DeKalb County School District

ADVANCED REQUIRED ACTIONS

STATUS REPORT AS OF APRIL 3, 2013
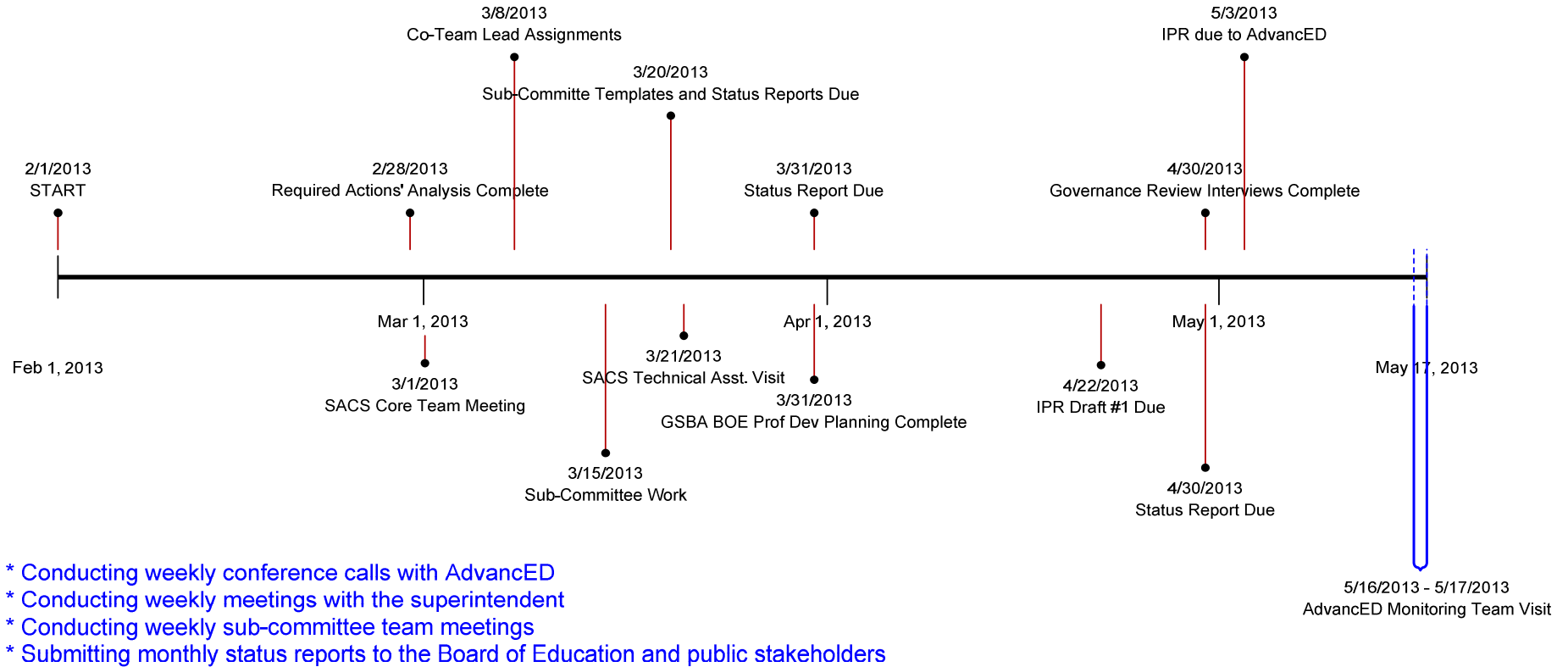
PROJECT SCOPE
Identify and implement corrective action steps to address the required actions and concerns related to the accreditation standards noted in the AdvancED report dated December 17, 2012. This includes committees completing the necessary work, gathering applicable evidence, and documenting results required for the Institution Progress Report due on May 3, 2013 to AdvancED. The district is scheduled for the Monitoring Site Visit by AdvancEd on May 16-17, 2013.

PRELIMINARY STEPS

- The DeKalb County School District engaged AdvancEd Technical Assistance Support. Weekly conference calls are held with AdvancED Technical Assistance Support to discuss action items and progress work. An on-site technical assistance support meeting was held on March 21, 2013 with AdvancED and the SACS Core Team Co-Chairs.

- An internal SACS Core Team was established to address the eleven required actions. The core team meets weekly with the Superintendent and participates in weekly conference calls with AdvancED Technical Assistance Support.

- 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. The subcommittees consist of individuals across multiple divisions (Curriculum & Instruction, School Leadership & Operations, Finance, Information Technology, Human Resources, Strategic Management & Accountability, Legal Affairs, Facilities & Operations, and Communications).

