

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.1: Ensure mastery of the Standards	1.1.A: Provide high quality instruction that is aligned with the Georgia Performance Standards and other identified curriculum standards.	1.1.A.1: Continually review and adjust written and aligned curriculum maps and units of study for all grade levels and all content areas 1.1.A.2: Maintain updated curriculum, instruction, and assessment resources on SharePoint 1.1.A.3: Facilitate learning resources adoption as funds permit 1.1.A.4: Provide a systematic approach for collaborative planning utilizing the GPS through support from system content leaders and coaches 1.1.A.5: Develop and provide formative assessments to assist teachers in adjusting instruction 1.1.A.6: Improve post-secondary outcomes for students with disabilities	1.1.A: % of students graduating (Balanced Scorecard) 1.1.A: % of schools meeting AYP Status (Balanced Scorecard) 1.1.A: % of content areas with grade level curriculum documents (Balanced Scorecard) 1.1.A: % of content areas with common assessments and benchmarks (Internal Measure)	1.1.A: Teaching and Learning Department and Student Services Department
1: Student Achievement	1.1: Ensure mastery of the Standards	1.1.B: Develop high and clear expectations for all students by implementing standards-based classroom processes.	1.1.B.1: Implement common instructional frameworks that ensure standards are explicit and referenced often 1.1.B.2: Implement non-graded formative assessments to assist teachers in adjusting and providing corrective instruction 1.1.B.3: Support an environment where students use the language of the standards to describe their work 1.1.B.4: Utilize evaluative and descriptive feedback that is aligned to the standards and provides students with specific strengths and next steps 1.1.B.5: Ensure instruction is differentiated 1.1.B.6: Guide the use of formative and summative assessments to systematically and purposefully plan for student differences 1.1.B.7: Ensure rigor is pervasive 1.1.B.8: Provide strategies that emphasize and encourage all learners to use higher order thinking skills, such as compare/contrast/classify, problem solving/decision making, and critical thinking/creative thinking/self-regulation 1.1.B.9: Incorporate literacy skills in all content areas with a focus on writing	1.1.B: % of schools measuring “Operational/Fully Operational” on the standards-based classroom continuum (Internal Measure) 1.1.B: % of classrooms implementing standards-based classroom processes as evidenced by eWalk indicators (Internal measure)	1.1.B: Teaching and Learning Department, School Level Administrators, and Teachers

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.1: Ensure mastery of the Standards	1.1.C: Implement a balanced assessment approach to include diagnostic, formative, and summative assessments to design and adjust instruction to maximize student achievement.	1.1.C.1: Utilize system-level benchmarks and formative assessments to adjust instruction 1.1.C.2: Implement effective in-school remediation/enrichment programs (Academic Opportunity Time) based on ongoing formative and summative assessment data 1.1.C.3: Analyze and use all pertinent data to maximize student achievement and drive system and school level decision making 1.1.C.4: Implement the Work Ready Assessment for all seniors utilizing Key Train software to close achievement gaps 1.1.C.5: Administer end of pathway CTAE assessment	1.1.C: % of schools utilizing benchmark assessment results in collaborative and action planning (Internal Measure) 1.1.C: % of grades 3,5, & 8 students meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Balanced Scorecard) 1.1.C: % of grades 4, 6, and 7 students meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Internal Measure) 1.1.C: % of grades 3-8 students meeting or exceeding standards on Science and Social Studies CRCT and CRCT-M assessments (Internal Measure) 1.1.C: % of students passing EOCT courses: 9 th Grade Literature, American Literature, Math 1, Math II, Physical Science, Biology, US History, and Economics (Balanced Scorecard) 1.1.C: % of students meeting or exceeding standards on the GA High School Writing Test (Balanced Scorecard) 1.1.C: % of students meeting and exceeding standards on EOCT assessments (Balanced Scorecard) 1.1.C: % of kindergarten students meeting or exceeding standards on GKIDS (Balanced Scorecard) 1.1.C: % of seniors scoring at bronze, silver, gold, and platinum levels on Work Ready Assessment (Internal Measure) 1.1.C: % of students passing end of pathway CTAE assessments (Internal Measure)	1.1.C: Teaching and Learning Department, School Level Administrators, and Teachers

