



Oglethorpe County Board of Education

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Strategic Plan 2012-2013

NCLB Performance Goal 1: By 2014, all students will reach high standards at a minimum attaining proficiency or better in reading/language arts and mathematics

NCLB Performance Goal 2: By 2014, all limited English proficient students will become proficient in English and reach high academic standards, at a minimum attaining proficiency or better in reading/language arts and mathematics.

NCLB Performance Goal 3: All students will be taught by highly qualified teachers.

NCLB Performance Goal 4: All students will be educated in learning environments that are safe, drug free, and conducive to learning.

NCLB Performance Goal 5: All students will graduate from high school.

IDEA Performance Goal 1: Improve post-school outcomes for students with disabilities.

IDEA Performance Goal 2: Improve services for young children (ages 3-5) with disabilities.

IDEA Performance Goal 3: Improve the provision of a free and appropriate public education to students with disabilities.

IDEA Performance Goal 4: Improve compliance with state and federal laws and regulations.

Oglethorpe County Performance Goal 1: Increase student achievement.

Oglethorpe County Performance Goal 2: Increase Parent and Stakeholder Engagement.

Oglethorpe County Performance Goal 3: Improve the effectiveness of Daily Operations.

Oglethorpe County Performance Goal 4: Implement Continuous Improvement

Strategic Goal Area	Performance Objective	Initiative	Action Steps	NCLB Goal #	IDEA Goal #	Professional Learning (Funding Source)	Resources or Materials Needed (Funding Source)	Position Responsible for Monitoring and Evaluation	Timeline	Means of Evaluation	Evidence of Impact
Student Achievement	Improve Mastery of Curriculum	Curriculum Alignment Initiative	Conduct Professional Learning on Curriculum	1,2,5	1,2,3	CCGPS (Professional Learning funds)	CCGPS; Instructional Coaches ; RESA; GaDOE (Professional Learning; Title I funds)	Principals; Director of Teaching and Learning	July, 2012 - August, 2015	Review of Units; maps	Benchmarks
			Schedule Common Planning Time								
			Develop, revise, and/or refine curriculum maps aligned to state curriculum								
			Develop, revise, and refine common units aligned to state curriculum								
		Standards-Based Instruction (SBI) Initiative	Conduct professional learning on targeted areas	1,2,5	1,2,3	Standard-based Best Practices; differentiation; ESOL/Gifted/ Math/Science endorsements; Standards Based Grading; Data analysis and using data to drive instruction; (professional learning, Title IIA, Title I, Title III. IDEA, Preschool)	RESA; Dan Mulligan (differentiation consultant); instructional coaches; GLIS; supplemental materials and software in Reading/ELA/ Science/Social Studies/ and Math for differentiation; Technology hardware (Professional, Title IIA, Title IA, Title VIB, Title III, IDEA, IDEA, Preschool, State Preschool)	Principals; Director of Teaching and Learning	July, 2012 - August, 2015	Walk throughs; Professional Learning Report;	Benchmarks; State Assessments
			Implement the use of differentiated instruction								
			Implement a walkthrough schedule of targeted components								
			Develop systemwide grading guidelines								
			Provide instructional coaches at the primary, elementary, high schools								
	Analyze student data by grade level and/or department										
Use data to adjust instruction											
Acceleration Initiative	Include AP courses in master schedule	1,2,5	1,3	AP; Gifted Conferences; Gifted endorsement; Counselors' Meetings (Professional Learning, Local, Gifted)	AP; Virtual School; Gifted supplemental materials; RESA; GaDOE (Gifted; Dual Enrollment; Virtual School)	AP Coordinator; Gifted Coordinator;	July, 2012 - August, 2015	Master Schedule; Agenda for Orientation Night (8th - 9th)	AP Scores; Exceeds on EOCT, CRCT, and Benchmarks		
	Ensure gifted courses are available at all levels										
	Use virtual school to offer at least 1 online course to all students										
	Provide dual enrollment opportunities										
	Provide training for AP teachers										
	Night for parents										
Improve Graduation Rate and Post High School Readiness	Class of ... Initiative	Identify the class when each student will graduate	5	1	N/A	Banners (Local/State)	Principals	July, 2012 - August, 2015	Walk throughs	Promotion Data	
		Publicize each grade's "class of ... "									
		Refer to each grade by the "Class of ..."									