- A status reporting schedule, team meeting schedule, and milestone timeline has been set for the SACS Core Team. Monthly status reports will be published on the district's website.

- Co-Chairs for each required action were asked to schedule planning meetings with their sub-committees. The purpose of the meetings 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.

- A consolidated project schedule has been developed for tracking and reporting progress.

3/8/2013
Co-Team Lead Assignments

5/3/2013
IPR due to AdvancED

3/20/2013
Sub-Committe Templates and Status Reports Due

2/1/2013
START

2/28/2013
Required Actions' Analysis Complete

3/31/2013
Status Report Due

4/30/2013
Governance Review Interviews Complete

Feb 1, 2013

Mar 1, 2013

Apr 1, 2013

May 1, 2013

May 17, 2013

3/1/2013
SACS Core Team Meeting

3/21/2013
SACS Technical Asst. Visit

3/31/2013
GSBA BOE Prof Dev Planning Complete

4/22/2013
IPR Draft #1 Due

3/15/2013
Sub-Committee Work

4/30/2013
Status Report Due

5/16/2013 – 5/17/2013
AdvancED Monitoring Team Visit

* Conducting weekly conference calls with AdvancED
* Conducting weekly meetings with the superintendent
* Conducting weekly sub-committee team meetings
* Submitting monthly status reports to the Board of Education and public stakeholders

RECENT ACTIVITIES/ACCOMPLISHMENTS
• Completion of the High Level Action Plan Summary
• Completion of the initial Action Plan Summaries
• Published Monthly Status Report as of April 3, 2013

REQUIRED ACTIONS' STATUS		
REQUIRED ACTION	**STATUS**	**ISSUES/CONCERNS**

RA #1 – *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.*
 	
In Progress
	• The following external resources have been engaged to assist with the following:
	    o Georgia School Boards Association – Board Professional Development Plan
	    o MLA Governance Center – Governance Review
	    o 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.
	
	    o Whole Board Training Session, February 20, 2013
	    o New Board Member Training – GSBA Conference (June 2013)
	    o Georgia Department of Education – Finance Workshop @ GSBA Conference (June 2013)
	• Upcoming discussions – Committee of the Whole Board Meetings
	    o Budget FY2014 (See Required Action #4)
	
	Progress Update
	• Developed proposed professional development plan for full board training
	Required Hours:
	3 hours – Local Orientation Training
	3 hours – Whole Board Training
	9 hours – New Board Orientation Training
	15 hours total	

	Local Orientation Training by Superintendent/Chair/CFO (April 2013) – 3 hours	
	o School finance and budgeting (must be 1 hour)	
	o Local board policies, board procedures, district goals	
	Whole Board Training by GSBA (May 2013) – 3 hours	
	o Training at the GSBA headquarters facility (Gwinnett)	
	o Topics covered: Roles & Responsibilities of Board, Board Ethics	
	New Board Orientation (June 2013) – 9 hours	
	o Training at the GSBA summer conference June 12-15 (Savannah GA)	
	o State law requires completion by June 30, 2013	
	o Preconference workshops June 12-13 (mandatory attendance for new board members)	
	o Workshops include school law, parliamentary procedures, school finance, superintendent evaluation, etc.	
	o GADOE will conduct school finance training which is 5 of the 9 hours	
	• Developed draft of Board Norms (April 1, 2013)	
	• Held Called Board Meeting with Dr. Mark Elgart, AdvancED CEO regarding accreditation review and board governance (April 3, 2013)	

RA #2 – *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.*
 	
In Progress
	• The following external resources have been engaged to assist with the following:
	    o MLA Governance Center – Governance Review
	    o MLA conducting interviews with external and internal stakeholders March 12 to present
	    o Target focus groups include teachers, principals, and support staff
	• Board Policy GAG (Staff Conflict of Interest) amended to include and communicate the District's stance against Nepotism (1st read April 1, 2013)	

RA #3 – *Establish and implement policies and procedures that ensure segregation of duties of the governing board and that of the administration including the elimination of Board working committees which result in board members assuming administrative functions that should be the responsibility of appropriate staff.* **In Progress**	• The following external resources have been engaged to assist with the following: 　　o MLA Governance Center – Governance Review • Amended Board Policy BBC (Board Committees). Excerpt from the policy: *There 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.* (February 18, 2013) • Board policy amendments (1st read March 20, 2013) 　　o BBFA (School council role w/selection of school principal) 　　o BC (Board meeting structure) 　　o BCBI (public comments opportunities) 　　o BDC (elimination of board policy committee)	
RA #4 – *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.* **In Progress**	• 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 • ***Tentative* Budget Development Process Calendar FY 2013-2014** 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	

