



COBB COUNTY
SCHOOL DISTRICT



Providing a World Class Education In Cobb County Schools

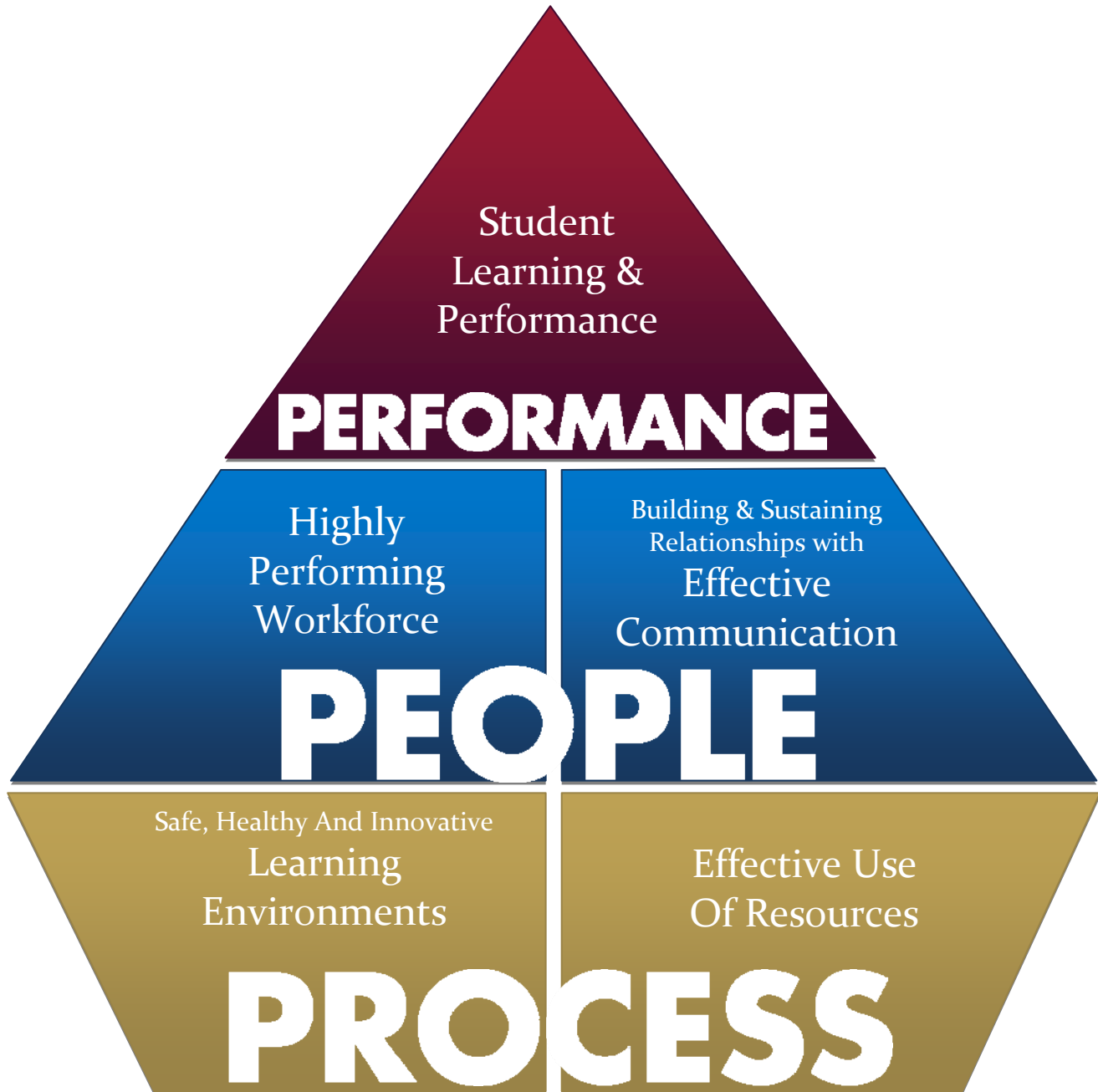
*A Plan for a Renewed Focus and
Commitment to Excellence*

Adopted June 10, 2009

Strategic Plan Overview

The improved performance of all students and district alignment to support that performance is guided by a strategic plan that provides overall direction to the school district and serves as the foundation for monitoring student success and district accountability. Each year, the plan is updated and will continue to evolve into an integrated management tool reflective of the Board of Education's constancy of purpose and well as the Board of Educations' innovative flexibility.