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.2: Guarantee Student Success	1.2.A: Review and utilize effective student achievement pyramids of intervention based on identified student needs.	1.2.A.1: Identify and implement a common set of interventions for struggling learners 1.2.A.2: Assist with planning, organizing, and monitoring remedial/acceleration interventions for students throughout the school day 1.2.A.3: Review policies and procedures focused on instructional processes 1.2.A.4: Provide additional credit recovery options through face-to-face and online options 1.2.A.5: Provide Advanced Placement (AP) course offerings at each high school 1.2.A.6: Implement the core indicators of progress for CTAE concentrators	1.2.A: % of grades 3,5, & 8 students meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Balanced Scorecard) 1.2.A: % of grades 4, 6, and 7 students meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Internal Measure) 1.2.A: % of grades 3-8 students meeting or exceeding standards on Science and Social Studies CRCT and CRCT-M assessments (Internal Measure) 1.2.A: % of students on track to graduate (Internal Measure) 1.2.A: # of students completing credit recovery courses during the school year (Internal measure) 1.2.A: % of students earning a qualifying score of 3,4, or 5 on Advanced Placement exams (Balanced Scorecard) 1.2.A: # of Advance Placement exams taken by students (Balanced Scorecard) 1.2.A: % of schools scoring at or above Operational on the High Impact Practice Implementation Rubric: Pyramid of Intervention ((Internal measure) 1.2.A: % of students who meet or exceed core indicator target rates (Internal Measures)	1.2.A: Teaching and Learning Department, Student Services Department, Operations Department, School Level Administrators, and Teachers

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.2: Guarantee Student Success	1.2.B: Provide a foundation for 6 th through 12 th grade students through advisement periods to create relationships and ensure academic success.	1.2.B.1: Provide opportunities for rising 6 th and 9 th grade students to visit the receiving campus 1.2.B.2: Improve vertical conversations between 5 th -6 th and 8 th -9 th grade teachers 1.2.B.3: Conduct a rising 9 th grade parent night at each high school 1.2.B.4: Facilitate an advisement process for all middle and high school students to meet BRIDGE Bill requirements 1.2.B.5: Provide targeted transition strategies for identified at-risk students 1.2.B.6: Conduct informational meetings for parents of students with specialized needs/interests 1.2.B.7: Implement a parent and student advisement evening at each high school	1.2.B: % of students on track to graduate (Internal Measure)	1.2.B.1: Operations Department, Student Services Department, Middle and High School Administrators 1.2.B.2: Teaching and Learning Department, Student Services Department, School Level Administrators, Teachers 1.2.B.3: Operations Department, Middle and High School Level Administrators 1.2.B.4: Teaching and Learning Department, Student Services Department, School Level Administrators 1.2.B.5: Student Services Department, Teaching and Learning Department, Counselors, and Teachers 1.2.B.6: Student Services Department Teaching and Learning Department, Counselors, and Teachers 1.2.B.7: Operations Department, Teaching and Learning Department, School Level Administrators, Teachers

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.2: Guarantee Student Success	1.2.C: Implement strategies to support the graduation rule requirements established for the 2009 ninth grade class and beyond.	1.2.C.1: Review and revise policies and procedures supporting the graduation rule 1.2.C.2: Develop and implement procedures for Honors, regular, and support GPS math courses 1.2.C.3: Support student enrollment in foreign language, Honors, Gifted, and Advanced Placement courses 1.2.C.4: Maintain a high school schedule which supports the graduation rule requirements and identified sub-populations through remediation/enrichment periods (Academic Opportunity Time).	1.2.C: % of students earning credit for each GPS math course (Internal measure) 1.2.C: % of students enrolled in foreign language, Honors, Gifted, and Advanced Placement courses (Internal measure)	1.2.C: Teaching and Learning Department, School Operations Department, Student Services Department, School Administrators