RA #5 – *Establish and enforce a policy that board members honor the chain of command when communication with stakeholders.* **In Progress**	• Board Policy BBI (Board-Staff Relations) will be reviewed to clarify and strengthen as necessary • Consult with Georgia School Boards Association (GSBA) and the Georgia School Superintendents Association (GSSA) to review best practices • Full Board completed affirmation of Ethics Oath under board policy BH (Board Code of Ethics) and BHA (Board Member Conflict of Interest), April 1, 2013	

RA #6 – *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 formative assessment tasks and tools to monitor student progress, and provide school personnel access to the State Longitudinal Data System.*
 	
In Progress
	• Sub-committee team met and determined initial plan of action
	• Following Deliverables were identified:
	   o Continue to implement benchmarks; modify to improve administration of benchmarks
	   o Where possible, streamline assessments, i.e. benchmarks used as Student Learning Objectives (SLOs) as well
	   o Train all building level and central office administrators in data monitoring, use of data to drive instruction using the data analysis protocol, etc.
	   o Provide training to building level and central office administrators on Student Longitudinal Data System (SLDS), particularly Student Growth Percentiles and their interpretation, CCRPI, TEM, LEM, SLOs, etc.
	   o Purchase, train, and implement a universal screener for reading and math to be used by each school
	   o Purchase, train, and implement a Response to Intervention (RtI) management and monitoring tool for use by each school
	   o 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
	   o Determine how the Aligned Management System process provides data for continuous system and school improvement
	
	Progress Update
	
	Universal Screener
	
	• Implementation of a group to select the universal screener in spring 2012 *(Completed)*
	• Discussion of choice of Universal Screener with the RtI Advisory Group *(In progress)*
		Funding is necessary for both the implementation of a universal screener and effective implementation of progress monitoring. The lack of funding will impede the use of a universal screener and compromise the implementation of the progress monitoring process. Included in the proposed FY2014 budget

- Budget request for funds to pay for Universal Screener *(Completed)*

- Development and BOE approval of a finalized budget that reflects allocation of funds to pay for the Universal Screener *(In progress)*

- Development of the recommendation to purchase the Universal Screener from Renaissance Learning *(In progress)*

- Development of the Universal Screener training, implementation, monitoring, and support plan for a 2013-2014 implementation *(In progress)*

Progress Monitoring

- Implementation of the RtI Advisory Group in 2012-2013 *(In progress)*

- Implementation of the RtI Steering Committee to help develop a comprehensive DCSD RtI manual *(Completed)*

- Develop a comprehensive RtI manual for the DCSD *(In progress)*

- Review of RtI Management Tools by the RtI Advisory Group, Principals and Teachers in February 2013 *(Completed)*

- Development of the RtI process for a 2013-2014 implementation *(In progress)*

- Development of the RtI student progress software module training, implementation, monitoring, and support plan for a 2013-2014 implementation *(In progress)*

- Develop a district level training & a district level plan for on-going monitoring of RtI *(In progress)*

- Budget request for funds to pay for RtI module *(Completed)*

- Development and BOE approval of a finalized budget that reflects allocation of funds to pay for the RtI module *(In progress)*

- Development of the recommendation to purchase the RtI Module from SchoolNet *(In progress)*

- Development of the RtI training, implementation, monitoring, and support plan for a 2013-2014 implementation *(In progress)*

- Streamline and clarify RTI and progress monitoring expectations for 2013-2014 by stating explicitly which practices from past initiatives will be abandoned (Will the progress monitoring data entry on intervention through IDMS replace level one plans, Tier II district form. Teachers should not have to record data on a

form and on the computer) *(In progress)*

- Build coherence with how RTI and progress monitoring relates to TKES standards and the standards-based classroom through examples and models shared during training sessions. *(In progress)*

Benchmarks

- Development and administration of CCGPS aligned benchmarks for Q1, Q2, and Q3 *(Completed)*
- Development and administration of CCGPS aligned benchmarks for Q4 *(In progress)*
- Weekly conference calls held with vendor to plan for improvements *(In progress)*

    Reporting of results for each quarter to Senior Leadership and then general public through the Balanced Scorecard *(In progress)*

Next Steps for the Required Action:

Universal Screener

- Continue planning for training and implementation upon purchase of Universal Screener

Progress Monitoring

- Continue planning for training and implementation of the RtI process upon purchase of the RtI management tool.

