



Haralson County School Charter System

Strategic Improvement Planning Report

January 10, 2017

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Executive Summary - Strategic Improvement Planning Process

The Haralson County School System used a process developed by the Georgia School Boards Association (GSBA) and for the school district Georgia Leadership Institute for School Improvement (GLISI) to develop a new strategic improvement plan. This comprehensive process engaged the community and stakeholder groups to create ownership and support for district and school improvement. Highlights of the process include:

- A comprehensive community engagement component to allow stakeholders to have a voice in the strategic improvement planning process
- A diverse planning team that represents stakeholder groups to develop the plan
- A facilitated planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats (SWOT) of the school district and developing a mission, vision, beliefs, goal areas and elements of the strategic improvement plan
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan



The strategic improvement planning process follows a continuous improvement cycle designed around the five questions listed in the visual above. The entire process may take several months to complete. The planning phases will be described in the timeline discussion.

Haralson County School System Strategic Improvement Plan

Strategic Plan Process Timeline

Phase I

Planning Team: In **August, 2016** a group of 35 people representing stakeholder groups from the board, central office, schools, parents, business and other community representatives were assembled to review and discuss possible revisions to the 2013-16 HCSD Strategic Plan and discuss the following questions: “Who are we?” “Where are we now?” and “Where do we want to go?” Specific outcomes include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, reviewing the beliefs, mission, and vision for the district, and reviewing strategic goal areas and priorities for the strategic improvement plan.

Action Teams: In **September-November 2016** five smaller teams were assembled to answer the question “How will we know when we have arrived”. The action teams will look at each proposed strategic goal area and identified the performance objectives, measures and targets to answer this question. Additionally, the action teams will begin to look at the initiatives and action steps that might be needed to answer the fourth question of the GSBA Strategic Improvement Planning Process, “How do we plan to get there”.

Community Engagement: In **September - November 2016** the district engaged in community engagement outreach, involving representatives from all stakeholder groups to gather vital input from the community. Results were examined from several stakeholder surveys that were conducted in spring 2016.

Action Team Report to Planning Team: In **December 2016** the Action Teams delivered a report of their work back to the Planning Team. The planning team reviewed the action team’s work and discuss priorities, implications, and made recommendations for additions or changes that might be needed.

Phase II

Planning Team Report to the Board of Education: In **January 2017**, the planning team presented a report of the strategic improvement plan to the board. The board reviewed the report to consider approval of the plan for 2017-2020.

Board and Staff: In **January 2017**, once the board has adopted the work of the Planning and Action Teams, specific initiatives, and action steps necessary to execute the plan will be refined. These initiatives will be identified at the board, district, school (School Improvement Plans) and community levels.

Phase III

Alignment: Once the initiatives and action steps are identified the plan will be aligned to the districts and school budgets as well as board, superintendent and leader evaluations. Additionally, school improvement plans and other system action plans will be aligned with the new strategic improvement plan.

Phase IV

Execution, Monitoring and Reporting: After alignment of the plan, district and school staff in conjunction with the board will execute, monitor, and report on the plan as well as ensure an ongoing process to review and update the plan as needed. Strategic improvement plan annual summary updates will be provided to the Board by the superintendent each year.

eBoard Strategic Plan Software: One of the most important aspects of the Strategic Improvement Planning Process is the ability of the school district to use GSBA's eBoard Strategic Plan Software to assist with the execution, monitoring, and reporting of the plan. GSBA's eBoard Strategic Plan Module makes the process easy for district staff and the board to review continuous improvement and progress. Plan items will be easily updated by staff allowing users to filter the plan by staff, department, status, priority, date, etc. As the plan is updated, results can be reported on through the Strategic Dashboard, Balanced Scorecard and the Goal Alignment report. eBoard will help keep everyone informed and update the status of the plan in a real time and transparent fashion.

Haralson County School System Mission, Vision & Beliefs

Mission

Haralson County Schools will produce high-achieving students who will graduate and become productive and responsible citizens.

Vision

Haralson County Schools will be recognized as a leader in improving student achievement for ALL students.