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Student Achievement	Improve Graduation Rate and Post High School Readiness	Supplemental Assistance Initiative	Identify struggling students	1,2,5	1,2,3	Best Practices in math, science, writing; SSTAGE; Meeting needs of struggling learners (Professional learning, Title IIA, Title IA, Title III, Title IC, IDEA)	GLRS, RESA, SSTAGE, Instructional Coaches at Primary, Elementary, High Schools; Math and ELA supplemental teachers at middle school; Compass Learning; Ombudsman; SemsTracker; E2020; Classworks; USA Test Prep , supplemental materials and software (Title IA, Title IC, Title III, 20 day extension, Title VIB, IDEA, local)	Coordinator of Student Support Services; Principals	July, 2012 - August, 2015	Schedules of additional support; SemsTracker	Benchmarks; State Assessments
			Monitor student progress								
			Employ 1 Math and .5 ELA Connection teachers to provide additional support at the middle school								
			Implement afterschool/summer programs								
			Provide additional reteaching opportunities								
			Provide additional support opportunities during the school day								
		CTAE Initiative	Assist in the linking of CTAE curriculum to CCGPS and GPS through monthly peer observations of core content teachers by CTAE teachers	1,2,5	1,3	CTAE; Professional Learning Communities; (Perkins, State, Local)	Scheduling conducive to attendance in PLC activities; CTAE; Consultant (Title IIA; Perkins)	CTAE Director	July, 2012 - August, 2015	PLC minutes; peer observation schedule	# of Students in Pathways; Pathway Completers; Graduation Data
			Include CTAE faculty in academic departmental PLC activities as deemed appropriate by the administration								
			Produce and publish a CTAE brochure to inform stakeholders and promote the CTAE program								
		Response to Intervention Initiative	Administer two universal screeners at each school	1,2,5	1,2	RTI; Best Practices in Addressing Behavioral and academic needs of struggling students; Standards Based Instruction (Professional Learning, IDEA, State and Federal Preschool, Title IIA, Local)	RESA; Dan Mulligan (differentiation consultant); SSTAGE; SemsTracker; Classworks , Supplemental Reading, Math, Science, Social Studies, software, leveled supplemental books (Title I, Title II, Title VIB, Professional Learning, IDEA)	Coordinator of Student Support Services; Principals	July, 2012 - August, 2015	SemsTracker; Pyramid of Intervention; Benchmark and Universal screener schedule	Benchmarks; Graduation Rate; State Assessments
			Conduct benchmark assessments at least 3 times a year								
			Implement Common Core Georgia Performance Standards using standards-based classroom best practices								
			Ensure progress monitoring of learning through multiple formative assessments								
			Apply positive behavior supports throughout the schools								
			Develop a systemwide Response to Intervention process								
		Review, revise/refine Pyramid of Interventions									

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Stakeholder Engagement	Ensure clear relations appropriate for all stakeholders	eBOARD initiative	Post policies on eBOARD			eBoard (local)	Technology Staff; eBoard (Local)	Director of Operations	July, 2012 - August, 2015	eBoard	Parent Survey
			Provide professional learning to public on eBOARD								
			Implement the use of eBOARD for system level leadership meetings								
			Use in-house technology staff to provide internal training on eBOARD								
			Post Board of Education Meeting agendas and minutes								
			Provide specific location on eBOARD for documents posted for public review								
		Communication Initiative	Include parents in the development of parent survey	1,2,5	1,2,	Parent Engagement (Title IA, Title IC, Title IIA, IDEA, State Preschool)	Parent Mentor; materials (envelopes, stamps, paper) for parent involvement notifications; Supplies: pens, pencils, notebook paper, markers, scissors, folders, glue sticks to be given to eligible Title I students whose parents attend Community Day and listen to Title I information. Parent to Parent; GaDOE; RESA; website; Interpreters (Title IA, Title IC, IDEA, local)	Coordinator of Student Support Services	July, 2012 - August, 2015	Parent Mentor log; PowerSchool review to ensure assignments/grades updated	Parent Survey; PowerSchool usage data; State Assessments
			Survey stakeholders about their expectations at the beginning of the school year								
			Survey stakeholders at the end of the school year to determine if expectations were met								
			Use various avenues of communication (email, texts, phone)								
Publish a calendar of parent input sessions											
Employ a Parent Mentor (20 hours/weekly)											
Provide professional learning for parents on the use of PowerSchool and Title I											
Assist parents in creating their PowerSchool passwords											
Provide PowerSchool updates to assignments/grades on a regular basis											
Provide interpreters for systemwide parent involvement functions											
Provide specific location on eBOARD for documents posted for public review											
Partner with Echo to have a school news section											
Website Initiative	Maintain system website with up-to-date information			Website (Local)	Website (Local)	Principals/ Department Supervisors	July, 2012 - August, 2015	Website reviews	Parent Survey;		
	Ensure school websites have link for anonymously reporting of incidents										
	Require school websites have current information										
	Provide professional learning on use of the website										

