

ADVANCED REQUIRED ACTIONS STATUS REPORT AS OF MARCH 20, 2013

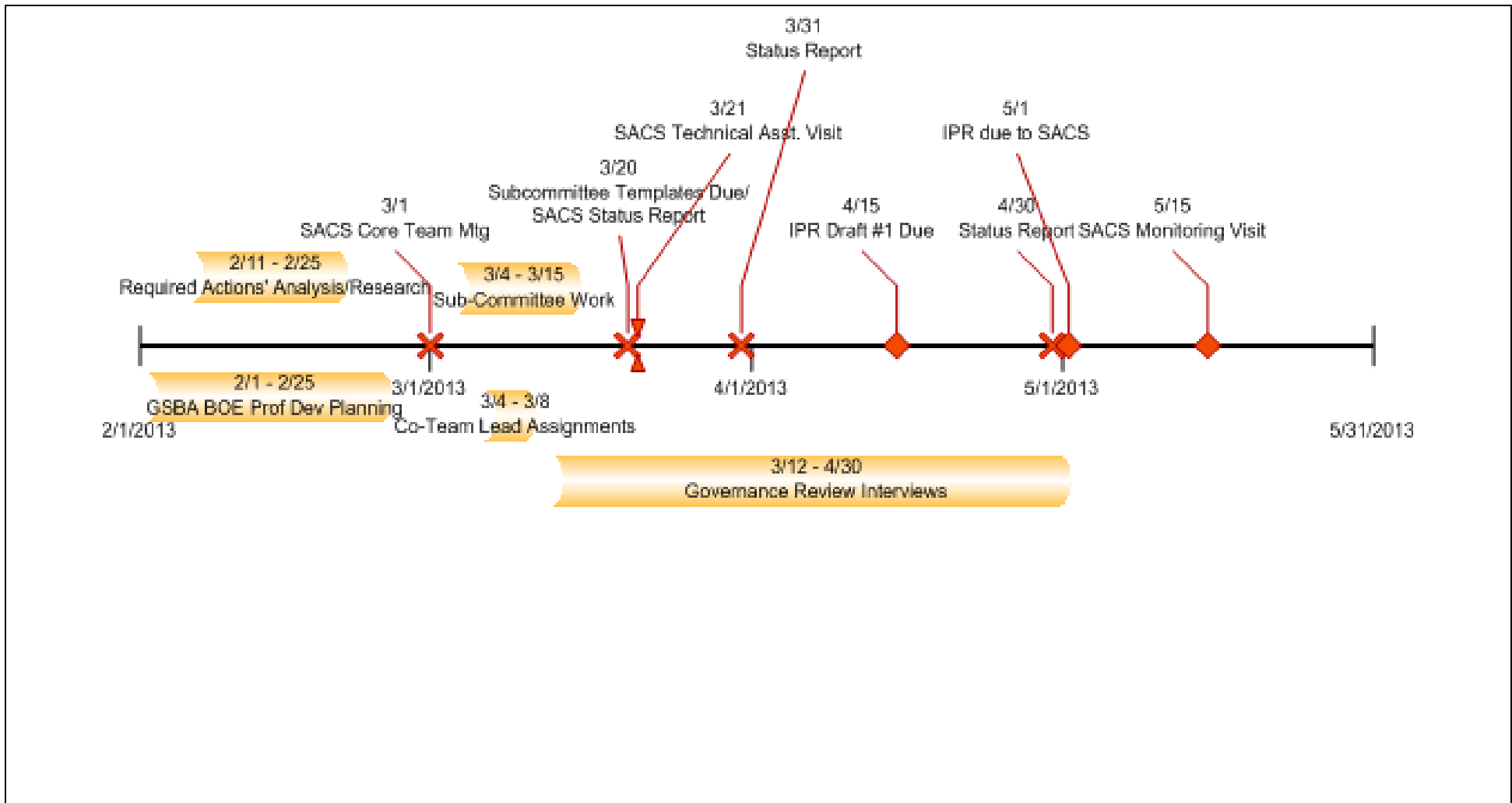
PROJECT SCOPE

Identify and implement corrective action steps to address the required actions and concerns related to the accreditation standards noted in the AdvancED report dated December 17, 2012. This includes committees completing the necessary work, gathering applicable evidence, and documenting results required for the Institution Progress Report due on or before May 1, 2013.

PRELIMINARY STEPS

- The DeKalb County School District engaged AdvancEd Technical Assistance Support. Weekly conference calls are held to discuss action items and work-in-progress. An on-site technical assistance meeting will be held on March 21, 2013 with AdvancED and the SACS Core Team Leads.
- An internal SACS Core Team was established to address the eleven required actions.
- The Superintendent gave the charge to the core team in a work-session during which high-level scopes of work, deliverables, and sub-committees were identified for each required action.
- Core Team Subcommittees have been formed to develop action plans for each required action.
- A status reporting schedule, team meeting schedule, and milestone timeline has been set.
- Co-Lead Teams Leads for each required action were asked to schedule planning meetings with their sub-committees. The purpose of this meeting is for each sub-committee to develop a detailed action plan for assigned required actions, review the reporting and meeting schedules, and understand the overall process for delivering the final Institution Progress Report.
- As of March 20, 2013, all Co-Leads members have submitted an initial action plan for responding to the eleven required actions. A consolidated project schedule has been developed for tracking and reporting progress.

