

The Superintendent's 3-Year Actions for Achieving High Performance in CCPS

THEORY OF CHANGE

District -Level

If Clayton County Public Schools ensures 1) a clear and shared focus; 2) high standards and expectations for all students; 3) effective school leadership; 4) high levels of collaboration and communication; 5) curriculum, instruction, and assessments aligned to state standards; 6) differentiated support and frequent monitoring of learning and teaching; 7) focused professional development; 8) supportive learning environments; and 9) high levels of family and community involvement, then Clayton County Public Schools will become and remain a high-performing school district.

School-Level

If each school in Clayton County Public Schools 1) models the belief that all students can succeed at high levels; 2) has high expectations; 3) utilizes collaborative decision-making; 4) ensures that leaders and teachers accept their role in student success or failure; 5) assigns staff strategically; 6) ensures regular teacher-parent communication; 7) ensures caring staff and faculty; and 8) dedicates to diversity and equity, then each school will become and remain a high-performing school.

BASIS FOR ACTIONS TO ACHIEVE HIGH PERFORMANCE

- Work as the District's Chief School Improvement Officer
- Collaboration with all divisions, departments, diverse groups, individuals, and the community at-large
- Objective observations of all divisions and departments as they support schools
- Conversations with School Leaders, Teachers, and Staff
- Review and analysis of the data and the Strategic Plan, Academic Achievement Plan, District Effectiveness Plan, Comprehensive School Improvement Plans, Plans for Change for Low Performing Schools, AdvancED Report, and the District Strategies for Improvement
- Knowledge of Best-Practices and Effective Schools Research
- Experience in improving schools and school districts
- Building upon the current work and successes

OVERALL DISTRICT NEEDS TO ADDRESS

- Differentiation between schools (e.g., staffing, etc.)
- School Autonomy
- School Control of Budget or Discretionary Funds
- Qualitative Online Training
- Training Based Upon School Needs
- Climate and Culture to Take Risks
- Improved Communication and Inclusion of Principals in Cross Functional Team Process
- More Options that are Evidence-Based
- Better Focus on Learning
- Re-Establishment of Trust in the People
- Building of Professional Capacity
- Use Data Correctly and Accurately
- Establish Framework for Decision-Making and Problem-Solving
- Fix the Infrastructure and Organize for Success
- Accountability

AREAS OF ACTION

BOARD OF EDUCATION

1. **Develop, confirm, and implement timely communication preferences and expectations (e.g., individual face-to-face meetings, telephone calls, emails, text messages, newsletters, Board Meetings, etc.)**
 - a. Daily Operational Matters with BOE Policy, Legal, and PR Implications
 - b. Divisional Updates
 - c. Weekly Updates
 - d. Emergencies
 - e. Student & Employee Deaths
 - f. Superintendent's Report
2. **Develop SY17-18 organizational design options for BOE review, feedback, and approval that improves the following:**
 - a. Student Achievement, Graduation Rates, Attendance, Discipline, etc.
 - b. Customer Service
 - c. Efficiency & Effectiveness
 - d. Culture & Climate
 - e. Decision-Making
 - f. Employee Morale
 - g. Fragmentation, Silos, Redundancy, Delays, Incompetence, Turfs Battles, Blame, Mistrust, & Bureaucracy

3. **Develop, confirm, modify if necessary, and implement Board Policy review, development, and revision process and calendar**
4. **Develop, confirm, and implement the Board Budget Development and Adoption Process to reflect timeliness, engagement, prioritization, and feedback**

TEACHING AND LEARNING

1. **Improve K-2 Reading instruction to ensure all students are reading on or above grade-level as measured by the 3rd grade reading GMAS**
 - a. Plan, teach, and assess reading as a science to all K-2 students
 - b. Implement Professional Development in Reading to Content Mastery
 - i. Content/Pedagogy/Coaching
 - c. Use interventions
 - d. Use data to inform instruction & interventions
 - i. DIBELS or other reliable and valid formative assessment measures
 - ii. Unit Assessments
 - iii. Reading Comprehension Assessment (To Be Determined)
2. **Improve student performance on all Grades 3-12 GMAS subjects to ensure all students are performing at the proficient and/or distinguished levels on the GMAS**
 - a. Plan, teach, and assess the tested curriculum
 - b. Monitor the taught-tested curriculum
 - c. Use interventions with qualifying students
 - d. Use data to inform instruction and interventions
 - i. Unit Assessments
 - ii. District Benchmarks
 - iii. Intervention Data (READ180, MATH180, Success Maker, Language Live, etc.)
 - iv. Formative Assessments (e.g., Common Assessments, etc.)
 - e. Implement Professional Develop in practices that develop Critical Thinking (CT)
 - i. Content/Pedagogy/Coaching
 - ii. Questioning Strategies
 - f. Develop and implement Clayton's CT Approach for all grades and subject areas
3. **Improve Advanced Placement (AP) performance to ensure all students are earning 3 or higher on AP Exams**
 - a. Implement Professional Development
 - b. Develop Clayton's AP Approach (Critical Thinking & Writing)
 - c. Develop support structures for students
 - d. Design AP Camps/Academies
 - e. Align resources