Beliefs

- We believe all students deserve to be held to high expectations that reflect individual abilities.
- We believe every person deserves to be treated with respect.
- We believe the health, safety and welfare of all students and employees are a prerequisite to student success.
- We believe students must be taught academic and life skills including technology to succeed in an ever changing world.
- We believe school experience should be relevant practice for adulthood.
- We believe regular attendance is fundamental to learning.
- We believe all stakeholders share the responsibility for educating students.
- We believe effective communication is essential for all stakeholders.

Strategic Goal Areas and Performance Objectives

Goal Area I – Student Achievement

- Increase the percentage of students scoring in the range of Level III (Proficient) and Level IV (Distinguished) on state designated performance targets
- Implement a systematic, collaborative process for analyzing student achievement data to inform instructional best practices and improve student achievement.
- Improve the integration of Technology and STEM/STEAM into the general curriculum program.
- Improve graduation rate and post-secondary readiness

Goal Area II – Student and Teacher Support

- Training and implementation in student supports, both academic and behavioral for all students
- Communicate high expectations for students through critical thinking and relevant learning experiences
- Support and encourage staff effectiveness through differentiated professional learning

Goal Area III – Student, Staff, Parent and Community Engagement

- Provide opportunities to increase family and community engagement through meaningful and relevant events and interactions
- Monitor and maintain student and staff engagement with fidelity through current policies and initiatives in order to enhance instruction and increase student performance

Goal Area IV – Operational Support

- Continuous Improvement of Communications and Operations
- Continuous Improvement of Technology Infrastructure and Resources for Students
- Continuous Improvement of Infrastructure and Safety

Haralson County Strategy Statement

Student Achievement	Then our graduation rate will improve, our performance gaps will decrease, and ALL students will meet high expectations.
Student and Teacher Support	And provide quality instruction and accountability while establishing procedures to ensure and enhance student success,
Student, Staff, Parent & Community Engagement	And effectively engage all stakeholders,
Operational Support	If we provide effective and efficient operational processes,

Strategic Goal Area I - Student Achievement

Goal Area Priorities

- Increase the percentage of students scoring in the range of Level III (Proficient) and Level IV (Distinguished) on state designated performance targets
- Implement a systematic, collaborative process for analyzing student achievement data to inform instructional best practices and improve student achievement.
- Improve the integration of Technology and STEM/STEAM into the general curriculum program.
- Improve graduation rate and post-secondary readiness

Performance Objective A – Ensure Mastery of the Curriculum

Performance Measures

- A 10% yearly reduction in the percentage of students scoring in the “Beginning Learner” on all End-of-Grade and End-of-Course Milestones assessments.
- A 5% yearly increase in the percentage of students scoring in the “Proficient Learner” on all End-of-Grade and End-of-Course Milestones assessments.
- A 5% yearly increase in the percentage of students scoring in the “Distinguished Learner” on all End-of-Grade and End-of-Course Milestones assessments.

Initiatives

- Initiative I – Curriculum/Instructional Alignment
 - Vertical planning between grade level bands (elementary and middle/ middle and high, etc.)
 - Horizontal planning initiatives designed to facilitate collaboration between common grade levels at multiple schools.
 - Develop a process of continuous curriculum auditing that engages teachers in a yearly collaborative process of unpacking standards, aligning instruction, designing interventions and refining assessments.
- Initiative II – Common Assessment
 - Continue to implement common unit assessments in all grade levels. Ensure that the common assessments address appropriate standards at the desired depth of rigor.
 - Train instructional staff in relevant collaborative data analysis techniques. Utilize SLDS and Performance Matters/Unify for data mining.
 - Utilize the Unify and/or other online assessment platforms to support more timely usage of data to drive instruction.
- Initiative III – RTI
 - Monitor intervention and shift interventions to meet the needs of the students

- Implement regular Achievement Team meetings to monitor student progress as well as the effectiveness of the overall RTI program.
- Continue the process of further implementing technology in the supervision and monitoring of the system-wide RTI process.

Performance Objective B – Improve the Performance of Identified Subgroups.

