	Identify and deliver training that establishes parents and key partners.
Strategy 6	Develop parent capacity as advocates for their children through collaboration with school staff.
<b>Personnel</b>	<b>All faculty and staff</b>
<b>Professional Learning</b>	<b>Professional Learning for faculty and staff in PBIS, trauma intervention, emergency plans and procedures, and parent involvement</b>
<b>Strategic Goal 2</b>	<b>Create a P-12 plan to recruit mentors from business and community partners.</b>
Strategy 1	Develop systemic guidelines for recruiting potential mentors.
Strategy 2	Continue to increase the number of community and business partners.
Strategy 3	Facilitate career-themed mentoring experiences for students.
Strategy 4	Utilize the local governance teams to increase stakeholder involvement and improve school processes.
<b>Personnel</b>	<b>Counselors, WBL Coordinator, School Administrators, District Family Engagement Specialist</b>
<b>Professional Learning</b>	<b>Mentor expectations and parameters and local school governance</b>
<b>Strategic Goal 3</b>	<b>Develop P-12 partnership agreements among school, business, and civic organizations to support college and career readiness for all students.</b>
Strategy 1	Conduct a survey to identify the partnership needs of schools and businesses.
Strategy 2	Coordinate partnership opportunities for school, businesses, and civic organizations.
Strategy 3	Identify an evaluation tool to gauge the effectiveness of partnerships.
Strategy 4	Evaluate program offerings to increase dual enrollment opportunities at postsecondary institutions and increase pathway classes in the wall-to-wall academy.
Strategy 5	Continue to increase work-based learning experiences with business and community partners.
<b>Personnel</b>	<b>Communities in Schools Personnel, School and District Administrators, P-12 Faculty and Staff</b>
<b>Professional Learning</b>	<b>College and Career Readiness of students, establishing partnerships and dual enrollment options</b>

## FOCUS AREA 2 – SCHOOL AND COMMUNITY PARTNERSHIPS Continued

Charter System - Performance Measures
Increase the number of mentors
Increase the number of P-12 Partnership Agreements
Increase the number of P-12 family activities/events
Increase the number of dual enrollment students
Increase the number of Work-Based Learning students
Increase staff training on Mental/Social/Emotional Health Mindfulness & PBIS
Decrease the number of major student discipline referrals
Increase the percentage of students absent less than 10% of enrolled days of school
<i>Current measures located on <a href="http://www.baldwincountyschoolsga.org">www.baldwincountyschoolsga.org</a></i>





### FOCUS AREA 3 – RECRUITMENT AND RETENTION OF HIGH PERFORMING STAFF

<b>Strategic Goal 1</b>	<b>Recruit and retain and support highly qualified, highly effective employees.</b>
Strategy 1	Recruit highly qualified staff and administrators.
Strategy 2	Create a financial incentive program for retaining classified and certified staff.
Strategy 3	Promote the district as an innovative and rewarding workplace through the production of district-based multimedia.
Strategy 4	Provide relevant and appropriate professional development for staff.
Strategy 5	Maintain the employee recognition programs (i.e. years of service, Pursuit of Excellence, and perfect attendance)
<b>Personnel</b>	<b>Baldwin County School District Administrators</b>
<b>Professional Learning</b>	<b>Employee recognition programs, and effective ways to recruit and retain highly qualified employees</b>
<b>Strategic Goal 2</b>	<b>Provide quality professional learning to support and to sustain the recruitment and retention of a quality work staff.</b>
Strategy 1	Provide district-wide professional learning activities based on needs assessments and surveys, school improvement initiatives, and data sources.
Strategy 2	Monitor the impact of professional learning on instructional practices by analyzing student achievement growth.
Strategy 3	Increase the number of teachers receiving gifted certifications and STEAM, Advanced Placement and ESOL endorsements.
Strategy 4	Establish a leadership skill development program for staff members.
Strategy 5	Develop a mentor program for teachers in the areas of classroom management, technology, and curriculum/standards.
<b>Personnel</b>	<b>All faculty and staff</b>
<b>Professional Learning</b>	<b>Gifted certification, STEAM, ESOL, Advanced Placement, Aspiring leaders and teacher mentoring programs</b>

## FOCUS AREA 3 – RECRUITMENT AND RETENTION OF HIGH PERFORMING STAFF

Continued

Charter System - Performance Measures
Increase staff retention
Increase participation in Leadership Skill development program
Increase the percentage of staff members who report they are satisfied with professional learning opportunities
Provide new staff members with a highly qualified mentor through the Mentor Program
Increase the percentage of employees recognized
<i>Current measures located on <a href="http://www.baldwincountyschoolsga.org">www.baldwincountyschoolsga.org</a></i>