TIMELINE (WORK-IN-PROGRESS)



RECENT ACTIVITIES/ACCOMPLISHMENTS

- Completion of the High Level Action Plan Summary
- Completion of the initial Action Plan Summaries

REQUIRED ACTIONS' STATUS

REQUIRED ACTION	STATUS	ISSUES/CONCERNS
<p>RA #1 - <i>Devise and implement a written, comprehensive plan for unifying the DeKalb County Board of Education so that the focus can become serving the needs of the children of the DeKalb County School District.</i> In Progress</p>	<ul style="list-style-type: none"> • The following external resources have been engaged to assist with the following: <ul style="list-style-type: none"> ○ Georgia School Boards Association – Professional Development Plan ○ MLA Governance Center – Governance Review ○ AdvancED – Technical Assistance Support • Engaged the services Georgia School Boards Association (GSBA) to assist the board in developing a long range and sustainable professional development plan. <ul style="list-style-type: none"> ○ Whole Board Training Session, February 20, 2013 ○ New Board Member Training – GSBA Conference (June 2013) ○ Georgia Department of Education – Finance Workshop @ GSBA Conference • Upcoming discussions – Committee of the Whole Board Meetings <ul style="list-style-type: none"> ○ Budget FY2014 ○ Student Achievement 	
<p>RA #2 - <i>Ensure that all actions and decisions of the DeKalb County Board of Education are reflective of the collective Board and consistent with approved policies and procedures and all applicable laws, regulations and standards, rather than individual board members acting independently and undermining the authority of the Superintendent to lead and manage day-to-day operations.</i> In Progress</p>	<ul style="list-style-type: none"> • The following external resources have been engaged to assist with the following: <ul style="list-style-type: none"> ○ MLA Governance Center – Governance Review 	
<p>RA #3 - <i>Establish and implement policies and procedures that ensure segregation of duties of the governing board and that of the administration including the</i></p>	<ul style="list-style-type: none"> • The following external resources have been engaged to assist with the following: <ul style="list-style-type: none"> ○ MLA Governance Center – Governance Review • Amended Board Policy BBC (Board Committees). Excerpt from the policy: <i>There</i> 	

<p><i>elimination of Board working committees which result in board members assuming administrative functions that should be the responsibility of appropriate staff.</i> In Progress</p>	<p><i>shall be no standing committees of the Board. Special committees may be appointed for specific tasks and shall automatically be dissolved when the task is completed or at any time by Board action.</i> (February 18, 2013)</p> <ul style="list-style-type: none"> • Identified initial policies for amendments (BBFA, BC, BCBI, BDC) – tentative approval scheduled for April 2013 	
<p>RA #4 - <i>Implement and adhere to fiscally responsible policies and practices that ensure the DeKalb County Board of Education will adopt and ensure proper implementation of budgets within the financial means of the school system and that support the delivery of an educational program that meets the needs of the students.</i> In Progress</p>	<ul style="list-style-type: none"> • Committee of the Whole Board/Discussion on Budgets FY 2013/2014 on February 4, 2013 • Board approved the Deficit Reduction Plan (DRP) for FY 2012/2013 on February 25, 2013 and the Chief Financial Officer submitted to GADOE by the February 28, 2013 deadline • <u>Tentative</u> Budget Development Process Calendar FY 2013-2014 <ol style="list-style-type: none"> 1. Budget Work Session w/BOE to present budget draft April 17, 2013 2. Tentative Budget to BOE for adoption April 19, 2013 3. Public Budget Meeting April 23, 2013 4. Public Budget Meeting April 25, 2013 5. BOE adopts final budget May 15, 2013 6. BOE adopts tentative property tax millage rate May 15, 2013 7. First Public Millage Hearing May 22, 2013 8. Second Public Millage Hearing May 29, 2013 9. Third Public Millage Hearing May 29, 2013 10. BOE adopts final property tax millage June 12, 2013 	
<p>RA #5 - <i>Establish and enforce a policy that board members honor the chain of command when communication with stakeholders.</i> In Progress</p>	<ul style="list-style-type: none"> • Board Policy BBI (Board-Staff Relations) will be reviewed to clarify and strengthen as necessary • Consult with GSBA and the Georgia School Superintendents Association (GSSA) to review best practices 	
<p>RA #6 - <i>Ensure a robust district diagnostic assessment program (universal screener, progress monitoring probes, and benchmarks included) that is a systematic and a regular component of the district's comprehensive assessment system, include a variety of</i></p>	<ul style="list-style-type: none"> • Sub-committee team met and determined initial plan of action • Following deliverables were identified: <ul style="list-style-type: none"> ○ Continue to implement benchmarks; modify to improve administration of benchmarks ○ Where possible, streamline assessments, i.e. benchmarks used as Student Learning Objectives (SLOs) as well ○ Train all building level and central office administrators in data monitoring, use of data to drive instruction using the data analysis protocol, etc. ○ Provide training to building level and central office administrators on SLDS, 	