Performance Measures

- A 10% yearly reduction in the percentage of SWD students scoring in the “Beginning Learner” on all End-of-Grade and End-of-Course Milestones assessments.
- A 5% yearly increase in the percentage of SWD students scoring in the “Proficient Learner” on all End-of-Grade and End-of-Course Milestones assessments.

Initiatives

- Initiative I – RTI (Subgroup Focused)
 - Monitor intervention and shift interventions to meet the needs of the students
 - Implement regular Achievement Team meetings to monitor student progress as well as the effectiveness of the overall RTI program.
 - Continue the process of further implementing technology in the supervision and monitoring of the system-wide RTI process.

Performance Objective C – Improve the Integration of Technology & STEAM Into the General Curriculum.

Performance Measures

- Percentage of 21st century classrooms in the system. Goal 100%
- Achieve STEM/STEAM certification for 100% of the Haralson County Schools.

Initiatives

- Initiative I – Technology Implementation Initiative.
 - Implement Google Level I Training for all instructional staff.
 - Develop expectations for teachers on the integration levels of Chromebooks in their instructional plans.
 - Provide resources necessary to continue the implementation of online platforms for classroom assessments.
 - Provide resources necessary to continue and expand the implementation of electronic data management systems for the purpose of improving instruction/school effectiveness through the continual analysis of student performance data.
 - Provide resources necessary to support the system goal/GaDOE expectation 100% online administration for all state mandated assessments.
- Initiative II – STEM/STEAM certification for all Haralson County schools.

- Perform capacity assessment for each Haralson County school. This may be accomplished through local resources, GaDOE, or AdvancEd.
- Provide resources to support ongoing professional learning and training for all staff in STEM/STEAM concepts.
- Develop a program designed to recognize teacher excellence and leadership in STEM/STEAM and the integration of technology into instruction.
- Provide the resources necessary to expand course offerings and programs relevant to STEM/STEAM certification requirements. Including, but not limited to, instructional personnel, administrative personnel, facilities, equipment and/or miscellaneous funding.
- Provide for the administration of system-wide STEM/STEAM program with specific expectations for student, teachers and schools.

Performance Objective D – Improve Graduation Rate & Post-Secondary Readiness.

Performance Measures

- A 2% yearly increase in the 4-year cohort graduation Rate.
- A 5% yearly reduction in the percentage of graduates requiring post-secondary remediation in Math.
- A 5% yearly reduction in the percentage of graduates requiring post-secondary remediation in ELA.

Initiatives

- Initiative I – Mentoring/ REBEL 180/GraduateFIRST
 - SSIP Implementation team at the district and 6-12 to mentor to at-risk students (course completion, behavior, and attendance)
 - Flexible scheduling system- club for mentees through SSIP (provides support and hopefully increases the graduation rate)
- Initiative II – Increased graduation counseling/guidance
 - STAR guidance at HCHS and completion of graduation plans at HCMS.
 - Implement Career Readiness counseling activities at the K-5 level.
 - Utilize electronic data management platforms to monitor and track at-risk students.
 - Develop effective alternate programs for credit/course completion.
 - Develop a partnership with an alternative charter school designed to support the graduation of the most severely at-risk students.
- Initiative III – Expand K-12 CTAE & Career Readiness Programs.
 - Create tech-related CTAE pathways aligned with the priorities of the local industrial/commercial community.
 - Continually assess the effectiveness of existing CTAE programs for the purpose of justifying their continued inclusion in the curriculum.