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.2: Guarantee Student Success	1.2.D: Implement a Career Academy to ensure a viable 21 st century workforce for Houston County.	1.2.D.1: Review baseline data for Career Academy goals 1.2.D.2: Provide work ethics grade for all HCCA students 1.2.D.3: Improve advisory councils for all program areas and increase business involvement by implementing guidelines from Advisory Council Manual. 1.2.D.4: Implement Career Pathway Program of Study 1.2.D.5: Implement a Career Tech Student Organization for each program area. 1.2.D.6: Implement contextual and project-based learning 1.2.D.7: Host HCCA open house for all stakeholders.	1.2.D.1: 6 core indicators from Perkins; meet or exceed 85% graduation rate; 2.5% increase in post-secondary enrollment; 2.5% increase in WBL; 2% increase in number of Work Ready Certificates; employment 90 days after graduating with technical certificate in dual enrollment program; results from BASI, KeyTrain, ACCESS, SAT, PSAT, EOCT, GHSGT, GHSWT, end of pathway assessments, Compass, and ACT; HCCA alumni ongoing success; testimonials from formerly at-risk students; testimonials and success stories from business partners; estimated impact of HCCA on schools and district; technical certificates earned (Internal Measures) 1.2.D.2: Work Ethic grade posted on report card (Internal Measures) 1.2.D.3: Make up and accomplishments of advisory council (Internal Measures) 1.2.D.4: Career pathway program of study on file for all career academy students (Internal Measures) 1.2.D.5: CTSO membership and awards. (Internal Measures) 1.2.D.6: Walk-throughs (Internal Measures) 1.2.D.7: # of attendees at open house (Internal Measures)	1.2.D: Houston County School System, Middle Georgia Technical College, Career Academy Board of Directors, CTAE Director

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.3: Close the achievement gap between subpopulations	1.3.A: Provide formalized processes of intervention for identified subpopulations.	1.3.A.1: Provide disaggregated data on system and school subpopulations 1.3.A.2: Provide instruction where appropriate through the co-teaching/inclusion model 1.3.A.3: Implement learning strategies to support SWD and ESOL in accessing regular curriculum 1.3.A.4: Ensure collaboration among ESOL instructional coaches/teachers and mainstream teachers on the use of language proficiency standards to guide and align curriculum, instruction, and assessment for English Language Learners 1.3.A.5: Increase the number of SWD high school course offerings 1.3.A.6: Provide Read 180 Program to targeted middle and high Title I students 1.3.A.7: Provide post-CRCT remediation in reading and math during the school day for targeted students 1.3.A.8: Provide post-GHSGT, GHSWT, and EOCT remediation for targeted students 1.3.A.9: Provide achievement specialists for Title I high schools	1.3.A: % of students in each sub-population in each grades 3,5, & 8 meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Balanced Scorecard) 1.3.A: % of students in each sub-population in each grades 4, 6, and 7 students meeting or exceeding standards on Reading, ELA, and Mathematics CRCT and CRCT-M assessments (Internal Measure) 1.3.A: % of students in each sub-population in each grades 3-8 students meeting or exceeding standards on Science and Social Studies CRCT and CRCT-M assessments (Internal Measure) 1.3.A: % of EIP and SWD students passing math CRCT or CRCT-M grades 3-5 (Internal Measure) 1.3.A: % of students in each sub-population meeting or exceeding standards on EOCTs (Balanced Scorecard) 1.3.A: % of students in each sub-population meeting or exceeding standards on the GHSWT (Balanced Scorecard) 1.3.A: # of co-taught classes being provided for Students With Disabilities (Balanced Scorecard) 1.3.A: % of ELL students making progress in attaining English proficiency (Balanced Scorecard) 1.3.A: % of ELL students attaining English proficiency (Balanced Scorecard) 1.3.A: % of students requiring CRCT, GHSGT, GHSWT, or EOCT targeted remediation (Internal Measure)	1.3.A.1: Teaching and Learning Department 1.3.A.2, 5: Student Services Department 1.3.A.3: Student Services Department and Teaching and Learning Department 1.3.A.4,6, 7, 8, 9: Teaching and Learning Department and targeted School Administrators

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