<p><i>formative assessment tasks and tools to monitor student progress, and provide school personnel access to the State Longitudinal Data System.</i> In Progress</p>	<p>particularly Student Growth Percentiles and their interpretation, CCRPI, TEM, LEM, SLOs, etc.</p> <ul style="list-style-type: none"> ○ Purchase, train, and implement a universal screener for reading and math to be used by each school ○ Purchase, train, and implement a Response to Intervention (RtI) management and monitoring tool for use by each school ○ Train principals and teachers on the creation, writing, and development of formative assessment items and performance tasks to reflect appropriate Depth of Knowledge (DOK) as required of the content standards ○ Determine how the Aligned Management System process provides data for continuous system and school improvement 	
<p>RA #7 – <i>Establish a formal change management process for new system initiatives (vision, mission, strategic plan, curriculum, benchmark assessment, etc.) to address development, implementation, timeline, monitoring, communication and evaluation effectiveness. This process should be in accordance with state regulations and guidelines.</i> In Progress</p>	<ul style="list-style-type: none"> ● Sub-committee team met and determined initial plan of action ● Following deliverables were identified: <ul style="list-style-type: none"> ○ Discuss the evolution of the Aligned Management System (AMS) process using the "Plan, Do, Check, Act" model ○ Describe the Aligned Management System process, the Project Management Oversight Committee (PMOC), and the Balanced Scorecard (BSC) which established a change management process for implementing new system initiatives ○ Discuss the current strategic initiatives (projects); how these initiatives are developed, implemented, monitored, communicated, measured, and evaluated; and how they align and support the strategic goal areas as indicated in the current strategic plan ○ Discuss how the Aligned Management System process provides data for continuous system and school improvement 	
<p>RA #8 - <i>Conduct an internal audit on the available technology across all schools in order to identify areas of need with the intent to allocate appropriately throughout the district. Support this action by researching appropriate training for teachers and staff to ensure technology's effective use in daily instruction.</i> In Progress</p>	<ul style="list-style-type: none"> ● Subcommittee team met and determined initial plan of action ● Deliverables were identified as the following: <ul style="list-style-type: none"> ○ Administer Technology Use Survey (<i>Instructional Staff</i>) ○ Complete State Inventory Audit ○ Conduct school technology audit ○ Provide Technology Projects Status Report ○ Design 21st Century Classroom Training Plan ○ Identify local, state, and federal funding resources 	
<p>RA #9 - <i>Communicate to stakeholders the difference between programs and financial resources available to schools.</i></p>	<ul style="list-style-type: none"> ● Sub-committee team met and determined initial plan of action ● Following deliverables were identified: <ul style="list-style-type: none"> ○ Form committee with representatives from C&I, SLO (including but not limited to Title I), IT, Finance 	

<p>In Progress</p>	<ul style="list-style-type: none"> ○ Define what is meant by "programs"; establish two broad categories (i.e., programs specific to student groups and/or funding sources such as gifted/high achievers, sped, EL, CTAE, Title, etc. and programs for tiered interventions & defined as core, comprehensive interventions, supplemental interventions, and whole school reforms) ○ Compile/Inventory of existing "programs", associated costs and funding sources ○ Divide into sub-committees/focus/study groups that are charged with identifying/establishing criteria for "programs"; establish sub-committee tasks, timelines, and outcomes ○ Work with Communications to develop a communications plan for 1) this process and 2) for new/refined "program" identification and return on investment guidelines for continuation of "programs" (Plan may include regional round tables in which subcommittees provide "workshops" that focus on informing various stakeholder groups about existing programs, program compliance/requirements, funding costs, and allowable/available funding sources, etc.) ○ Communicate the plan 	
<p>RA #10 - Enroll all students (K-12) in Parent Portal and communicate with parents this action to work more closely with them. Establish policy for timely Parent Portal updates by teachers. Also provide students with tools to monitor their success.</p> <p>In Progress</p>	<ul style="list-style-type: none"> ● Sub-committee team met and determined initial plan of action ● Following deliverables were identified: <ul style="list-style-type: none"> ○ Develop plans to create Portal accounts for all K-12 students ○ Develop implementation and communication plan for Portal accounts ○ Translate all communications ○ Review existing Policy IH & IHA to determine changes to regulations as needed ○ Develop a communication plan for changes to Policy/Regulation 	
<p>RA #11 - Re-establish the district's strategic planning team for the purpose of effectively implementing the DeKalb County School System Strategic Plan to guide the direction of the district.</p> <p>In Progress</p>	<ul style="list-style-type: none"> ● Sub-committee team met and determined initial plan of action ● Following deliverables were identified: <ul style="list-style-type: none"> ○ Develop a proposal to guide the work of the district's strategic planning team ○ Establish a Strategic Planning Steering Committee ○ Develop an implementation to immerse all stakeholders with the strategic plan 	