

## 2016-17 Cobb County School District Strategic Plan

### Board Goal 1: *Vary learning experiences to increase success in college and career pathways.*

District Focus Priorities 2016-2019	2016-17 Aligned Actions and Measurements (Due September 1, 2016)					
Focus Priorities: (Based on priorities identified by IE <sup>2</sup> , AdvancEd-AdvEd, Superintendent-S, and Academic Division-AD)	Key Actions: (List as many actions as needed in each box.)	Measured by:	Owner(s):	Resources Needed:	Results Of Key Actions: (Due June 30, 2017)	Focus Priority Status: NM = Not Met IP = In Progress M = Met
1. Organize student performance data through CTLS for full accessible use by teachers and school leaders. (S) (AdvED)	<ul style="list-style-type: none"> <li>Continue to populate content and resources into CTLS</li> </ul>	<ul style="list-style-type: none"> <li>Audit of availability and accuracy.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Digital and Multimedia Learning in partnership with accountability and technology</li> <li>Director of Instruction and Innovative Practice</li> <li>Content Area Supervisors</li> <li>Specialized Teaching and Learning Supervisor</li> </ul>			
2. Organize, examine, and adjust instruction based on student progress monitoring data. (AD)	<ul style="list-style-type: none"> <li>Continue to communicate priority standards in Math and English/Language Arts</li> <li>Link formative assessment items to priority standards</li> <li>Monitor student learning</li> <li>Identify priority standards in science and social studies</li> <li>Addition of constructed responses to assessment system</li> </ul>	<ul style="list-style-type: none"> <li>Monthly data sharing with Cabinet level Assistant Superintendents for Action Planning</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent of T&amp;L</li> <li>Director of Instruction &amp; Innovative Practice</li> <li>Director of Assessment &amp; Personalized Learning</li> </ul>			
3. Develop and deliver flexible formative assessments in all core content areas for monitoring student progress and adjusting instruction to meet individual student learning needs. (S)	<ul style="list-style-type: none"> <li>Develop district-wide item bank for math, ELA, science and social studies</li> <li>Implement the flexible formative assessment model in 40 additional schools</li> </ul>	<ul style="list-style-type: none"> <li>Status of use</li> <li>Collection of data by standard</li> </ul>	<ul style="list-style-type: none"> <li>Director of Assessment &amp; Personalized Learning</li> <li>In partnership with Leadership &amp; Learning, Technology, and Accountability</li> </ul>			

<p>4. Align critical professional learning by grade level/content area and ensure access for all teachers. (AD)</p>	<ul style="list-style-type: none"> <li>• Deliver F2F professional learning opportunities available to all teachers</li> <li>• Develop and deliver a digital infrastructure of professional learning accessible by all teachers.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation, access rates, and follow-up for classroom impact</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Instruction &amp; Innovative Practice</li> <li>• Director of Digital &amp; Multimedia Learning</li> <li>• Supervisor, Professional Learning</li> </ul>			
<p>5. Increase percentage of students reading on grade level. (S) (Based on CCRPI 2014 Reading Scores)</p>	<ul style="list-style-type: none"> <li>• Continue use of district-wide universal screener</li> <li>• Develop district-wide digital intervention solution</li> <li>• Articulate district-wide infrastructure of intensification of interventions for underperformance</li> <li>• Implement Elementary School transformational model</li> <li>• Implement High School transformational model</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly data sharing with Cabinet level Assistant Superintendents for Action Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Superintendent of T&amp;L</li> <li>• Assistant Superintendent of T&amp;L Support</li> <li>• Director of Assessment &amp; Personalized Learning</li> </ul>			
<p>6. Increase percentage of student performance in math/algebra at every grade level. (S) (Based on CCRPI ES-MS Math &amp; HS Algebra Scores)</p>	<ul style="list-style-type: none"> <li>• Implement district-wide universal screener</li> <li>• Develop district-wide digital intervention solution</li> <li>• Articulate district-wide infrastructure of intensification of interventions for underperformance</li> <li>• Implement Elementary School transformational model</li> <li>• Implement High School transformational model</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly data sharing with Cabinet level Assistant Superintendents for Action Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Superintendent of T&amp;L</li> <li>• Assistant Superintendent of T&amp;L Support</li> <li>• Director of Instruction &amp; Innovative Practice</li> <li>• Director of Assessment &amp; Personalized Learning</li> </ul>			
<p>7. Increase number of students academically completing every grade.(S)</p>	<ul style="list-style-type: none"> <li>• Continue use of district-wide universal screener</li> <li>• Implement district-wide digital intervention solution</li> <li>• Articulate district-wide infrastructure of accelerated interventions for underperformance</li> <li>• Implementation of cross-divisional data teams to monitor student achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly data sharing with Cabinet level Assistant Superintendents for Action Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Superintendent of T&amp;L</li> <li>• Assistant Superintendent of T&amp;L Support</li> <li>• Director of Instruction &amp; Innovative Practice</li> <li>• Director of Assessment &amp; Personalized Learning</li> </ul>			
<p>8. Other: (Priorities specific to school, division, or area. Can be multiple.)</p>						