1: Student Achievement	1.3: Close the achievement gap between subpopulations	1.3.A: Provide formalized processes of intervention for identified subpopulations.	1.3.A.10: Implement specified Tier 4 interventions 1.3.A.11: Mentor SWD transitioning from alternative school 1.3.A.12: Improve services for young children (3-5) with disabilities 1.3.A.13: Continue to implement social skills curriculum in all pre-school special education classrooms 1.3.A.14: Improve the provision of a free and appropriate education to SWD 1.3.A.15: Monitor the FTE recording, placement, and interactions of SPED students 1.3.A.16: Provide additional support and resources for SWD in general ed. 1.3.A.17: Work with school and district administrators to increase LRE 1.3.A.18: Utilize Classworks software to target individual student needs	1.3.A: % of SWD who earn a regular high school diploma (Exceptional Students Annual Report) 1.3.A: % of young children with disabilities who show improved positive social/emotional skills acquisition and use of skills & knowledge and use of appropriate behaviors (Exceptional Students Annual Report) 1.3.A: % of SWD who receive their instruction in the general education setting with appropriate supports and accommodations (Exceptional Students Annual Report) 1.3.A: % of SWD meeting standards on statewide assessments when given appropriate accommodations (Exceptional Students Annual Report)	1.3.A.10-18: Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
2: Student and Stakeholder Engagement	2.1: Ensure a safe and enriching school environment	2.1.A: Develop a systematic approach to providing a safe learning environment for all stakeholders.	2.1.A.1: Review system safety plan, policies, and procedures 2.1.A.2: Guide schools in updating safety plans 2.1.A.3: Monitor regularly planned safety inspections and drills 2.1.A.4: Communicate our system belief that “safety is our number one priority” 2.1.A.5: Maintain the operation of security systems in all schools and facilities 2.1.A.6: Increase internet intrusion detection and safety through network monitoring and management 2.1.A.7: Create and disseminate a survey to measure stakeholder satisfaction regarding safety 2.1.A.8: Provide K-12 instruction in violence and drug prevention, personal health, and safety 2.1.A.9: Update Bullying policy and procedures and provide procedures and instruction in bullying prevention for staff and students in K-12.	2.1.A: % of schools with updated safety plans (Internal measure) 2.1.A: % of schools conducting code drills at least once a semester (Internal measure) 2.1.A: % of schools conducting tornado, fire drills and bomb threats according to state and system guidelines (Internal measure) 2.1.A: % of schools and facilities with security systems installed (Internal measure) 2.1.A: % of schools providing health and safety instruction (Internal Measure) 2.1.A: % of schools conducting bullying prevention programs for staff, students and parents	2.1.A.1,2,3: School Operations Department 2.1.A.4: Community and School Affairs and Houston County School System 2.1.A.5: Facilities Services 2.1.A.6: Technology Services 2.1.A.7: School Operations 2.1.A.8: Teaching and Learning Department, School-level Counselors and Teachers 2.1.A.9: School Operations Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
2: Student and Stakeholder Engagement	2.1: Ensure a safe and enriching school environment	2.1.B: Implement processes to promote positive student engagement.	2.1.B.1: Implement student attendance policy 2.1.B.2: Provide conflict resolution and peer mediation strategies 2.1.B.4: Increase internet intrusion detection and safety through network monitoring and management 2.1.B.5: Recognize student achievement 2.1.B.6: Utilize SWD transition program 2.1.B.7: Provide a STEM regional festival to foster public understanding and support of the STEM initiative and the relevance of STEM fields in everyday life	2.1.B: % of elementary school students absent 15 days or less (Balanced Scorecard) 2.1.B: % of middle school students absent 15 days or less (Balanced Scorecard) 2.1.B: % of high school students absent 15 days or less (Balanced Scorecard) 2.1.B: # of academic and extracurricular activities achieving regional, state, and/or national recognition 2.1.B: % of SWD who transition to employment or postsecondary education (Internal measure) 2.1.B: # of attendees to STEM festival (Internal Measure)	2.1.B.1: Student Services Department and School Operations Department 2.1.B.2: Student Services Department 2.1.B.3: Student Services Department 2.1.B.4: Technology Services 2.1.B.5: Houston County Schools 2.1.B.6: Student Services Department 2.1.B.7: Teaching and Learning Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