4. **Improve PSAT-SAT-ACT performance to ensure all students are exceeding the state or national average**
 - a. Implement Professional Development
 - b. Develop Clayton's PSAT-SAT-ACT Approach (Critical Thinking & Writing)
 - c. Develop support structures for students
 - d. Design PSAT-SAT-ACT Camps/Academies
 - e. Align resources
5. **Improve CTAE Pathway Assessments performance to ensure all students are earning credentials**
 - a. Implement Professional Development
 - b. Develop Clayton's CTAE Pathway Approach (Critical Thinking & Writing)
 - c. Develop support structures for students
 - d. Design CTAE Pathway Camps/Academies
6. **Improve the graduation rate for the 4-year and 5-year cohorts to ensure all students are earning a high school diploma and college & career ready**
 - a. Monitor course pass/failure rates
 - b. Monitor CTAE Pathway Completion
 - c. Implement Credit & Education Recovery Options and Supports
 - d. Monitor Data Impacting Graduation Rate
7. **Implement Innovations for Increased Student Learning Opportunities**
 - a. ***K-2 Core Integration***

To serve students in K-2 by ensuring reading is taught using an integrated approach with math, science, and social studies.
 - b. ***K-2 Intensive Reading Academies***

To serve students one or more grade-levels below in reading.
 - c. ***Pre-AP Academy***

To serve students in middle schools planning to enter their first AP course to help them utilize strategies for Critical Thinking.
 - d. ***AP Academy***

To serve students enrolled in AP courses to help them focus on Critical Thinking.
 - e. ***PSAT-SAT-ACT Academy***

To serve students signed up to take the SAT or ACT to improve their outcomes.

SCHOOL LEADERSHIP AND IMPROVEMENT

1. **Improve the overall CCRPI Score of all schools to ensure all schools have CCRPI scores of C or better, all schools meet SWSS Goals and Beat-the-Odds, and all schools increase CCRPI scores from year to year**
 - a. Implement Professional Development
 - b. Align resources to needs
 - c. Support schools and provide feedback through the Quality Assurance process
 - d. Rebalance the work to ensure a consistent instructional focus
2. **Implement timely accountability structures and responses when schools are D or F when improvement does not occur or if SWSS goals and Beat-the-Odds are not met**
3. **Improve the efficiency of support to all schools in the following critical areas:**
 - a. Teaching and Learning
 - i. Instructional Support
 - ii. Student Services
 - b. Human Resources
 - c. Business-Finance Services
 - d. School Improvement
 - i. Cluster or Area Support
 - ii. Leadership Development (e.g., Grow-Your-Own Initiative)
 - iii. Operational Support
 1. Maintenance
 2. School Nutrition
 3. Athletics
 4. SPLOST/Construction
 5. Technology (e.g., Implement a Data Dashboard, Learning Management System)
4. **Improve or expand School Choice options**
 - a. Address current School Choice low participation rates
 - b. Develop and implement new school choice options
 - c. Align school choice options and the Enrollment Balancing Project toward a new approach to redistricting
 - d. Develop positive relationships with charter schools (e.g., visits, sharing, meetings, etc.)
5. **Implement Innovations for School Choice Options**
 - a. ***Career Pathways***

- i. To serve all high school students, afford them choice with transportation, to attend a high school offering the career pathway of choice as a innovative approach to enrollment balancing or redistricting.
 - b. **Museum School**
 - i. To serve students interested in a curriculum that allows them to explore the world in a different by international way.
 - c. **STEM Schools and Programs**
 - i. To serve students interested in STEM careers with all schools STEM certified as a school or program within 3 years.
 - d. **Aviation Program (North Clayton HS & Morrow HS)**
 - i. To serve students interested in the many aviation careers while using the Hartsfield-Jackson International Airport and other locations as the community lab.
- 6. **Implement Overall Innovation Strategies to Create a Culture of High Expectations & High Achievement in CCPS**
- 7. *High Schools*
 - a. Students will take one AP/IB course or year beginning the 10th grade year or 3 AP/IB courses by graduation.
- 8. *Middle Schools*
 - a. Students will take pre-requisite courses to access the AP curriculum by the end of 8th grade.
- 9. *Elementary Schools*
 - a. Students will participate in acceleration using an online course option.