The CCSD Strategic Plan strengthens the District Focus by further delineating the goals of the Board of Education with a greater emphasis on the measurement of outcomes. This updated strategic focus places emphasis in three critical areas: process, people, and performance.



Dear Staff, Families, and Community Members:

Reinforcing our commitment toward continuous improvement, we are pleased to present the Cobb County School District's 2009-2014 Strategic Plan. Working collaboratively with stakeholders, we have gathered valuable input ensuring the plan reflects the priorities of the community.

Cobb's strategic plan provides a comprehensive accounting of the school system's performance in the areas of student achievement, stakeholder involvement, and accountability. We believe keeping these priorities in the forefront provides a clear direction. The focus is on implementing strategies and initiatives in the areas of curriculum, instruction, assessment, teacher recruitment and retention, communications and operational support.

The first step of implementing the strategic plan involves communication so all District staff and stakeholders are collectively engaged in the direction of the Cobb County School System. Additionally, we will report our progress on an annual basis to help determine how well the District meets goals, objectives and targets. Ultimately our performance will depend on how well we focused on effective partnerships, a high-quality workforce, and strong family and community involvement.

We remain committed to this shared accountability process, and through your participation the strategic plan will guide the Cobb County School District toward becoming a world-class school system.

Respectfully,

Dr. John Abraham, Board Chairman

Fred Sanderson, Superintendent

Providing a World-Class Education Means...

- The focus is on learning
- All students achieve high standards
- Instruction is engaging and rigorous
- Reading and writing are taught in all content areas
- There is a sense of belonging
- Schools and offices are inviting, welcoming, and customer oriented
- The strategic plan is accomplished by all working together

Key Strategies for Providing a World-Class Education Are...

- All decisions are based on what is best for all students
- Leadership, teaching, and learning are held to high standards
- Providing interactive, two-way communication
- Data is used to drive decisions
- Recruiting, developing, and retaining highly qualified employees
- Maintaining a commitment to effective professional learning
- Providing a safe, healthy, and orderly environment for students and employees
- A commitment to community involvement in district and school success
- Effective use of technology
- Being fiscally responsible and aligning resources to needs
- Engaging in effective management practices (clear direction, quality methods, and integrated systems).

Guiding Principles for Providing a World-Class Educational System

- **VISIONARY LEADERSHIP** – Leaders create and balance value for students and stakeholders
- **LEARNING-CENTERED EDUCATION** – Learning is focused on student needs
- **ORGANIZATIONAL AND PERSONAL LEARNING** – Focus is on continuous improvement, flexibility, and adaptation to change at all levels – organization, department, school, and personal
- **VALUES FACULTY, STAFF, AND PARTNERS** – Loyalty results from policies and practices that demonstrate commitment to the workforce and partnerships
- **ORGANIZATIONAL AGILITY** – Focus is on timely and flexible responses to the needs of students and stakeholders
- **FOCUS ON THE FUTURE** – Planning takes into account short-term and long-term needs and opportunities
- **MANAGING FOR INNOVATION** – The work environment fosters innovation to improve the organization and create value for students and stakeholders
- **MANAGEMENT BY FACT** – Decisions are data driven and based on performance measures
- **SOCIAL RESPONSIBILITY** – Public responsibility and citizenship go beyond mere compliance
- **FOCUS ON RESULTS** – Performance measures are focused on key student and organizational results
- **SYSTEMS PERSPECTIVE** – School, office, and department goals are aligned with those of the overall organization
- **QUALITY MANAGEMENT TECHNIQUES** – Best practices, focus, alignment, integration, benchmarking, benchmarks, and the plan-do-study-act process for improvement are emphasized

Mission

To provide an academically rigorous, caring and safe educational environment in partnership with families, students and the community.