2: Student and Stakeholder Engagement	2.2: Encourage student and stakeholder involvement	2.2.A: Increase the ability of all parents to support their student's academic growth.	2.2.A.1: Provide parent information through multiple means of dissemination, including school and system websites 2.2.A.2: Expand research-based strategies to build capacity with parents 2.2.A.3: Provide multiple opportunities for parental involvement 2.2.A.4: Provide system Parent Support Specialist to assist parents of SWD 2.2.A.5: Provide access to families on student progress through SmartWeb for middle and high school students 2.2.A.6: Increase the percentage of parents of children receiving special education services who report that schools encouraged parent involvement to improve results for SWD	2.2.A: # of website visits (Balanced Scorecard) 2.2.A: % of families registered for SmartWeb (Balanced Scorecard) 2.2.A: % of schools implementing a research-based parent involvement strategy (Internal Measure) 2.2.A: % of parents who feel welcomed in their child's school (Balanced Scorecard) 2.2.A: % of parents agreeing that their child's school provides various opportunities for involvement 2.2.A: % of parents reporting through survey that schools encouraged SWD parental involvement	2.2.A.1,2: Title I Parent Involvement Coordinator and Federal Program Coordinator, Community Affairs 2.2.A.3: Title I Parent Involvement Coordinator and Houston County Schools, Community Affairs 2.2.A.4: Student Services Department 2.2.A.5: Technology Services 2.2.A.6: Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
2: Student and Stakeholder Engagement	2.2: Encourage student and stakeholder involvement	2.2.B: Provide system and school communication to stakeholders.	2.2.B.1: Provide ongoing communication through system and school websites 2.2.B.2: Provide ongoing communication and acknowledgement of system and school accomplishments 2.2.B.3: Promote and communicate system and school goals and targets 2.2.B.4: Create and disseminate a survey to measure stakeholder satisfaction regarding system and school communication 2.2.B.5: Achieve Industry Certification status for Early Childhood Education, Engineering/Tech Education, and Graphic Communications	2.2.B: # of website visits (Balanced Scorecard) 2.2.B: # of survey respondents on communication survey 2.2.B: % of stakeholder satisfaction regarding communication 2.2.B: Communication of system goals and targets at the Houston County School System Opening Session (Internal measure) 2.2.B: Industry Certification 2.2.B: % of parents/guardians who are satisfied with the level of communication from the Houston County School System (from survey results) 2.2.B: % of staff who are satisfied with the level of communication from the Houston County School System (from survey results)	2.2.B.1.2: Community and School Affairs and Technology Services 2.2.B.3: System and School Leaders 2.2.B.4: Executive Cabinet 2.2.B.5: Teaching and Learning, CTAE Director

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
3: Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	3.1.A: Provide a safe and efficient transportation program for the students of Houston County.	3.1.A.1: Ensure buses are in good mechanical condition 3.1.A.2: Develop and modify routes as needed 3.1.A.3: Conduct bi-monthly transportation safety meetings 3.1.A.4: Conduct accident reviews on all bus accidents 3.1.A.5: Update, implement, and monitor bus accident protocol	3.1.A: % of on-time bus arrival to school (Balanced Scorecard) 3.1.A: HCBOE at fault bus accidents per 1 million mile (Balanced Scorecard) 3.1.A: # of principals trained on Crisis Management Plan 3.1.A: % of buses off-line due to beyond normal service	3.1.A: Transportation Services
3: Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	3.1.B: Provide students and staff with healthy, nutritious, and appetizing meals in an environment that promotes learning	3.1.B.1: Require all SNP management positions to maintain Serve-Safe certification 3.1.B.2: Offer sanitation and safety updates by safety officer and health inspector at managers meetings at least twice per year 3.1.B.3: Include sanitation and safety topics at each manager's meeting so that managers can train food assistants 3.1.B.4: Update menus to follow commercial trends 3.1.B.5: Seek new food products through food brokers and distributors 3.1.B.6: Follow standardized recipes to insure consistent high food quality 3.1.B.7: Perform promotions in dining rooms 3.1.B.8: Publicize menus and take every advantage to publicize the SNP 3.1.B.9: Reduce waiting line time and ensure adequate time is allowed for students to eat 3.1.B.10: Implement "train the trainer" model with managers to maximize nutrition education opportunities for all students 3.1.B.11: Offer to parents an on-line prepayment that provides student account history 3.1.B.12: Provide and coordinate system staff user-friendly and current classroom tools that ensure student engagement	3.1.B: % of system average SNP health and sanitation inspection scores (Balanced Scorecard) 3.1.B: % of breakfast and lunch participation (Balanced Scorecard) 3.1.B: # of nutrition education experiences provided to students and stakeholders on a yearly basis (Balanced Scorecard) 3.1.B: # of parents enrolled in online prepayment system (Internal Measure)	3.1.B: School Nutrition Program

