

# Clayton County Schools CCPS Strategic Improvement Plan 2011-2016

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Clayton County Public Schools Strategic Action Plan is the direct result of the work of multiple stakeholder groups. This document is the roadmap to systemic improvement in the district. It supports the comprehensive local education agency improvement plan and its addendum which are required by the state and federal governments under No Child Left Behind legislation. The strategic action plan is the foundation of Key Performance Indicators for all areas and provides a clear direction for the education of the district's students.

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## Academic Achievement

**Strategic Goal Area I: To increase academic achievement for all students in Clayton County Public Schools as evidenced by state, national, and international assessment results.**

- **Performance Objective A: Use appropriate data to plan instruction**
  - **Initiative 1: Develop and implement a district framework for how to use data to plan instruction**
    - Action Step a: Assess students
    - Action Step b: Collect and analyze data
    - Action Step c: Identify strengths/weaknesses
    - Action Step d: Create action plan for remediation/acceleration
    - Action Step e: Implement best practices/strategies
    - Action Step f: Reassess/re-evaluate
  - **Initiative 2: Refine the district's comprehensive assessment plan**
    - Action Step a: Reconvene the district assessment committee
    - Action Step b: Create an annual balanced assessment calendar
    - Action Step c: Monitor the development and implementation of common assessment probes
    - Action Step d: Monitor the development and implementation of summative assessments

- **Initiative 3: Implement appropriate intervention strategies to meet the district Key Performance Indicators as noted on the Balanced Scorecard**
  - Action Step a: Implement SAT/ACT/IB/AP plan
  - Action Step b: Implement math intervention plan
  - Action Step c: Monitor remediation delivery
  - Action Step d: Monitor and evaluate the effectiveness of the hybrid high school schedule
  - Action Step e: Implement a study skills curriculum
  - Action Step f: Refine the district's response to intervention protocol
  
- **Performance Objective B: Ensure that Georgia Performance Standards, district curriculum resources and effective instructional strategies are aligned and used to provide rigor in standards-based classrooms**
  - **Initiative 1: Align resources, practices and professional development with the Georgia Department of Education Standards (GPS, Teacher Keys, Leader Keys, School Keys, GAPSS) and international standards**
    - Action Step a: Adopt new texts as scheduled and appropriate
    - Action Step b: Systematically and annually revise curriculum guides
    - Action Step c: Provide GAPSS Analysis training
    - Action Step d: Conduct frequent GAPSS Analysis school reviews
    - Action Step e: Provide GAPSS Analysis feedback to schools
    - Action Step f: Design a CCPS Learning Framework which reflects state, national, and international standards.
    - Action Step g: Utilize the CCPS Lesson Plan Template
  
  - **Initiative 2: Implement collaboration within and across grade levels to determine appropriate differentiated activities and how available resources can be used to plan appropriate instruction**
    - Action Step a: Ensure staff has common planning time to develop appropriate learning activities
    - Action Step b: Conduct classroom observations using a variety of district/school protocols and provide feedback
    - Action Step c: Monitor collaborative planning using a variety of district/school protocols
    - Action Step d: Study effectiveness of common planning at the elementary and secondary levels
  
  - **Initiative 3: Monitor and support systemic use of curriculum and instructional resources**
    - Action Step a: Implement program assessment tool
    - Action Step b: Implement program evaluation tool
    - Action Step c: Conduct classroom observations
    - Action Step d: Monitor collaborative planning

- **Performance Objective C: Employ the use of innovative research-based instructional practices**
  - **Initiative 1: Develop and implement a district framework for how to use research-based instructional strategies including 21st Century Classroom tools**
    - Action Step a: Develop at least three learning modules that train staff how to select and use research-based instructional strategies
    - Action Step b: Develop a set of non-negotiable behaviors for using 21<sup>st</sup> Century technology tools
    - Action Step c: Monitor the use of instructional strategies, priorities, and methodologies as well as 21<sup>st</sup> Century technology tools.
  - **Initiative 2: Implement an electronic classroom walk-through tool to monitor the implementation of research-based instructional practices and fidelity to the curriculum**
    - Action Step a: Design Research Questions and Templates
    - Action Step b: Develop a protocol or process for conducting e-Walks
    - Action Step c: Conduct training as appropriate
    - Action Step d: Use data to develop action steps for improvement
  - **Initiative 3: Establish Model Classrooms and Academic Galleries in each school to serve as exemplars for teachers**
    - Action Step a: Develop model classroom criteria and rubric
    - Action Step b: Implement Academic Galleries at each school
    - Action Step c: Conduct ongoing training
    - Action Step d: Complete weekly analysis of walk-through data to ensure implementation of model classrooms and academic galleries school-wide