Vision

All children will receive the respect, encouragement and opportunities they need to build the knowledge, skills and attitudes to be successful, contributing members of a global society.

Board of Education Academic Priorities

The strength of the strategic plan is rooted in the academic priorities of the Board of Education. These priorities serve to further define/refine the direction of the school district, establish the basis for a congruent multi-year planning strategy, and allows for clear expectations of the superintendent, central office and building level staff.

Student Achievement

- Measurable gains/growth as measured by national and state test scores
- Quality teaching and leadership
- Keep track of students through system

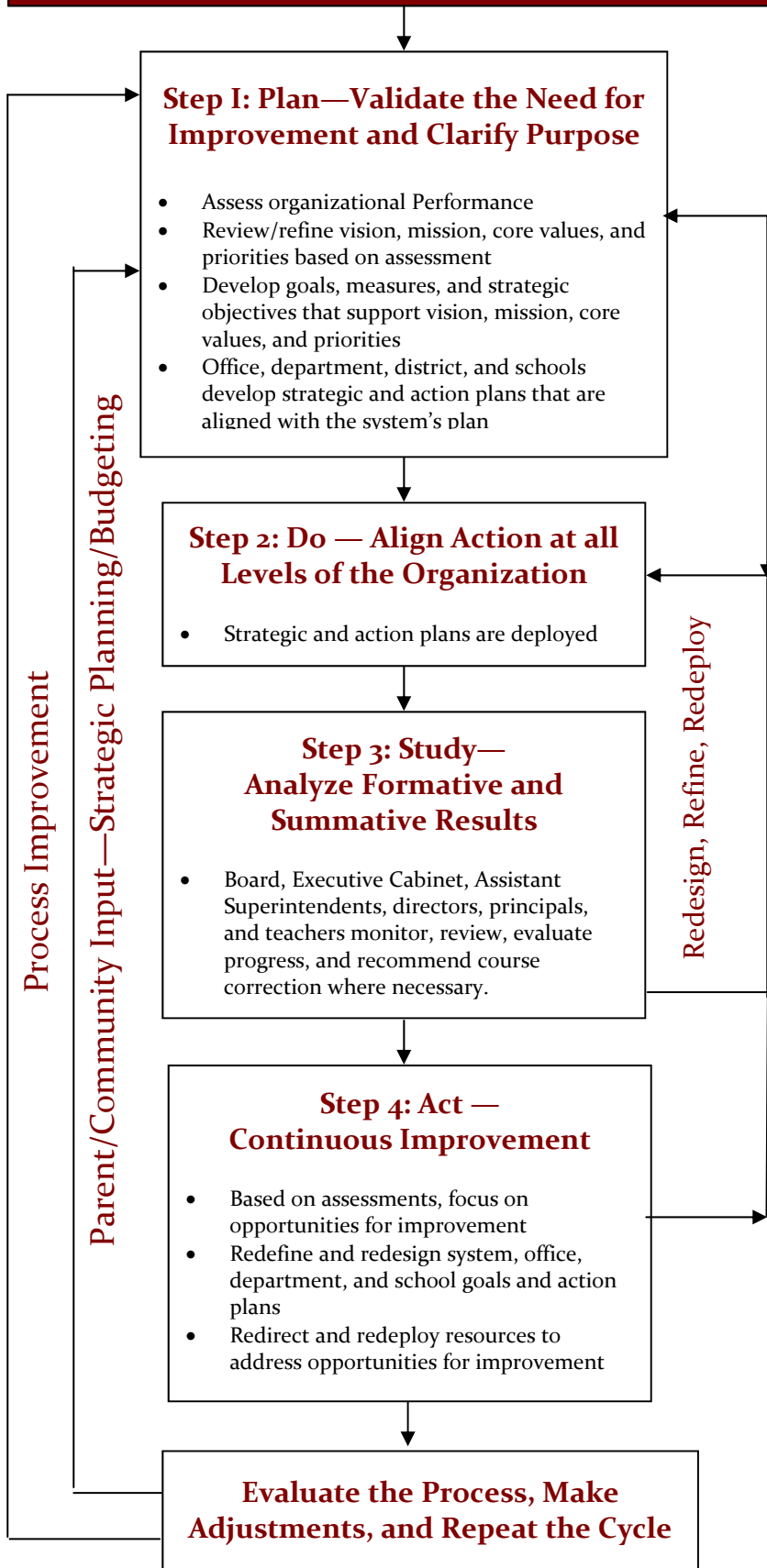
Stakeholder Involvement

- Utilize community in decision making
- Utilize resources and create sustainable partnerships
- Board member responsibility to communicate with community and local/state officials