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
3: Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	3.1.C: Plan, construct and maintain schools, classrooms and facilities as needed.	3.1.C.1: Study and develop long-range facility plans to meet the needs of continuing growth in Houston County 3.1.C.2: Track residential growth and enrollment numbers to better plan for future facility needs 3.1.C.3: Continue to schedule capital outlay projects to minimize rising construction costs 3.1.C.4: Reduce the response time for emergency work orders to minimize risks and interruptions 3.1.C.5: Maintain warehouse inventory balances within a 1% variance while reducing damages, waste, and unaccountable items 3.1.C.6: Conduct stakeholder survey	3.1.C: # of non-permanent classrooms in use (Balanced Scorecard) 3.1.C: Average response time for emergency maintenance work orders (Balanced Scorecard) 3.1.C: % of warehouse inventory variance (Balanced Scorecard) 3.1.C: Average response for Class A work orders 3.1. C: % of satisfied stakeholders on annual maintenance survey.	3.1.C: Facilities
3: Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	3.1.D: Ensure equitable access, reliability and use of system technology resources.	3.1.D.1: Reduce the response time for technology support work orders 3.1.D.2: Review and revise technology plan to address infrastructure improvement and upgrading hardware 3.1.D.3: Expand automatic data exchange functions	3.1.D: Average response time for technology support work orders (Balanced Scorecard) 3.1.D: Ratio of students-to-computers (Balanced Scorecard)	3.1.D: Technology Services
3: Organizational Effectiveness	3.2: Ensure effective personnel processes	3.2.A: Recruit high- quality certified and classified staff, particularly in critical shortage areas.	3.2.A.1: Maintain 100% highly-qualified status 3.2.A.2: Provide opportunities and resources to attract highly- qualified applicants 3.2.A.3: Pursue highly qualified teachers for critical shortage areas	3.2.A: % of highly qualified teachers (Balanced Scorecard) 3.2.A: % of highly qualified paraprofessionals (Balanced Scorecard) 3.2.A: # of instructional vacancies on the 30 th day of school (Balanced Scorecard)	3.2.A: Human Resources Department, Teaching and Learning Department, Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
3: Organizational Effectiveness	3.2: Ensure effective personnel processes	3.2.B: Retain high-quality certified and classified staff.	3.2.B.1: Provide high-quality, research-based induction for all beginning teachers and on-going teacher mentoring opportunities 3.2.B.2: Continue recognition programs for certified and classified staff 3.2.B.3: Provide benefits through Clear Concepts 3.2.B.4: Implement a three pronged process to determine teacher effectiveness that includes teacher evaluation program, student performance data, and student failure rate. Triangulation of three types of data will be conducted at the system level. (Refer to Title II Plan for additional information.) 3.2.B.5: Provide opportunities and resources to attract highly qualified applicants in special education areas	3.2.B: % of certified staff retention (Balanced Scorecard) 3.2.B: % of classified workforce turnover (Balanced Scorecard) 3.2.B: % of satisfied employees utilizing the Houston County benefits package (Internal measure) 3.2.B: % of SWD certified positions filled with a highly qualified teacher	3.2.B:1, 3, 5: Human Resources Department 3.2.B.4: Teaching and Learning Department 3.2.B.2: Community and School Affairs
3: Organizational Effectiveness	3.3: Maintain efficient financial processes	3.3.A: Ensure efficient fiscal management processes are utilized.	3.3.A.1: Meet the requirements of State Board Rule 160-5-1-.29 by spending at least 65% of total operating expenditures on direct classroom expenditures 3.3.A.2: Implement next day delivery schedule 3.3.A.3: Increase the percentage of P-Card transactions for \$1000 or fewer items 3.3.A.4: Maintain current consumption of kilowatts per square foot through energy education 3.3.A.5: Facilitate budgets aligned with improvement plans and collaborative budgeting between the system and school in all aspects of fiscal management and resource distribution	3.3.A: # of audit findings (Balanced Scorecard) 3.3.A: % of direct classroom expenditures (Balanced Scorecard) 3.3.A: % of P-Card transactions (Internal measure) 3.3.A: Average yearly energy cost 3.3.A: Consolidated budget allocation and budget narratives aligned with system strategic and school improvement plans (Internal measure)	3.3.A.1,2,3,4,5,6: Business and Finance Department 3.3.A.7: Business and Finance Department, Teaching and Learning Department, Federal Programs, Student Services Department, Professional Learning