## Safe –Orderly –Secure Learning Environments

**Strategic Goal Area II: To provide and maintain a safe, orderly and secure learning environment**

- **Performance Objective A: Secure, utilize, and sustain resources to implement safety and security practices which meet local, state, and national standards**
  - **Initiative 1: Conduct an annual Site Safety Audit and an Annual Emergency Preparedness Plan review at every facility**
    - Action Step a: Conduct an annual Site Safety Audit and an annual Emergency Preparedness Plan review for each school
    - Action Step b: Conduct an annual Site Safety Audit and an annual Emergency Preparedness Plan review at each district-level facility
    - Action Step c: Use Site Safety Audit and School Emergency Preparedness review data to document technical assistance to site personnel
    - Action Step d: Conduct an annual revision of the District Emergency Preparedness Plan
    - Action Step e: Conduct an annual audit of fire and tornado drill records at each school and district-level facility
  - **Initiative 2: Monitor SRO and Security Guard standards**
    - Action Step a: Monitor CCPS SROs using the Standards Assessment Tool
    - Action Step b: Design an SRO/Security Guard Training Plan and revise if necessary based on assessment data
    - Action Step c: Prepare an annual summary of training and assessment results
  - **Initiative 3: Control campus access by limiting entry points**
    - Action Step a: Conduct an annual analysis of the number of non-emergency entrances and exits per school and district-level facility
    - Action Step b: Provide technical assistance to site personnel to reduce the number of non-emergency entrances and exits accessible during the school day

- **Performance Objective B: Decrease the frequency of drug use (alcohol, tobacco, and others), gang activity, and disruptive and violent incidents among students**
  - **Initiative 1: Increase Red Ribbon Week activities**
    - Action Step a: Implement Red Ribbon Week activities at every school
    - Action Step b: Administer the Georgia School Safety Assessment
    - Action Step c: Provide analysis of Georgia School Safety Assessment data to each participating school
  - **Initiative 2: Train teachers and counselors in anti-bullying intervention techniques**
    - Action Step a: Provide training for counselors
    - Action Step b: Include teacher training in each school's counseling plan
    - Action Step c: Monitor the implementation of training at each school site
    - Action Step d: Monitor discipline incident reports at each school site
  - **Initiative 3: Fully implement a Gang Resistance program throughout the district**
    - Action Step a: Collaborate with law enforcement to implement training for students at each site
    - Action Step b: Train SROs at each school site in the use of Gang Resistance Education and Training strategies
    - Action Step c: Monitor the implementation of training at each school site
- **Performance Objective C: Fully implement programs and activities to promote positive character education and life skills**
  - **Initiative 1: Improve the Character Education Program at all school sites**
    - Action Step a: Conduct a review to ensure that all school sites have updated Character Education resources
    - Action Step b: Provide training to counselors
    - Action Step c: Monitor the implementation of Character Education Programs at each school site
  - **Initiative 2: Improve Peer Mediation at secondary level schools**
    - Action Step a: Conduct a review to ensure that all school sites have the proper materials and resources to support Peer Mediation
    - Action Step b: Provide training to counselors in Peer Mediation
    - Action Step c: Monitor the implementation of a Peer Mediation program at each school site
    - Action Step d: Monitor discipline reports at each school site
  - **Initiative 3: Develop and implement advisory programs in all secondary schools**
    - Action Step a: Monitor the use of the CCPS High School Course Catalogue for use in the Advisory Program and in parent meetings
    - Action Step b: Develop a CCPS Model for Advisory Programs
    - Action Step c: Provide training and resources to each school
    - Action Step d: Monitor the implementation of an Advisory Program at schools