**Board Goal 2: *Differentiate resources for students based on needs.***

<p><i>District Focus Priorities 2016-2019</i></p> <p><u>Focus Priorities:</u> (Based on priorities identified by IE<sup>2</sup>, AdvancEd-AdvED, Superintendent-S, and Academic Division-AD)</p>	<p><b>2016-17 Aligned Actions and Measurements</b> (<u>Due September 1, 2016</u>)</p>					
	<p><b>Key Actions:</b> (List as many actions as needed in each box.)</p>	<p><b>Measured by:</b></p>	<p><b>Owner(s):</b></p>	<p><b>Resources Needed:</b></p>	<p><b>Results Of Key Actions:</b> (<u>Due June 30, 2017</u>)</p>	<p><b><u>Focus Priority Status:</u></b> NM = Not Met IP = In Progress M = Met</p>
<p>Identify local school innovations through system flexibility to increase student achievement. (IE<sup>2</sup>)</p>	<ul style="list-style-type: none"> <li>Facilitate "Idea to Implementation" process</li> <li>Continue meetings of cross-divisional Impact Team to review proposals, guide schools, and help implement</li> </ul>	<ul style="list-style-type: none"> <li>Number of proposals confirmed for implementation</li> <li>Number of waivers used</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent of Teaching and Learning</li> </ul>			
<p>Divisionally support local school innovations identified through system flexibility for increasing student achievement. (IE<sup>2</sup>)</p>	<ul style="list-style-type: none"> <li>Provide professional learning to school leaders and staffs to facilitate innovative thinking.</li> <li>Pursue district-wide flexibilities in embedded credit, scheduling, and staffing</li> </ul>	<ul style="list-style-type: none"> <li>Number of proposals confirmed for implementation</li> <li>Number of waivers used</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent of Teaching &amp; Learning</li> <li>Director of Instruction &amp; Innovative Practice</li> <li>In partnership with Finance, Technology, Human Resources, Accountability, Teaching &amp; Learning Support and Leadership</li> </ul>			

<p>Provide targeted resources for students</p> <ol style="list-style-type: none"> <li>1. not reading on grade level (Lexile)</li> <li>2. unsuccessful in Math/Algebra (Based on 2014 CCRPI Math/Algebra scores)</li> <li>3. not on-track for graduation <b>(S)</b></li> </ol>	<ul style="list-style-type: none"> <li>• Articulate district-wide infrastructure of accelerated interventions for underperformance</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly data sharing with Cabinet level Assistant Superintendents for Action Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Superintendent of Teaching &amp; Learning</li> <li>• Assistant Superintendent of Teaching &amp; Learning Support</li> <li>• Director of Assessment &amp; Personalized Learning</li> <li>• Director of Special Education</li> </ul>			
<p>Identify and provide resources to increase opportunities for advanced, on-level, and remedial students to earn initial credit, embedded credit, dual credit, recovered credit, distance learning, and certifications in areas of student interest. <b>(AD)</b></p>	<ul style="list-style-type: none"> <li>• Lead the implementation of alternative academic models</li> </ul>	<ul style="list-style-type: none"> <li>• Number of proposals confirmed for implementation</li> <li>• Number of waivers used</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Instruction &amp; Innovative Practice</li> <li>• Director of Assessment &amp; Personalized Learning</li> <li>• Director of Title I</li> </ul>			
<p><b>Other:</b> (Priorities specific to school, division, or area. Can be multiple.)</p>						

