

Employee Survey Results

Strategic Plan 2022

FCS has made progress toward its “top line” 2017 strategic plan goals:

- High school graduation rates have increased significantly for all subgroups
- SAT performance has improved incrementally
- High percentages of students are meeting an objective measure of workforce readiness
- More students are completing college-level coursework and taking college entrance exams
- Students are demonstrating strong academic growth, with many schools “beating the odds”
- Dramatic decreases in discipline referrals (decline by more than 1/3)

Despite this progress, major opportunities and areas of focus remain:

- Across grades 3-5, 30% of students are reading below grade level and less than 50% are proficient in math
- Race-based and income-based achievement gaps exist; new assessments have revealed gaps in ELA and math proficiency
- Self-reported student mental health concerns are on the rise

Summary of Stakeholder Feedback

Academic experience

- Strong academic track record, especially in North Fulton, but large achievement/ opportunity gaps remain
- Early literacy challenges across the district
- Work left to do to prepare students for college *and* career
- Personalized Learning initiative has momentum; desire to continue emphasis

Talent

- Capable district and school board leadership
- Difficulty attracting top teaching talent due to competitive teaching market
- Lack of effective approach to leadership development

Community engagement

- School Governance Councils have increased community ownership of schools
- There is untapped potential to better partner with local businesses and non-profits
- FCS struggles to tell its success stories to the public

District systems and structures

- Disparities between North and South county
- Solid financial infrastructure in place
- Strong support for charter district, but is yet to realize the full potential of charter district status
- Need to figure out what to hold tight and what to let loose under the charter model
- Opportunity to better meet unique school needs through layered support system
- Some gaps in focus, alignment, progress monitoring, communication, and follow through

External Risks

- Mild or severe recession leading to funding cuts
- Enrollment shifts
- Policy changes at the federal level