- **Initiative 4: Develop and implement a systemic discipline plan**
  - Action Step a: Continue to use a CCPS model for discipline plans at each level: elementary, middle, high
  - Action Step b: Provide training and resources to each school site
  - Action Step c: Monitor the implementation of the CCPS Discipline Model at all schools
  - Action Step d: Monitor discipline reports at each school site

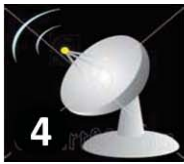


## Engagement of All Stakeholders

**Strategic Goal Area III: To create an environment that promotes active engagement, accountability, and collaboration of all stakeholders to maximize student achievement**

- **Performance Objective A: Provide and implement a comprehensive program of services that engage and assist parents in supporting their children’s education**
  - **Initiative 1: Offer parent education and parent involvement resources at the Clayton County Public Schools Parent/Family Resource Centers**
    - Action Step a: Conduct an annual survey of parent needs
    - Action Step b: Update all parent training manuals
    - Action Step c: Collaborate with other district divisions to provide comprehensive information about all district parental services at the Parent/Family Resource Centers
    - Action Step d: Collaborate with other governmental agencies and business partners
  - **Initiative 2: Coordinate Title I Parent Training with all other district divisions which offer parental training (Exceptional Students, Teaching and Learning, Counseling, Professional Learning)**
    - Action Step a: Collaborate with all district divisions to coordinate parental resources and training
    - Action Step b: Create a systemic community training calendar that includes all parent training opportunities and events provided by various district divisions
    - Action Step c: Enhance a brochure for the Parent/Family Resource Centers and website publication that provides a comprehensive listing of district parental activities and resources.
    - Action Step d: Collaborate with other district divisions to develop and ensure Grade and Content Family Toolkits are distributed to parents.
  - **Initiative 3: Increase active stakeholder participation in school district program development**
    - Action Step a: List all program development initiatives to which community stakeholders should be added to the district website
    - Action Step b: Create a mechanism to track and publish the number of external stakeholders who participate on district advisory councils
    - Action Step c: Conduct an annual assessment and report of the number of stakeholders active in district program development
- **Performance Objective B: Increase the number of community partnerships**
  - **Initiative 1: Solicit business and community partners to support co-curricular and extracurricular activities**
    - Action Step a: Identify those activities for which sponsorship is needed
    - Action Step b: Solicit sponsorship for identified projects

- Action Step c: Provide recognition to supporting sponsors
  - Action Step d: Refine the district's Report Education Achievement and Commit to Help (REACH) program for community partnerships including Volunteers in Public Schools (VIPS), Adult Role Models for Students (ARMS), and Partners in Education (PIE)
- **Initiative 2: Collaborate with higher education partners to provide post-graduate information to students**
  - Action Step a: Gather data and publish on website the post-secondary enrollment statistics for CCPS students
  - Action Step b: Initiate contact and develop collaborative partnerships with those post-secondary institutions with the highest enrollment of CCPS students
- **Initiative 3: Implement district-level advisory councils with community partners**
  - Action Step a: Continue to coordinate the Superintendent's Teacher Advisory Council
  - Action Step b: Continue to coordinate the Superintendent's Community Advisory Council
  - Action Step c: Continue to coordinate the Superintendent's Student Advisory Council
- **Performance Objective C: Ensure stakeholder engagement and involvement**
  - **Initiative 1: Involve multiple stakeholder groups in the strategic planning process.**
    - Action Step a: Develop a roster of stakeholders willing to participate in the district strategic planning process through a link on website
    - Action Step b: Update the roster annually
    - Action Step c: Maintain evidence and artifacts which document stakeholder participation in the strategic planning process
  - **Initiative 2: Involve stakeholders in the systems Needs Improvement Corrective Action process**
    - Action Step a: Develop an outreach program to identify stakeholders to participate in the district Corrective Action Plan development
    - Action Step b: Update the roster annually
    - Action Step c: Maintain evidence and artifacts which document stakeholder engagement in the Corrective Action planning process



# Effective Communication

**Strategic Goal Area IV: To effectively communicate the system's vision and purpose and allow stakeholder involvement in an effort to build understanding and support**