Accountability

- Annual performance assessment of Superintendent/Service Providers/Board to include an independent evaluation
- Follow board policy
- Responsible fiscal stewardship to include SPLOST management

Strategic Planning Process





Student Learning and Performance

The continued improvement of teaching and learning in the Cobb County School District (CCSD) is the focus of the system's strategic plan. Critical to achieving the mission is the systematic and systemic monitoring of student learning and performance of every student in every school. Classroom teachers, principals, and senior leaders monitor student performance by disaggregating data by race, ethnicity, gender, disability status, English proficiency, and economically disadvantaged status. Disaggregating the data ensures that every student's needs are considered when making instructional decisions.

Goals

I. Ensure success for every student by meeting high standards of performance

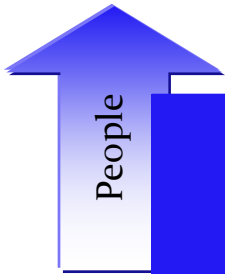
Objectives and Measures

- All schools will meet federal and state achievement standards
 - Increase in the number of schools meeting Adequate Yearly Progress (AYP) Benchmarks
 - Improvement of student performance on national tests (ITBS)
- Students will demonstrate continuous improvement on state and national indicators and performance assessment
 - Improvement on state assessments
 - Increase state writing performance at grades 5, 8 and 11
 - Improvement in students reading on-grade level at grade 3 and 6
 - Increase students taking more challenging courses
 - Increase graduation rate
 - Decrease in high school dropout rate
 - Increase in SAT/ACT participation rate and results
 - Increase the percentage of students who are work ready as indicated on the ACT WorkKeys Assessment

II. Monitor the progress and success of each student

Objectives and Measures

- Continue to design and implement the academic portal as an ongoing monitoring tool for teachers and administrators
 - Number of schools with fully functioning data teams
 - Number of reports available in the academic portal



Highly Performing Workforce

CCSD requires a highly skilled staff working to support the performance of each and every student. Core components and competencies for all employees include a commitment to students, knowledge of the job, professionalism, interpersonal skills, communication, organization, and problem solving. Recruiting and retaining highly qualified staff to meet the No Child Left Behind requirements is tantamount to district success. Professional training for all staff is coordinated and rooted in the need to support the ongoing improvement of student performance.

Goals

- I. **Attract, recruit, and retain the highest quality applicants representing diverse backgrounds.**

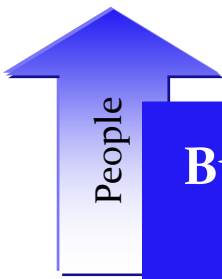
Objectives and Measures

- **Increase the percentage of highly qualified staff**
 - Percent of Highly Qualified Paraprofessionals (Title I)
 - Percent of Highly Qualified Teachers (Title I)
 - Percent of Highly Qualified Paraprofessionals (Non-Title I)
 - Percent of Highly Qualified Teachers (Non-Title I)
- **Increase the teacher retention rate**
 - Percent of Staff returning at the beginning of the school year
 - Increase in average years of experience
- **Increase the number of teachers with advanced degrees**
 - Increase percentage of teachers with advanced degrees
 - Increase the number of teachers receiving an accurate assessment of the quality of their instructional practice
- **Increase the number of qualified applicants**
 - Number of qualified teaching applicants
 - Number of qualified leadership applicants

II. Provide high-quality professional learning and training for all personnel

Objectives and Measures

- **Provide all employees with high-quality professional learning opportunities to promote individual development and improved student performance**
 - Increase the number of highly qualified teachers to 100%
 - Increase the number of highly qualified para-professionals to 100%
 - Increase the number of professional learning opportunities aligned to improve student performance
 - Insure that all staff successfully meet certification and recertification requirements as established by the Professional Standards Commission