- Survey local business, industry, community and students regarding the possible development of additional CTAE programs.
- Develop additional CTAE programs that support the economic development of the Haralson County community and West Georgia Region.
- Develop a system-wide approach to CTAE.
 - Align and develop programs at the 6-8 level that will complement and support 9-12 pathways.
 - Assign system resources to support the implementation of pre-CTAE programs and activities in K-5 schools.
 - Provide for the administration of a system-wide K-12 College & Career Readiness program.
- Continue to develop meaningful business relationships that will allow expansion of Work-Based Learning opportunities.
- Explore the possibility of shadowing experiences for students in grades 6-12.
- Promote increased participation in dual enrollment programs such as Move on When Ready (MOWR).
- Develop collaborative partnerships with local post-secondary institutions for the purpose of streamlining the dual enrollment process, increasing student participation, and improving the overall effectiveness of MOWR and other dual enrollment programs.
- Develop collaborative partnerships with local business/industry for the purpose of improving instructional quality and maintaining the relevance of all CTAE/Career Readiness vocational programs.
- Provide for the management and integration of MOWR/dual enrollment/online course offerings into the general program of study.
- Provide the resources necessary to expand course offerings and programs relevant to College and Career Readiness grants and CTAE program requirements. Including, but not limited to, instructional personnel, administrative personnel, facilities, equipment and/or miscellaneous funding.
- Provide for the necessary administrative support to ensure the effective implementation of programs and the responsible allocation of local, state and federal resources.

Strategic Goal Area II - Student and Teacher Support

Goal Area Priorities

- Training and implementation in student supports, both academic and behavioral for all students

- Communicate high expectations for students through critical thinking and relevant learning experiences
- Support and encourage staff effectiveness through differentiated professional learning

Performance Objective A - Increase SWD achievement

Performance Measure

- Percent of first time 9th grade students with disabilities earning 3 Carnegie Unit Credits in 3 core content areas
 - Target - Increase 4 percentage points each year
 - Current data
 - FY15 - 12.821%
 - FY16 - 8.108%

Initiatives

- Initiative I - Develop mentoring program at all schools, currently in place at TPS, HCMS, HCHS.
- Initiative II -Facilitate the monitoring of data quarterly to track individual student progress.
- Initiative III -Ensure co-teachers in core content areas have planning with general ed teachers.
- Initiative IV -Ensure special ed teachers have a scheduled block to pull students for targeted, needs-based interventions.
- Initiative V -Monitor the attendance of special and general ed teachers at weekly grade level meetings, monthly achievement meetings, school improvement plan meetings to analyze data for SWDs and add new interventions, remediation, or adjustments to lesson plans based on the current data.
- Initiative VI -Facilitate access for teachers to data through SLDS, Performance Matters, and various software to be able to adjust instruction based on individual student progress.

Performance Objective B - Increase CTAE Pathways and elective options

Performance measure

- Increase enrollment in CTAE Pathways and earn a national industry recognized credential.
 - Target - Increase by 5 percentage points each year
 - Current data
 - FY15 - 49.107%
 - FY16 - 54.745%

Initiatives

- Initiative I -Increase elective opportunities at the K-8 level that are aligned with CTAE pathways.
- Initiative II -Continue monthly meetings with Haralson County Chamber to promote collaboration between CTAE programs and the community.
- Initiative III -Continue to hold career fairs with community collaboration to expose students to a variety of post-school opportunities and visits for K-8 to the CTAE programs at the high school.
- Initiative IV -Apply for CCA grant.

Performance Objective C - Increase students engaged in Move on When Ready and other credit opportunities

Performance measure

- Increase % of students earning high school credit(s) for accelerated enrollment via ACCEL, Dual HOPE Grant, Move On When Ready, Early College, Gateway to College, Advanced Placement courses
 - Target - Increase by 2 percentage points each year
 - Current data
 - FY15 - 24.885%
 - FY16 - 25.882%

Initiatives

- Initiative I -Monitor instructional practices that focus on differentiation and rigor.
- Initiative II -Increase number of teachers who can teach MOWR classes at the high school.
- Initiative III -Increase STEM activities across all content areas and support STEM/STEAM programs and professional learning in STEM/STEAM for teachers.