3: Organizational Effectiveness	3.3: Maintain efficient financial processes	3.3.A: Ensure efficient fiscal management processes are utilized.	3.3.A.7: Improve compliance with state and federal laws and regulations 3.3.A.8: Require the use of the Pyramid of Intervention Tiers (Progress Monitoring) 3.3.A.9: Review and reduce services for students through progress monitoring data	3.3.A: % of students who are evaluated and determined eligible for special education within 60 days 3.3.A: % of disproportionate representation of SWD due to inappropriate policies, procedures, and practices	3.3.A.8, 9: Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
4. Learning and Growth	4.1: Provide valuable professional learning	4.1.A: Provide leaders with professional learning focused on producing high achieving students.	4.1.A.1: Establish a culture that supports the system belief that student failure is not an option 4.1.A.2: Continue professional learning sessions with principals, assistant principals for instruction, and assistant principals on the following: <ul style="list-style-type: none"> • Standards-Based Classroom Best Practices • School Improvement (Continuous Improvement) Process • Better Seeking Team Roles • Monitoring the implementation of the instructional framework • Data Utilization and Effective Data Teams • Balanced Assessment (Diagnostic, Formative, & Summative) • Feedback and Commentary • Differentiated Instruction • Balanced Scorecard • Rigor • Response to Intervention and Progress Monitoring • Remediation/Acceleration (Academic Opportunity Time) During the School Day • Common Core Georgia Performance Standards • Standards-Based Grading 	4.1.A: # of attendees to the Leadership Summit focused on best practices to support system and school improvement processes (Internal measure) 4.1.A: % of school administrators redelivering and implementing professional learning initiatives (Internal Measure) 4.1.A: % of school administrators who feel their professional learning needs have been met (Internal Measure—Title II-A Survey)	4.1.A.1,2: Teaching and Learning Department, Student Services and Professional Learning

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
4. Learning and Growth	4.1: Provide valuable professional learning	4.1.A: Provide leaders with professional learning focused on producing high-achieving students.	4.1.A.3: Continue LEADing Edge Academy sessions. 4.1. A.4: Develop and implement a systemic vertical process for increasing the graduation rate	4.1.A: % of satisfied principals participating in LEADing Edge Academy (Internal measure) 4.1.A: % of satisfied leaders and Better Seeking Team members participating in the Leadership Summit (Internal measure)	4.1.A.3: School Operations Department Teaching and Learning Department 4.1.A.4: Superintendent and Assistant Superintendent for Teaching and Learning

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
4. Learning and Growth	4.1: Provide valuable professional learning	4.1.B: Provide teachers with opportunities to participate in professional learning communities focused on producing high-achieving students.	<p>4.1.B.1: Continue job-embedded professional learning sessions to increase teacher effectiveness on standards-based instruction to include the following:</p> <ul style="list-style-type: none"> • Utilization of an Instructional Framework • Use of assessment to adjust instruction • Vocabulary Acquisition Skills • Common Core Georgia Performance Standards • Providing Commentary and Feedback • Utilizing Higher Order Thinking Skills • Differentiated Instruction • Thinking Maps • Standards-Based Grading <p>4.1.B.2: Provide teachers team time to do the following:</p> <ul style="list-style-type: none"> • Plan effective lessons • Analyze student work and provide feedback • Monitor student progress • Use formative and summative data to inform instruction • Collaborate to solve common problems • Establish protocols for collaborative assessment and scoring of student writing <p>4.1.B.3: Develop and expand a formal process for vertical articulation of the curriculum between each level, from elementary to middle and middle to high school which includes the direct involvement of teachers and administrators</p> <p>4.1. B.4: Continue job-embedded professional learning sessions to increase teacher effectiveness in reading, ELA, and math for SWD</p>	<p>4.1.B: # of teachers in attendance at vertical team meetings (Internal measure)</p> <p>4.1.B: # of administrators in attendance at vertical team meetings</p>	4.1.B: Professional Learning Services, Teaching and Learning Department, System Coaches, and School Administrators, Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