- **Performance Objective A: Improve communications between district level and building-level personnel**
  - **Initiative 1: Foster a greater understanding of district leadership structure**
    - Action Step a: Design a flow chart that clarifies the decision-making process within the structure of the organizational chart
    - Action Step b: Construct a communication chart to identify departmental leads and responsibilities
  - **Initiative 2: Promote collaboration among all internal stakeholders**
    - Action Step a: Establish and implement a protocol for internal communications among all staff
    - Action Step b: Design a flowchart that clarifies the process for improved internal communications
    - Action Step c: Create a rubric to determine the effectiveness of the internal communications protocol
  - **Initiative 3: Improve district climate through staff input**
    - Action Step a: Schedule informal bi-annual conversations for the purpose of allowing staff to have a voice with district leadership
    - Action Step b: Institute informal quarterly conversations at the school level allowing staff to have voice in matters related to school climate, school morale, and issues related to student achievement
- **Performance Objective B: Improve two-way communication between internal and external stakeholders**
  - **Initiative 1: Enhance the level of dialogue between the district and its stakeholders**
    - Action Step a: Schedule and conduct parent and community forums throughout the district
    - Action Step b: Authenticate data obtained during parent/community forums
  - **Initiative 2: Increase utilization of non-traditional media for two-way communication**
    - Action Step a: Implement broader use of the Interactive Survey component of the Blackboard Connect (Connect Ed) telephone communication system.
    - Action Step b: Investigate and implement use of distance technology in conducting informational forums with stakeholders.

- **Initiative 3: Design a protocol to increase communication with the district's diverse stakeholders**
  - Action Step a: Create and implement a communications plan that focuses on the needs of culturally diverse stakeholders
  - Action Step b: Create and implement a communications plan that focuses on the needs of the district's stakeholder with varied challenges
- **Performance Objective C: Implement effective marketing strategies**
  - **Initiative 1: Increase stakeholder awareness of district superlatives**
    - Action Step a: Design a protocol/flowchart to enhance the process of releasing school district information to all stakeholders
    - Action Step b: Revise the district's current recognitions protocol to increase public exposure
  - **Initiative 2: Obtain stakeholder input on district effectiveness**
    - Action Step a: Survey stakeholders to gauge customer satisfaction
    - Action Step b: Conduct focus groups to obtain indicators of school district awareness by stakeholders
  - **Initiative 3: Broaden the district's electronic communications footprint**
    - Action Step a: Investigate the viability of the use of modern social networking communication technology
    - Action Step b: Summarize and report research findings
    - Action Step c: Utilize 21<sup>st</sup> Century technology to communicate with parents (i.e. Twitter, Face-book, blogs, etc.)



# Organizational Processes

**Strategic Goal Area V: To provide high quality support services delivered on time and within budget to promote student academic success in Clayton County Public Schools**

- **Performance Objective A: Increase operational efficiency in all areas of the system**
  - **Initiative 1: Expand internal auditing function to include all Clayton County Support Services**
    - Action Step a: Continue quarterly and annual financial audits of schools
    - Action Step b: Redesign the audit process to include divisions and departments
    - Action Step c: Conduct financial audits for district divisions and departments
  - **Initiative 2: Develop a systemic monitoring tool to track progress in all areas of district effectiveness**
    - Action Step a: Create a district balanced scorecard to measure performance mandated by the District Strategic Improvement Goals, Performance Objectives, Initiatives, and Action Steps
    - Action Step b: Ensure alignment of each School Improvement Plan to the District Strategic Improvement Plan by developing school balanced scorecards which are aligned to the district balanced scorecard
    - Action Step c: Ensure alignment of the District Strategic Improvement Plan process to the AdvancEd standards for schools and districts
  - **Initiative 3: Improve the beautification of CCPS sites**
    - Action Step a: Develop a checklist for assessment of site appearance
    - Action Step b: Conduct systematic review of school sites and summarize findings
    - Action Step c: Provide feedback to site managers
    - Action Step d: Provide supportive intervention as needed
- **Performance Objective B: Increase fiscal responsibility**
  - **Initiative 1: Increase oversight of district contracting, bidding, and consolidation of purchases**
  - **Initiative 2: Minimize print cost**
    - Action Step a: Develop and maintain electronic forms
    - Action Step b: Create a printer consolidation plan for all locations
    - Action Step c: Create area for electronic document sharing