HUMAN RESOURCES

1. **Improve the hiring process to ensure efficiency needed to reduce and eliminate vacancies**
 - a. Develop and implement an Executive Level Hiring Process
 - b. Modify the process for submission of packets to streamline and remove burden upon schools
 - c. Implement a new employment solution
 - d. Develop a hiring timeline that reflects early hiring of potential candidates
 - e. Develop a centralized hiring process to complement the local school hiring process
2. **Improve the recruitment process toward reducing and eliminating all vacancies**
 - a. Expand the recruitment process to include more targeted areas and parts of the metro area, state, and country

- b. Expand the recruitment process to include more expertise in the recruitment opportunities
- 3. **Improve the retention rate by reducing and eliminating barriers to retention**
 - a. Review, analyze, and implement solutions to address the teacher survey data
- 4. **Improve the substitute hiring and deployment process to eliminate teacher absences not filled by subs**
- 5. **Improve the District culture and climate to reduce and eliminate district barriers to retention**
 - a. Expand the Employee Handbook to define excellence, the vision and mission, and expectations
 - b. Communicate consistent expectations to all employees

BUSINESS SERVICES AND FINANCE

- 1. **Conduct a Financial Audit within the first 90 days**
- 2. **Review budget to ensure it is balanced and all funding sources and expenditures aligned with Strategic Plan**
 - a. Ensure alignment of System Allotment Sheet and the Budget
 - b. Determine Budget Focus for Funding Sources (e.g., State, Local, Federal, Other)
 - c. Ensure expenses do not exceed revenue
 - i. Meet with Each Department to Determine Recurring and Non-Recurring Expenses
 - ii. Determine if Expenses are Needed or Desired and Aligned to Strategic Goals
 - iii. Work with Departments to reduce Operational vs. Personnel spending
 - iv. Adjust Each Departmental Budget to Reflect Budgeted Actuals
 - d. Stabilize the Fund Reserve to ensure no deficit spending and it reflects 10-15% of expenditures
 - e. Implement monthly monitoring of revenue and expenses
- 3. **Improve the budget development process to identify recurring annual expenses and enhancements aligned to the district priorities or needs**
 - a. Develop Timeline (October – March)
 - b. Include principal, teacher, auxiliary staff, parents, and students in the budget prioritization process
 - c. Utilize electronic surveys to capture feedback on budget priorities
- 4. **Improve the financial accounting process toward consistent monitoring to identify opportunities to save or reallocate funds**
 - a. Implement a new financial accounting system

- b. Develop monthly reports of revenue, expenses, and potential savings/reallocations
 - c. Re-assess departmental budgets monthly to determine potential savings/reallocations
5. **Improve the allocation of school funds to align with principles of site-based management to reflect the balance of accountability and autonomy**
- a. Identify fixed expenses
 - b. Identify and allocate funds for school-control with well-defined parameters and monitoring

SAFETY AND SECURITY

1. **Improve the training of security personnel to deter, de-escalate, prevent, or resolve concerns**
2. **Improve the organizational structure and deployment of security personnel to improve effectiveness, efficiency, and visibility of security personnel**
3. **Improve support to elementary schools without removal of support from secondary schools**
4. **Improve safety and security through the implementation of elementary programs**
5. **Improve the data collection and use of data to inform decisions to improve safety and security**
6. **Improve the discipline to ensure reduction of discipline incidents, ISS and OSS Events, etc.**
 - a. Utilize programs and supports offered by Student Services
 - b. Monitor school discipline data
 - c. Implement district-wide and school-wide strategies to improve climate and culture
 - d. Utilize existing innovative practices and design new practices for unmet needs

COMMUNICATIONS

1. **Improve the District's Culture, Climate, and Communication to positively impact employee morale and community support**
 - a. Develop Superintendent's advisory groups (e.g., Student, Teacher, Leader, Auxiliary, Parents, Community Leaders, Business Leaders, and Faith-Based)

2. **Improve the District's communication efforts to the Clayton County community at-large**
 - a. Utilize the website to communicate information in an organized manner
 - b. Utilize Channel 24 to provide periodic updates to the community
 - c. Institute a State of the District Address to be held at the Performing Arts Center (PAC)
 - d. Develop a community tour of Town Hall and Online Meetings to Interact with the Community
 - e. Utilize Infinite Campus (IC) to communicate info to parents and students
 - f. Utilize District-wide School Messenger when appropriate
 - g. Utilize local each school's School Messenger when appropriate
 - h. Develop and utilize "Critical Group Emails" and mass mailings for distribution of information, news, and updates
 - i. Utilize the District's Magazine to communicate information and news to the community
3. **Improve the District's effort to engage parents and community in the learning process**
 - a. Develop a Parent Engagement Show for Channel 24
 - b. Develop a workshop series for parents
 - c. Develop a Parent Advisory
 - d. Implement a Schedule of Town Hall Meetings
4. **Expand District Partnerships**
5. **Improve the District's Calendar as it pertains to Early Dismissal Days and their use**