Benchmarks

- Continue to develop and implement Q4 benchmarks and plan for the item replacement for 2013-2014.
- Development of a committee of teachers to discuss planning and administration of benchmarks during the 2013-2014 school year

RA #7 – *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*	• Sub-committee team met and determined initial plan of action
	 • Following deliverables were identified:
	     o Develop and distribute a survey to obtain input/feedback to consider in the development of a formal change and performance management process
	     o Conduct research on best practices (corporate and comparable school districts) with regard to change and performance management
	     o Develop a recommendation and implement a comprehensive process for communicating, deploying, and managing change as well as monitoring performance and evaluating effectiveness for new system
		New strategic plan (RA #11) indicating vision, mission, beliefs, strategic goals and objectives.

regulations and guidelines.	initiatives	
In Progress	**Progress Update:** ○ Developed a plan to establish a change and performance management process. (March 26, 2013) ○ Began preliminary research of best practices for a change and performance management process. (March 26, 2013) ○ Created a survey to distribute to senior management, regional superintendents, and strategic initiative project managers. This survey will assess the current climate and obtain input/feedback with regard to establishing a change and performance management process. (March 28, 2013) ○ Identified subcommittee members. (March 26, 2013) ○ Distributed survey to senior management, regional superintendents, and strategic initiative project managers to obtain input/feedback to establishing and change and performance management process. (March 28, 2013) ■ Survey responses due by Wednesday, April 3, 2013. ○ Continuing preliminary research of best practices and comparable districts' processes for a change and performance management process. (In progress) ○ Met with identified subcommittee members {RA#11}. (April 1, 2013) **Next Steps for the Required Action:** • Distribute survey to senior team, regional superintendents, and project managers • Obtain survey information and synthesize results • Develop new change and performance management process • Determine name/purpose/scope/components • Identify performance metrics • Develop a communications plan • Develop a professional development plan • Present for approval • Implementation/deployment of new process	
RA #8 - *Conduct an internal audit on the*	• Subcommittee team met and determined initial plan of action	Technology Audit Data

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.
 	
In Progress
	• Deliverables were identified as the following:
	
	   o Administer Technology Use Survey *(Instructional Staff)*
	   o Complete State Inventory Audit
	   o Conduct school technology audit
	   o Provide Technology Projects Status Report
	   o Design 21st Century Classroom Training Plan
	   o Identify local, state, and federal funding resources
	
	Progress Update:
	
	• Created a Project Schedule and divided it into four major milestones:
	
	   o Conduct Technology Audit
	   o Identify Technology Needs
	   o Address Allocation of Technology
	   o Create a Training Plan
	
	• Milestones have been divided into specific tasks. These tasks have been assigned to various committee members.
	
	• Committee agreed to provide an Executive Summary along with all artifacts and evidence. This will organize and summarize all work done to meet the required action.
	
	• Compiling responses from State Technology Survey
	
	• Administering a district-wide Technology Use Survey to all staff members. Survey ending date is April 19, 2013.
	
	• Drafted a high level outline for a 21st Century Learning Environment Model
	
	Next Steps for the Required Action:
	
	• **Technology Audit: 3/20/13 – 4/24/13**
	
	   Executive Summary: Audit (Part I) – 4/24 /13
	
	• **Needs Assessment: 3/20/13 – 5/31/13**
	
	   Executive Summary: Needs Assessment Report (Part II) – 5/31/13
	
	• **Allocation and Funding Projections: 3/20/13 – 5/31/13**
		Collection Completion

	Executive Summary: Allocation and Funding Projections *(Part III)* – 5/31/13	
	• **Technology Training Design: 3/20/13 – 10/28/13**	
	DCSD Instructional Technology Training Plan – 10/28/13	

RA #9 - *Communicate to stakeholders the difference between programs and financial resources available to schools.*
 	
 In Progress
	• Sub-committee team met and determined initial plan of action
	
	 • Following deliverables were identified:
	
	      o Form committee with representatives from C&I, SLO (including but not limited to Title I), IT, Finance
	
	      o 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)
	
	      o Compile/Inventory of existing "programs", associated costs and funding sources
	
	      o Divide into sub-committees/focus/study groups that are charged with identifying/establishing criteria for "programs"; establish sub-committee tasks, timelines, and outcomes
	
	      o 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.)
	
	      o Communicate the plan
	
	 Progress Update:
	
	 • Committee met 4/3/12 @ 9 AM. Co-chairs provided an overview and established committee's purpose
	
	 • Two sub-committees were formed **(building-base programs and district-wide programs)** and time was provided for both groups to:
	
	      o identify additional sub-committee members, if any
	
	      o sub-committee meeting times/dates were established
		TBD

o   establish sub-committee tasks/to do list

o   create proposed timeline

o   identify proposed artifacts

The Committee determined and reported from today's meeting the following:

- **Building-base Programs:**

  Timeline: (subject to change)

  April 5, 2013-Create a draft of the program template to distribute to principals

  April 15, 2013- School-Based Program Committee will review document

  April 17, 2013- Share template at whole group meeting for feedback

  April 24, 2013-Present final draft of template to whole group

  May 1, 2013- Email template to principals

  May 24, 2013- Due date for template from principals

  May 29, 2013- School-Based Program Committee will review submitted program list and artifacts

  Subcommittee High Level Action Plan:

  - Revise School Based Programs/Initiatives template for review and submission to principals.
  - Principals submit School Based Programs/Initiatives template updated with current information, funding source, and time of day program or initiative is being implemented.
  - Principals submit artifacts to support identified School Based Programs/Initiatives.

- **District-wide Programs:**

  Meeting Times/Dates (subject to change)

  April 17, 2013

  April 24, 2013

  May 1, 2013

  Tasks/To Do List

- Create a definition to distinguish between "programs" and "services".

	• Identify district-wide instructional resources.
	
	   Email department heads in the following areas to survey and gather information regarding programs/services that their department provides.
	
	    • Special Education
	    • Career Education Technology
	    • Information Technology
	    • Professional Learning
	    • Extra-Curricular (Athletics, Band)
	    • IB Program
	    • Dual Enrollment
	    • AP Program
	
	Next Steps for the Required Action:
	
	• Categorize the collected into programs and services.
	• Next meeting the committee will work to create a draft communications plan
	• Next meeting each sub-committee will finalize a high level action plan for their group	

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.*
In Progress
	• Sub-committee team met and determined initial plan of action
	• Following deliverables were identified:
	   ○ 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 (Student Achievement) & IHA (Grading Systems) to determine changes to regulations as needed
	   ○ Develop a communication plan for changes to Policy/Regulation
	
	Progress Update:
	
	• Identified development tasks that are required to create the student accounts for Parent Portal access (Feb. 21, Feb. 27, March 6, and March 21)
	• Full committee met on April 3rd, including the three (3) identified Principals
		Additional Help Desk Support will be needed to support Parent / Student questions on Portal access and password change.
		Funding for postage will be needed to mail letters to all parents by July 1, 2013.

	• Developed initial timeline that incorporates a proposed pilot • Identified the need for a test plan for each task to ensure proper execution • Developed individual components of the communication plan by identifying communication platforms (PDSTV-24, K-12 Alerts, Posters, Web-page banners, School Marquees, PTA, Board Meeting Announcement, US Mail, Final Report Card, etc.) **Next Steps for the Required Action:** • Reviewed metro area policies and regulations governing teachers' grading practices • Revised the existing Policies IH & IHA to prepare the red-lined documents • Meet with Developer to discuss the recommended pilot • Meet with full sub-committee on April 18 to review the red-lined policies and finalize the proposed policies • Craft the generic statement for Final Report Cards and communicate to all Principals	

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.*
 	
In Progress
	• Sub-committee team met and determined initial plan of action
	
	• Following deliverables were identified:
	
	    o Develop a proposal to guide the work of the district's strategic planning team
	
	    o Establish a Strategic Planning Steering Committee
	
	    o Develop an implementation to immerse all stakeholders with the strategic plan
	
	Progress Update:
	
	• Subcommittee met and determined initial plan of action
	
	• The steering committee met to review the report from AdvancED, planning resources, institution progress reports and progress of the subcommittee members (March 25, 2013).
	
	• A calendar of future meeting dates is published.
	
	• Team communication protocols were established.
	
	• Developed a plan to immerse stakeholders from local schools and the community.
	
	• Co-Chairs met with the Superintendent to discuss the direction of the strategic planning process. A historical review and analysis of past strategic plans was presented by the Co-Chairs (April 3, 2013).
		Stakeholder involvement and buy-in; External stakeholder acceptance of the adopted process; Communication and alignment; Mis-alignment with the strategic plan and resources

Next Steps for the Required Action:

- Meet with the BOE and Superintendent to review the status of the DeKalb County School District's strategic planning process and determine future direction relative to addressing Required Action 11.

- The Steering Committee members are charged with developing a plan to educate internal and external stakeholders regarding the significance of the strategic plan to the organization.

- The Steering Committee members are also charged with developing a proposed timeline, framework, and strategy to deploy a strategic plan that guides the work of the district in response to an ever-changing community.

- External resource under consideration for assisting the district with the development of the strategic plan.