4. Learning and Growth	4.1: Provide valuable professional learning	4.1.B: Provide teachers with opportunities to participate in professional learning communities focused on producing high-achieving students.	4.1.B.5: Continue job-embedded professional learning with co-teachers to increase awareness of best practices in the following: <ul style="list-style-type: none"> • Least Restrictive Environment • The Six Approaches to Co-Teaching • Collaborative Planning • Differentiated instruction in the co-taught classroom • Positive Behavioral Support 4.1.B.6: Continue job-embedded learning with ESOL and general education teachers on best practices utilizing WIDA standards	4.1.B: % of system special education teachers trained in the co-teaching model (Balanced Scorecard) 4.1.B: % of system general education teachers trained in the co-teaching model (Internal Measure) 4.1.B: % of system ESOL teachers trained in the WIDA standards (Balanced Scorecard) 4.1.B: % of system general education collaborative teachers trained in the WIDA standards (Balanced Scorecard) 4.1.B: % of SWD who are removed from their school or placements for disciplinary reasons (Internal Measure)	4.1.B.5: Student Services Department 4.1.B.6: Teaching and Learning Department
4. Learning and Growth	4.1: Provide valuable professional learning	4.1.C: Provide classified staff with professional learning focused on producing high-achieving students.	4.1.C.1: Facilitate job specific professional learning based on departmental needs <ul style="list-style-type: none"> • Language acquisition skills training to facilitate communication with speakers of other languages • Technology training • Customer service training • Financial procedures training 4.1.C.2: Investigate requirements for Service Personnel Certificate through Professional Standards Commission 4.1.C.3: Mindset and sign language training for transportation personnel	4.1.C: # of classified staff participating in professional learning opportunities 4.1.C: % of satisfied classified responses on professional learning evaluations (Balanced Scorecard) 4.1.C: % of satisfied certified responses on professional learning evaluations (Balanced Scorecard)	4.1.C: Human Resources, Business and Finance Department, Professional Learning, Student Services Department

2011-2012 Houston County School System Strategic Improvement Action Plan

HCBOE GOAL AREA	PERFORMANCE OBJECTIVE	INITIATIVE	ACTIONS	PERFORMANCE MEASURES	PERSON(S) RESPONSIBLE
4. Learning and Growth	4.2: Enhance continuous improvement processes	4.2.A: Build capacity for continuous improvement by ensuring that research-based practices are consistently utilized.	4.2.A.1: Review and revise the System Strategic Action Improvement Plan 4.2.A.2: Update the System Balanced Scorecard 4.2.A.3: Monitor alignment, initiatives, and performance measures of all School Improvement Plans to the System Strategic Improvement Action Plan 4.2.A.4: Provide central office personnel to support all components of the implementation and achievement of school improvement plans and related achievement targets 4.2.A.5: Conduct system and school professional learning on standards-based practices 4.2.A.6: Maintain SACS/CASI accreditation at the district level 4.2.A.7: Address SACS/CASI recommendations within our System Strategic Improvement Action Plan 4.2.A.8: Conduct a Leadership Summit for leaders and Better Seeking Team members 4.2.A.9: Implement Balanced Scorecards at the school level 4.2.A.10: Implement five year CTAE improvement plan.	4.2.A: System Strategic Improvement Action Plan reviewed, revised and posted on website (Internal Measure) 4.2.A: # of principals presenting School Improvement Plans (Internal measure) 4.2.A: Evaluation data from system and school professional learning sessions (Internal Measure) 4.2.A: District Accreditation (Balanced Scorecard) 4.2.A: % of schools SACS accredited schools (Balanced Scorecard) 4.2.A: System Balanced Scorecard created and posted on website (Balanced Scorecard) 4.2.A: % of satisfied respondents on Leadership Summit survey (Internal measure) 4.2.A: % of schools with an aligned School Improvement Action Plan (Balanced Scorecard) 4.2.A: Results of five year CTAE progress report (Internal Measure) 4.2.A: % of schools with a central office BST member (Balanced Scorecard) 4.2.A: # of Board Members meeting state Board Certification requirements (Balanced Scorecard)	4.2.A.1, 2,4,7: Central Office Staff 4.2.A.3: Executive Cabinet 4.2.A.5,6: Teaching and Learning Department, Professional Learning Services, School Operations Department 4.2.A.8,9: Central Office Staff, School Administrators, Better Seeking Teams 4.2.A.10: CTAE Director