Building and Sustaining Relationships With Effective Communication

CCSD is committed to supporting a strong and active parent community and ensuring that family engagement efforts reflect the cultural and linguistic diversity of local school communities. The school district strives to foster broad-based community involvement by constituents with a vested interest in the education of children. To build effective, meaningful, and supportive relationships with families and the community at-large, the district must create and sustain environments where parents, students, teachers, leaders, and community members feel respected, valued and where their ideas and perspectives are embraced in the decision-making process.

Goals

I. Promote a culture that fosters active family engagement

Objectives and Measures

- **Schools will provide numerous opportunities for families to become engaged in their child's academic progress and school experiences**
 - Improved participation in opportunities (PTA, school councils, committees, SIP team) for family involvement
 - Percentage of families and school staff joining PTA/PTSA
 - Increase elementary and middle school parent/teacher interaction, especially opportunities focusing on academics
 - Increase family participation at workshops (Math nights, Art Festivals) designed to improve student learning
 - Improve family volunteerism
- **Schools create a warm and welcoming environment for families**
 - Develop and implement a system to assess and improve family and community experiences when visiting schools
 - Assessing and improving school websites and newsletters ensuring they provide clear information
 - Annual survey indicates a high percentage satisfaction with the school climate (goal 100%)

II. Partner with businesses, community resources, institutions, agencies and organizations that support education

Objectives and Measures

- **The District serves as a community resource by offering its facilities, personnel, and resources to support community needs within District Policy**
 - Maintain, at minimum, current number of facility use agreements
 - Ensure continuous monitoring of facility usage to ensure quality and equity
 - Increase results of bi-annual surveys with agencies using the District's facilities to ensure needs and goals are being met
 - Increase District and School community participation
- **Community resources and relationships are used to strengthen schools, families, and student learning.**
 - Increase number of Cobb Chamber Partners in Education
 - Increase number of interagency collaborations
 - Increase number of higher education partnership/programs in schools

III. Provide clear, concise and timely communication between students, parents, staff, and community.

Objectives and Measures

- **The district and local schools have the tools and training to communicate effectively with their audiences, and do frequently**
 - Schools use available tools effectively and frequently (goal 100%)
 - Feedback from parents on annual School Climate Survey indicates a high percentage of school-to-home communication. (goal 100%)
- **Communication tools utilize technology to ensure that parents and District staff are aware of critical District priorities, programs, procedures and policies, as well as the positive accomplishments of local schools.**
 - Schools distribute Student Folder and Parent Information Guide to all parents, as indicated by signed receipts
 - Intouch calling system data indicates increase in number of schools using automated calling system to disseminate critical information
 - The District expands the use of video to inform parents, district staff, and students about programs, procedures, and policies
 - Press releases and other information are disseminated by email, and District-wide email distribution lists continue to grow in number



Safe, Healthy and Innovative Learning Environments

CCSD is committed to the continuous improvement of student performance by maintaining and enhancing safe, healthy and innovative learning environments for all students. The district will promote a climate that supports equity, diversity, and collaborative behaviors among students, teachers, leaders, parents, and community. The promotion of mutual respect between all stakeholders is key to maintaining and enhancing positive learning environments for students. The facilities and equipment used within the district will be maintained and upgraded to promote a high-quality, world-class education for all students. Student and employee safety remains vigilant.