# Board of Education



Dr. Gloria Wicker

**District 1**

Gloria.Wicker@baldwin.k12.ga.us

Shannon Hill, Chair

**District 2**

Shannon.Hill@baldwin.k12.ga.us

Lyn Chandler, Vice Chair

**District 3**

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John Jackson

**District 4**

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Wes Cummings

**District 5**

Wes.Cummings@baldwin.k12.ga.us

Dr. Noris Price

**Superintendent**

Noris.Price@baldwin.k12.ga.us

# Strategic Planning Executive Team Members

Judi	Battle	Susan	McGill
Sandy	Baxter	Stephanie	McMillan
Marshall	Berry	Brenda	Miller
Jackie	Brown	Becky	Norton
Shelton	Brown	Matt	Poyner
Jeremiah	Bundrage	Noris	Price
Terri	Carty	Shane	Purdy
Heather	Chancellor	Amy	Raburn
Lyn	Chandler	Prophetess	Ramona Franklin
Tracy	Clark	Marya	Ray
Markeeta	Clayton	Dawson	Roberts
Tyler	Clifford	Valerie	Rodgers
Leigh Ann	Cloud	Runee	Sallad
Cheryl	Crumbley	Verlinda	Samuels
Wes	Cummings	Byron	Schueneman
Brian	Daniel	Stacy	Schwartz
Tina	Daniel	Jack	Shepard
Carol	Goings	Pamela	Shields
Yvonne	Hardy	Katrina	Shy
Benetra	Hargrove	Sharon	Simmons
April	Hartzog	Toneshia	Simmons-Huff
Shannon	Hill	Lori	Smith
Shawne	Holder	Lavonne	Smith
Pecola	Huff	Latorya	Stanley
Tiffany	Hurt	Natalie	Stowe
Antonio	Ingram	Ashley	Taylor
Bridget	Ivey	Donald	Tuft
John	Jackson	Matt	Wark
Bruce	Knighton	Byron	Wellman
Cynthia	Leal	Traci	White
Vickie	Lee	Gloria	Wicker
Angie	Martin	Cloise	Williams
Dennis	Masters		
Lisa	McCrickard		



## Community Participants

Amy Wright

Angela F. Miles

Bertha M. Smith

Brenda Miller

Brittney Perry

Charlotte Joy

Clarence Hall

Coni Adams-Moore

Cynthia Edwards

Dana Davis

Edward Walker

GeVanni Willoughby

Ginger Chastine

Jady Long

Ken Morgan

Lataya Stanley

Lauire Ahlburn

Leslie Davenport

Magdalene Patrick

Natacha Ansley

Nelson Chaneyfield

Opal Robinson

Orlinda Bishop

Quentin T. Howell

Ramona Franklin

Russ Walden

Shawn Chaneyfield

Sherry Shropshire

Shontraye Hurt

Tamara Siragusa

TeeShea D. Hall-Sanford

Terry Kennedy



# Partners In Education

Advanced Disposal Services	Hearing Associates of Middle Georgia Inc.
Allied Arts	Heritage Printing
Animal Hospital of Milledgeville	Hibachi Express
BB&T	Holiday Inn Express
Bodyplex Milledgeville	Horsedreams
Bojangles Restaurant	Janet Hogan Harrison, D.D.S., P.C.
Buffalo Wild Wings	Jimmy John's
Cansino Stribling & Cook LLP	Judge Hulane George and The Rev. Carl Buice
Captain D's	Kroger
Central Georgia Towing & Recovery LLC	Lake Country Lanes LLC
Central State Hospital Local Redevelopment Authority	Longhorn
Century Bank and Trust	Lowe's Home Improvement
Chick-Fil-A	Lyn Chandler
Citizens Bank of The South	Magnolia State Bank
Clubhouse Connect at River Edge	McDonalds
Coca-Cola United	MidSouth Community Federal Credit Union
Cogentes, Inc	Milledgeville Alumnae Chapter of Delta Sigma Theta Sorority, Inc
Communities in Schools	Milledgeville & Baldwin County Chamber of Commerce
Cornerstone Medical Staffing	Milledgeville Housing Authority
Craig-Massee Real Estate	Milledgeville Rotary Club
Custom Signs & Designs, Inc.	Moore's Funeral Home
Dairy Queen	Northridge Christian Center
Diversified Custodial Services	Oconee Radio Group
Dr. Gloria Wicker	Oconee Vendor
Dr. William B. Lee II, DDS	Old Capitol Productions
Elite Gym	River Edge Behavioral Health Center
Exchange Bank	Sinclair Custom Award Designs, LLC
First United Methodist Church	St. Stephens Episcopal Church
Five Star Chrysler Dodge Jeep Ram	T&S Hardwoods
Five Star Toyota of Milledgeville	Tent-Sational Events
Flagg Chapel Baptist Church	The Cottages at Woodland Terrace
GEO	The Local Yolkal Cafe
Georgia Power	The Market Basket
Georgia's Old Capital Museum Society, Inc.	The Roessing Firm, LLC
Gil's Package Store	The Union-Recorder
Grant Hatcher CPA, Inc.	Triumph Precision Components
Greater Wesley Chapel A.M.E. Church	Waffle House
Healing Hands Chiropractic	Zschimmer & Schwartz, Inc.

## Partners In Education Continued

Avanti's Sweet Treats & More

ACE Hardware

Firehouse Subs

Food Depot

IDEALS

Jeanie's Florist

Lieu's Peking

Overview Inc.

Robins Federal Credit Union

Rush Results

ServePro

Southside Tire & Brake

Williams Funeral Home

## Friends of Education

My Nails

Pickle Barrel Café

Rush Results

Lucky Nails

Marco's Pizza

Papa John's Pizza

Domino's Pizza

Food Depot

Quick Stop #3

Law Office of Cedric B. Davis

Mr. & Mrs. Davis and CC Sinclair

Straight Street Ministries House Ananias, LLC

Tyrone Evans Insurance Agency

Ms. Coreda Shaw

Ms. Stella's Restaurant

Family Dollar

Freeman Barber Shop

Happy Times Bounce and Party Rentals

Horace Mann

Apparel Ink

T & C Party Planning and Sweets

Freedom Church

Baldwin Lodge #159

Piggly Wiggly at South Wayne

Dr. Maindana Nunn

Tidal Wave

Professional Association of Georgia Educators

Georgia Association of Educators

Value Teacher



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