- **Initiative 3: Decrease the district's insurance premiums while improving the coverage packages and limitations**
  - Action Step a: Conduct a financial assessment of current costs
  - Action Step b: Make recommendations based on the financial assessment
  
- **Initiative 4: Actively negotiate support contracts**
  - Action Step a: Create database of all contracts
  - Action Step b: Contact vendor prior to yearly renewal to negotiate cost
  
- **Initiative 5: Create a software clearinghouse**
  - Action Step a: Establish an internal process and identify Advisory Team members
  - Action Step b: Define needs and develop goals for meeting district needs
  - Action Step c: Test and evaluate software selections
  - Action Step d: Create a recommendation process which assures alignment of software purchases to the Clayton County Public Schools Strategic Improvement Plan



# Highly Qualified and Effective Staff

**Strategic Goal Area VI: To recruit and retain highly qualified and effective staff**

- **Performance Objective A: Recruit and develop employees whose professional credentials and skills meet district, state, and national standards**
  - **Initiative 1: Enhance the recruitment/hiring process**
    - Action Step a: Refine the district recruitment plan to include social media (i.e. Face-Book, Twitter, etc.)
  - **Initiative 2: Increase collaboration and partnerships with colleges and universities**
    - Action Step a: Expand participation in the annual College/University Fair as well as professional organizations, businesses and corporations
    - Action Step b: Increase the number of formal college and university partnerships for cohort programs.
  - **Initiative 3: Provide a systemic training program that provides enhanced professional development and support of employees**
    - Action Step a: Revise the district Comprehensive Professional Learning Plan to include a sequenced, tiered course progression and to reflect training activities offered by all district departments and divisions
    - Action Step b: Develop a timeline for application to the Professional Standards Commission for new endorsement programs
    - Action Step c: Expand the new teacher induction process
    - Action Step d: Implement an electronic mechanism to analyze course outcome data
    - Action Step e: Build capacity for job-embedded professional learning via Site Implementation Training Teams

- **Performance Objective B: Align performance evaluations for employees with district, state, and national standards**
  - **Initiative 1: Align leader performance evaluations with district, state, and national standards**
    - Action Step a: Establish a task force to research and develop a revised evaluation system for leaders
    - Action Step b: Develop a timeline for implementation
    - Action Step c: Provide orientation and training to all impacted employees
  - **Initiative 2: Align teacher performance evaluations with district, state, and national standards**
    - Action Step a: Establish a task force to research and develop a revised evaluation system for teachers
    - Action Step b: Develop a timeline for implementation
    - Action Step c: Provide orientation and training to all impacted employees
  - **Initiative 3: Align classified and licensed employee evaluations with district, state, and national standards**
    - Action Step a: Establish a task force to research and develop a revised evaluation system for classified and licensed employees
    - Action Step b: Develop a timeline for implementation
    - Action Step c: Provide orientation and training to all impacted employees
  - **Initiative 4: Monitor an employee attendance policy or procedure**
    - Action Step a: Monitor internal procedure that defines attendance protocol for district employees
- **Performance Objective C: Retain high quality, effective employees**
  - **Initiative 1: Develop recognition criteria**
    - Action Step a: Provide a Principal of the Year recognition process
    - Action Step b: Provide a Teacher of the Year recognition process
    - Action Step c: Provide a Classified/Licensed Employee of the Year recognition process

- **Initiative 2: Develop a talent management system which supports continuous employee growth**
  - Action Step a: Create a professional learning pathway for developing teacher leaders
  - Action Step b: Create a professional learning pathway for developing principals and assistant principals
  - Action Step c: Develop a professional learning pathway for developing district leaders
  
- **Initiative 3: Increase the number of methods by which employee satisfaction is measured**
  - Action Step a: Conduct exit interviews with employees leaving the system
  - Action Step b: Conduct employee climate surveys
  - Action Step c: Conduct focus groups to determine employee satisfaction
  - Action Step d: Summarize and report data
  - Action Step e: Make recommendations for improving employee satisfaction