Goals

I. Provide a safe, secure, and healthy environment for all students and staff.

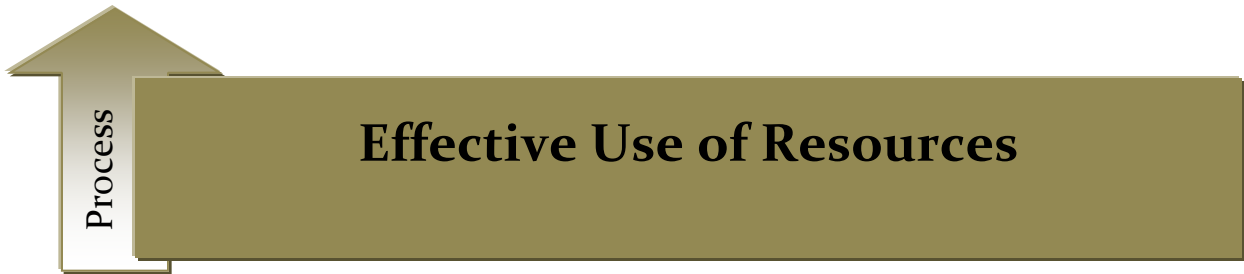
Objectives and Measures

- **Develop/maintain a schedule for construction/renovation**
 - Number and percent of Board approved project starts completed on time
 - Number and percent SPLOST projects under budget
- **Develop/maintain a schedule for preventive maintenance**
 - Maintain a regular schedule of preventative maintenance on building systems (HVAC, Roofing, Electrical, Plumbing, Security Alarms)
- **Continue to evaluate and improve focus on public safety**
 - Increase student awareness of behavior practices by reducing student offenses (Fighting/Bullying, Drugs, Weapons, Gang-related incidents)
 - Improve bus discipline at all levels through implementation of the Safe Rider Bus Program
- **Improve performance on health and wellness measures**
 - Increase the number of servings of fruits, vegetables, and milk taken by students participating in the school breakfast, lunch and After School programs
 - Increase to 100% schools completing the Online Local School Wellness Plan
 - Improve to 100% schools earning a score of “A” on the Georgia Department of Human Resources Food Services Establishment Inspection Reports
 - Implement programs to encourage bus ridership, car pooling and walking to school programs.

II. Provide well maintained and upgraded technology for all students and staff

Objectives and Measures

- **Maintain current SPLOST schedule of technology refresh**
 - Number of refresh projects completed on-time
- **Continue implementation of the integration of the information systems**
 - Completion of SPLOST district operational initiatives
- **Continue to support instruction through technology**
 - Completion of SPLOST district classroom initiatives



Responsible fiscal stewardship is a priority of the Board of Education. CCSD will maximize the effective use of resources to build public trust and strengthen the relationship with all stakeholders. Fiscal priority ensures that maximum resources are dedicated to student performance. CCSD provides effective and efficient management of tax dollars which results in the most productive delivery of instruction to all students.

Goals

I. Manage financial resources effectively and efficiently

Objectives and Measures

- **The District's Comprehensive Annual financial Report will receive an unqualified (clean) audit opinion each year**
 - Clean audit opinion every year
- **Maintain a General Fund unreserved fund balance that is greater than or equal to one month (8.33%) of expenditures**
 - General Fund unreserved fund balance per the Comprehensive Annual Financial Report equals at least 8.33% of expenditures
- **Maintain a millage rate that is at or below 18.9 mills**
 - Board approved millage rate is no higher than 18.9 mills
- **Ensure that all SPLOST funds are spent appropriately**
 - Conduct an annual performance audit of SPLOST funds

II. Align financial resources to maximize student performance

- **Maintain per pupil expenditures for Instruction that are above the state average**
- **Maintain per pupil expenditures for General Administration that are below the state average**

III. Improve opportunities to increase supplier diversity

- **Improve communications to a broader base of suppliers**
 - Provide outreach to local city/county chamber of commerce associations and other diverse supplier organizations (minority, women owned, disabled, etc.) by joining organizations and/or speaking at their meetings
 - Provide access to “How to Do Business” booklet on CCSD procurement website
- **Increase membership in industry organizations**
 - Number of memberships in local diverse business organizations (small, minority, women owned, disabled owned, etc.) to provide opportunities to make suppliers aware of opportunities to participate in Cobb’s procurement process
- **Improve procurement linking**
 - Number of “procurement link” informational events held to guide suppliers through the procurement process
 - Number of organizations contacted to offer a link to Cobb’s web site in order to offer opportunities to small businesses
- **Implement and monitor a supplier tracking system**
 - Number of suppliers in Cobb’s vendor database identified as being diverse businesses (small, women owned, minority owned, etc.)