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Stakeholder Engagement	Ensure positive, progressive relationships that are appropriate to all stakeholders at their level of involvement	Superintendent Chat Initiative	Schedule monthly chats with teachers from 3:15 - 4:00	1,2,5	1,2	Parent Advisory Group (IDEA, Title I, Local)	Parent Mentor, supplies for parent involvement activities, school supplies to be given out at Parent Involvement meetings for Title I eligible students(Professional Learning, IDEA)	Coordinator of Student Support Services	July, 2012 - August, 2015	Schedules and minutes from meetings	Parent Survey
			Conduct quarterly chats with parents/community								
			Schedule students to meet monthly with social worker								
			Present annual state of the system to all stakeholders								
			Establish a parent advisory group for system								
			Conduct superintendent visits to schools								
Daily Operations	Ensure a safe learning and working environment	Bus Discipline Initiative	Create bus discipline committee	4	1,2,3	Crisis Intervention Prevention; De-escalation; How to Manage Difficult to Manage Students (Professional Learning, Title II, IVA, IDEA, local)	Crisis Intervention Prevention Workbooks; Training materials (Professional Learning, Title IIA, local)	Director of Operations	July, 2012 - August, 2015	Bus Referrals	# of Bus Suspensions
			Review and update Tiered Bus safety Plan to be implemented in January, 2013								
			Post system wide Code of Conduct on website								
		Discipline Team Initiative	Create discipline team at each school	4	1,2,3,4	Crisis Intervention Prevention; De-escalation; How to Manage Difficult to Manage Students (Professional Learning, Title IVA, IDEA, local)	Crisis Intervention Prevention Workbooks; Training materials (Professional Learning, Title IIA, local)	Principals	July, 2012 - August, 2015	Referral Data; Interventions	School safety data
			Analyze referral data on a quarterly basis								
			Design interventions to address identified issues								
		Cybersafety and Bullying Prevention Initiative	Conduct Professional learning on bullying prevention	4	1,2,3,4	Bullying prevention; Cybersafety (Local; Title IVA; Professional Learning)	Cybersafety curriculum; Counselor meetings (Local)	Principals; Director of Teaching and Learning	May, 2012 - August, 2015	Schedule for teaching of Grade level lessons	# of reported Bullying incidents
			Identify lessons to be taught at each grade level								
			Incorporate cybersafety awareness and bullying prevention at all grade levels								
			Educate parents and students on bullying and cybersafety								
		Distribute Computer Usage Policy which includes cybersafety									

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Daily Operations	Ensure highly qualified administration and instructional teams	Highly Qualified Initiative	Develop a spreadsheet of staff certifications Develop and monitor the remediation plan for all teachers without clear renewable certificates Provide professional learning opportunities for all staff Notify staff of requirements to renew certificates Establish/refine professional learning community practices Recruit, retain, and hire Highly Qualified teachers and paraprofessionals Assign teachers to areas in which they are highly qualified	3	3,4	CPI; Title IIA conference; course work required for renewable certifications; Human Resources Training; GACE (Title IIA, local, IDEA)	RESA; GaDOE; GaPSC; Colleges/Universities, (Title IIA, local, IDEA)	Director of Operations and Director of Teaching and Learning	July, 2012 - August, 2015	CPI reports; Remediation Plans	Highly Qualified Report
	Provide operations, academics, nutrition funds for all aspects of the school system	Budget Initiative	Gather input from all schools/departments for budget Draft budget to present to the Board of Education Monitor budget by reviewing and approving purchase orders/expenditures Provide monthly financial report to BOE Establish a schedule for the closing of monthly books Adhere to schedule for the closing of the school year books Provide monthly financials to schools/departments Present and interpret results of changes in the allotment sheet to BOE Present budget amendments to BOE for approval/adoption		4	GASBO; financials (local, state)	GaDOE (Local, State)	Director of Operations	July, 2012 - August, 2015	Monthly Financials	Completion Reports; Annual Audit
	Ensure protocols are in place for each dimension/ category associated with daily operations	Handbook update Initiative	Update department and school handbooks Place former policies identified as administrative guidance in appropriate handbook Develop a process notebook for each school/department Post handbooks on eBOARD			Policies; eBoard (State and Local funds)	GSBA; eBOARD; GaDOE (State and Local funds)	Superintendent; Principals/ Directors	July, 2012 - August, 2015	Handbooks reviews	Handbooks updated