**Board Goal 3: *Develop stakeholder involvement to promote student success.***

<p><i>District Focus Priorities 2016-2019</i></p> <p><u>Focus Priorities:</u> (Based on priorities identified by IE<sup>2</sup>, AdvancEd-AdvEd, Superintendent-S, and Academic Division-AD)</p>	<p><b>2016-17 Aligned Actions and Measurements</b> (Due September 1, 2016)</p>					
	<p><b>Key Actions:</b> (List as many actions as needed in each box.)</p>	<p><b>Measured by:</b></p>	<p><b>Owner(s):</b></p>	<p><b>Resources Needed:</b></p>	<p><b>Results Of Key Actions:</b> (Due June 30, 2017)</p>	<p><b><u>Focus Priority Status:</u></b> NM = Not Met IP = In Progress M = Met</p>

<p>Seek and evaluate stakeholder input for critical processes. <b>(AdvED)</b></p>	<ul style="list-style-type: none"> <li>• Continue Advisory for Teaching &amp; Learning and for Teaching &amp; Learning Support and Specialized Services</li> <li>• Develop an Advisory for Parent and Community Stakeholders</li> <li>• Develop a stakeholder feedback opportunity regarding new state standards as they are adopted into Cobb Teaching &amp; Learning Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting schedule</li> <li>• Agendas</li> <li>• Attendance</li> <li>• Utilization of feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Academic Officer</li> <li>• Assistant Superintendent of T&amp;L</li> <li>• Assistant Superintendent of T&amp;L Support</li> <li>• Director of Special Education</li> <li>• Director of Student Assistance Programs</li> <li>• Director of Instruction &amp; Innovative Practice</li> </ul>			
<p>Establish programs and practices that enhance parental involvement and reflect the needs of students and their families.<b>(S)</b></p>	<ul style="list-style-type: none"> <li>• Parent and Family engagement opportunities throughout the year</li> <li>• Information and learning opportunities for parents of students with disabilities throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting attendance</li> <li>• Feedback</li> </ul>				
<p><b>Other:</b> (Priorities specific to school, division, or area. Can be multiple.)</p>						

**Board Goal 4: *Recruit, hire, support and retain employees for the highest level of excellence.***

<p><u>Focus Priorities:</u> (Based on priorities identified by IE<sup>2</sup>, AdvancEd-AdvED, Superintendent-S, and Academic Division-AD)</p>	<p><b>Key Actions:</b> (List as many actions as needed in each box.)</p>	<p><b>Measured by:</b></p>	<p><b>Owner(s):</b></p>	<p><b>Resources Needed:</b></p>	<p><b>Results Of Key Actions:</b> (Due June 30, 2017)</p>	<p><b>Focus Priority Status:</b> NM = Not Met IP = In Progress M = Met</p>
<p>Seek and hire teachers who meet the qualifications for a highly effective teacher. (IE<sup>2</sup>)</p>	<p><b>Not applicable</b></p>					
<p>Seek and hire school administrators who meet the qualifications for a highly effective school leader and who are best suited for the school's environment. (IE<sup>2</sup>)</p>	<p><b>Not applicable</b></p>					
<p>Support local school teachers and leaders to improve retention rate. (IE<sup>2</sup>) (S)</p>	<ul style="list-style-type: none"> <li>• Provide access to customized school-based professional learning aligned with the Superintendent's priorities through Professional Learning Specialists</li> </ul>	<ul style="list-style-type: none"> <li>• School support summary</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Instruction &amp; Innovative Practice</li> </ul>			
<p>Ensure that teachers are highly trained in the standards, learning engagement strategies, formative assessments, and student progress monitoring. (AD)</p>	<ul style="list-style-type: none"> <li>• Deliver a F2F professional learning opportunity available to all teachers</li> <li>• Develop and deliver a digital infrastructure of professional learning accessible by all teachers.</li> </ul>	<ul style="list-style-type: none"> <li>• Perception survey</li> <li>• Participation</li> <li>• Access rates, and follow-up for classroom impact</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Instruction &amp; Innovative Practice</li> <li>• Director of Digital &amp; Multimedia Learning</li> </ul>			
<p>Fully implement and evaluate state system of teacher and leaders evaluation (TKES and LKES).</p>	<p><b>Not applicable</b></p>					
<p>Use results of TKES and LKES to improve professional performance (IE<sup>2</sup>)</p>	<p><b>Not applicable</b></p>					
<p><b>Other:</b> (Specific to school, division, or area. Can be more than one.)</p>						