Performance Objective D – Support and encourage staff effectiveness through differentiated professional learning

Performance Measure

- Percentage of faculty/staff trained in site-specific professional learning
 - Target - 100% over the period of the plan

Initiatives

- Initiative I - Provide funds and professional learning for the following:
 - Google Certified Educator Level I

- Training for Science, Technology, Engineering and Mathematics (STEM)/Science, Technology, Engineering, Arts and Mathematics (STEAM); Bookworms; Thinking Maps
- Endorsements – Reading, Math, Gifted, ESOL
- TKES/LKES (Instructional best practices, standards- based classroom)

Performance Objective E - Increase student attendance

Performance Measure

- Increase % of students missing fewer than 6 days of school.
 - Target - Increase by 1 percentage point each year
 - Current data

	FY15	FY16
Elementary	47.337%	49.648%
Middle	42.693%	43.088%
High	49.663%	48.241%

Initiatives

- Initiative I -Continue PBIS initiative in all grade levels to support student engagement.
- Initiative II -Develop school-wide Attendance Reward programs that intermittently reinforce good attendance.
- Initiative III -Communicate to parents the attendance policies and ramifications of truancy and consequences related to achievement.

Strategic Goal Area III – Student, Staff, Parent, and Community Engagement

Goal Area Priorities:

- Provide opportunities to increase family and community engagement through meaningful and relevant events and interactions
- Monitor and maintain student and staff engagement with fidelity through current policies and initiatives in order to enhance instruction and increase student performance

Performance Objective A - Provide opportunities for meaningful and relevant interactions with the schools for families and business partners

Performance Measures:

- From baseline established in Year 1 (2016-2017) the Charter System will increase parent participation annually by 5% up to 90% at which time the Charter System shall maintain the 90% participation rate.
- 100% of School Governance Teams receive annual training

Initiatives

- Initiative I - Provide opportunities for families to obtain Infinite Campus logins through outreach events such as
 - Rebel Fest
 - Career Days
 - Community Christian Council (CCC)
 - Open House, Family Nights, and Conferences

- Initiative II - Explore various means of communication for schools and the district for both parents and community members/business partners.

- Initiative III - Offer alternative volunteer opportunities, ie landscaping, construction, or other business specific services

- Initiative IV - Collaborate with GADOE to provide Governance Team training to implement Charter System School Governance.
 - Governance Team Training
 - Additional topics to be determined

Performance Objective B - Increase and improve student and staff attendance and engagement

Performance Measures:

- Increase student attendance at all grade levels using current benchmark indicators in each grade band:*See CCRPI
 - 68% Primary/Elementary
 - 77% Middle School
 - 82% High School
- Maintain 95% certified and classified staff attendance in all positions
- Continue to have 100% of faculty/staff participation in school sanctioned activities

Initiatives

- Initiative I - Student Attendance
 - Examine school policies that may lead to student non-attendance and dropout (grading policies, failures, attendance and promotion policies, etc.)

 - Develop school-wide Attendance Reward programs that intermittently reinforce good attendance through drawings, and always reinforce all perfect attendance for both students and staff using low and no cost incentives.

 - Provide specific counselor training on CCRPI attendance requirements and any revisions to the attendance policy so that they may positively impact student attendance, while consistently supporting the administration in their respective schools.

- Initiative II - Staff Attendance
 - Develop system wide protocol for dealing with staff who are chronically absent.
- Initiative III - Staff Volunteerism
 - Explore time for time policies for staff who volunteer to participate in school sanctioned activities, such time to be used at any time that does not require a substitute or otherwise interfere with instruction or training.

Strategic Goal Area IV – Operations

Goal Priorities

- Continuous Improvement of Communications and Operations
- Continuous Improvement of Technology Infrastructure and Resources for Students
- Continuous Improvement of Infrastructure and Safety

Performance Objective A – Ensure effective and efficient communication within the system related to all matters regarding our schools performance and operations, our financial position and all our students’ safety.

Performance Goals

- Achieve 90% On-Time Bus Arrival/Delivery Percentage
- Achieve 90% On-Time Bus Departure/Pick-up Percentage
- Achieve 80% Completion Rate on all Maintenance Requests in 7 or less days
- Achieve 80% Completion Rate on all Technology Requests in 3 or less days
- Achieve 100% Attainment of minimum SNP Health and Sanitation target score of 95.
- Maintain a Fund Balance > 8%

Initiatives

- Initiative I - Operational Productivity
 - Monthly reports to the Superintendent and Board of Education regarding the current performance and on-time percentages of Arrivals/Deliveries and Departures/Pick-Ups.
 - Regular monitoring of current SNP Health and Sanitation standards and scores in each school.
 - Continuous monitoring of response time to maintenance and technology requests, number of late bus arrivals and departures, and health and sanitation scores for each school.
 - Regular meetings of school and central office personnel regarding matters of student’s performance, safety and departmental updates.
- Initiative II - Financial Efficiency

- Provide budgets monthly to principals, board and department heads to ensure proper use of funds during the year.
- Monthly reports to the Superintendent and Board of Education regarding the current fund balance.