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Daily Operations	Ensure protocols are in place for each dimension/ category associated with daily operations	Special Education Initiative	Establish and monitor calendar of due dates Refine best practices Discuss eligibility continuation upon registration in-coming special education students Request records for all in-coming special education students Conduct professional learning on co-teaching, IEP development, and best practices in instruction	1,5	1,2,3,4	IEP writing; Coteaching; IDEA; Preschool; Best Practices; Compliance (IDEA, Professional Learning, Preschool state and federal)	GLRS; RESA; GaDOE; consultants - IEP writing & best practices (IDEA, Professional Learning, State and Federal Preschool)	Director of Teaching and Learning	July, 2012 - August, 2015	Monthly Special Ed Meetings; Timelines	Compliance Results; State Assessments
		Personnel Initiative	Review and update fingerprints and criminal background checks in accordance with Board policy Require HR interviews for all substitutes teachers Create a frequently asked questions document for substitute teachers Ensure all system employees wear identification badges Establish protocol for applications and maintaining personnel records Organize personnel records	3	4	State and Federal Requirements; Human Resource Training; (State and local, professional learning)	RESA; GaDOE; GaPSC; GASBO (State and local funding; professional learning)	Director of Operations	July, 2012 - August, 2015	CPI reports; Walkthrough on badge usage;	Personnel Reports
Continuous Improvement	Provide quality and targeted professional learning for all	Leadership Development Initiative	Support Teachers as leader within the school Identify critical skills that all leaders should have Develop in-house program for leadership development addressing the critical skills Review GLISI modules for use in professional learning Provide targeted professional learning for central office personnel	3		Leadership Development; professional learning targeted to job -central office; Teacher/Leader Keys Effective System; (Professional Learning; Title IIA, local)	GLISI; RESA; GASBO; consultant (Professional Learning; Title IIA; Local)	Director of Operations; Director of Teaching and Learning	July, 2012 - August, 2015	Professional Learning Leave Forms	Leader Keys Effective System; Professional Learning Report

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Continuous Improvement	Provide quality and targeted professional learning for all	Professional Learning Initiative	Analyze data to determine the professional learning needs of system and schools	1,2,3,5	1,2,3,4	Endorsements in Science, Math, ESOL, Gifted; WIDA standards; Enhancing instruction through technology; GLISI; PLCs; Peer Observations; Best Practices in Standards Based Instruction; CCGPS; RTI; Differentiation; Use of Data to Drive Instruction; CoTeaching (Title IA, Professional Learning, Title IIA, Title III, IDEA, Preschool)	GLISI; GLRS; RESA; GaDOE; consultants; (Professional Learning; Title IIA; Local IDEA; State and Federal Preschool; Title III; Title IC)	Director of Teaching and Learning	July, 2012 - August, 2015	Professional Learning Leave Forms	Teacher/Leader Keys Effectiveness System; GTEP
			Provide professional learning leading to an endorsement in math, science, English as a Second Language, and gifted								
Support individual teacher's professional development plan											
Provide professional learning on enhancing instruction through technology											
Identify key leaders to participate in GLISI training											
Offer professional learning targeted to specific job assignments											
Review and refine professional learning communities' practices											
Provide opportunities for peer observations											
Institute a culture of high performance in all schools, central office, and departments	Accountability Initiative	Focus cabinet meetings around the system strategic plan	1,2,5	1,2,3	Depth of Knowledge; CCGPS; Best Practices in Standards Based Instruction; Using Data to make decisions; Higher Order Thinking Skills (Title IA, Title IIA, IDEA, Gifted, Preschool, Professional Learning)	RESA; consultants; GaDOE; GLISI; Instructional Coaches; professional learning supplies (chart paper, (markers, posted notes)Title IA, Title IIA, IDEA, Gifted, Preschool, Professional Learning)	Director of Teaching and Learning;	July, 2012 - August, 2015	Agendas and Minutes; Walkthrough data	State Assessment Scores	
		Increase rigor and depth of knowledge through implementation of the CCGPS									
		Ensure classroom activities reflect higher order thinking skills									
		Use walkthroughs to monitor the implementation of best practices									
		Conduct quarterly updates on schoolwide programs/department goals									
		Use data throughout the system to set goals, monitor progress, and evaluate initiatives									