Performance Objective B – Ensure that our system is well prepared technologically and able to support all technology initiatives (administrative, infrastructure, instructional) in an effort to improve student learning and achievement.

Performance Measure

- Achieve 100% of teachers and administrators Google Certified Educator Level 1
- Percentage of 21st century classrooms in the system: Goal 100%
- Achieve the capacity to support 100% of all online devices online during regular instruction and online testing

Initiatives:

- Initiative I - Google Certification
 - Provide training on technology initiatives to support all teachers and administrators to become Google Certified Educator Level 1 by 2017.
 - Provide advanced opportunities for those interested (Level 2, Certified Trainer, Certified Innovator)
- Initiative II - 21st Century Classrooms
 - Expand the student one-to-one initiative to all relevant grade levels.
 - Provide the operational support to enhance all classrooms to meet our definition of 21st century.
- Initiative III - Technical Capacity
 - Continue to support and improve our wired network and wireless infrastructure in order to support all necessary online and mobile devices.
 - Continue to support and improve our wired network and wireless infrastructure in order to support simultaneous online STATE testing at all schools.
 - Continue to support and improve our wired network and wireless infrastructure in order to support simultaneous online localized assessment testing at all schools.

Performance Objective C – Provide a clean, safe classroom and school environment as well as academically appropriate student learning initiatives that improve our student learning and achievement.

Performance Measures

Conduct Yearly Building and Facility Annual Inspections at 100% of HC Schools
Annually Revise and Refine the System Five-Year Facilities Plan
Monitor Monthly all SPLOST revenue collections.
Annually Update School Safety Plan at 100% of HC Schools.

Initiatives

- Initiative I - Facilities Maintenance & Support
 - Continually inspect buildings and facilities by the maintenance department and school administration for cleanliness and safety concerns.
 - Create a facilities plan with future plans for the needs of the system and update this plan every 5 years.
 - Continually monitor SPLOST revenue to plan for the future facility needs of the district.
- Initiative II - Safety
 - Each school will create and annually update a written safety plan coordinated with local and state emergency services personnel.
 - Each school will conduct required monthly fire drills and regular tornado preparedness drills as required by statute.

Appendix
Haralson County School District
Strategic Planning Meeting
August 30th, 2016
Agenda

Welcome/Introduction/Overview/[Timeline](#)/[Sign in Sheet](#)

Mission

Haralson County Schools will produce high-achieving students who will graduate and become productive and responsible citizens.

Vision

Haralson County Schools will be recognized as a leader in improving student achievement for ALL students.

Our Brand

- Expanded need for communication (positives)
- Improve the parental involvement in the district (building a culture of excellence).
- Focus (Rolex, CFA, Disney, Mercedes Benz... what will make HCSD the Top School District)
- Tradition (How do we keep the past but move forward for success)
- Marketing - How do we differentiate our marketing to different groups?

Present Level of Performance

[Testing Data](#)

[CCRPI Scores](#)

[Climate Star](#)

Graduation Rate FY15 - 81.3%, FY14 - 65.2%, FY13 - 59.2%

[Operational Efficiency](#) 2.5 Star rating

SWOT Analysis

Strategic Goal Area Members

- I. Student Achievement -
- II. Student Support (Counseling, Nurses, etc...) - doesn't involve test scores
- III. Teaching & Learning
- IV. Student, Staff, Parent & Community Engagement
- V. Operational Support (Finance, HR, Maintenance, School Nutrition, Technology, Transportation)

Strategic Priorities (set in goal area meetings)