

I. Strategic Goal I - Student Achievement and Success

A. Strategic Directive A - Increase District Achievement (academic/core content).

1. Action Step i - Literacy Initiative

- (1) Strategies a - Teacher Representatives from each school selected to serve on the Emanuel Literacy Team
- (2) Strategies b - Emanuel Literacy Team will set up monthly meeting schedule to develop implementation plan and monitor progress.
- (3) Strategies c - Emanuel Literacy Team will identify non-negotiable literacy expectations for the system
- (4) Strategies d - Emanuel Literacy Team will monitor implementation of non-negotiable expectations that they have identified.

2. Action Step ii - Measure of Academic Progress (MAP) Initiative

- (1) Strategies a - Purchase MAP software.
- (2) Strategies b - Software Implementation
- (3) Strategies c - MAP Training
- (4) Strategies d - Administer MAP pre-test for English/Language Arts, Reading, and Math.
- (5) Strategies e - Administer MAP post-test for English/Language Arts, Reading, and Math.
- (6) Strategies f - Purchase of headphones for each testing lab in grades K-2.
- (7) Strategies g - Conduct MAP data analysis and report results to DILT.

3. Action Step iii - Strategic Improvement and Data Analysis Training

- (1) Strategies a - Ensure participation of all school leaders in Georgia Leadership Institute of School Improvement (GLISI).
- (2) Strategies b - GLISI Cohorts will present SMART goals to DILT.

4. Action Step iv - Improve District Assessments

- (1) Strategies a - Develop assessment committees to revise district unit / frameworks and / or for ELA and Math with representation from each school.
- (2) Strategies b - Develop assessment committee to create balanced district unit / frameworks for Science with representation from each school.

- (3) Strategies c - Develop assessment committee to create balanced district unit / frameworks for Social Studies with representation from each school.
 - 5. Action Step v - Vision 2020 Initiative
 - (1) Strategies a - Work with Chamber of Commerce and to coordinate Vision 2020 program needs.
 - (2) Strategies b - Identify at-risk students who are potential candidates for the program based on criteria.
 - (3) Strategies c - Candidate interviews conducted with industry partners and counselors to identify placements.
- B. Strategic Directive B - Increase graduation rate to meet or exceed state average
 - 1. Action Step i - Increase student attendance
 - (1) Strategies a - Schools review and revise student attendance protocol.
 - (2) Strategies b - Increase parent involvement to increase student attendance and decrease truancy referrals to CHINS.
 - 2. Action Step ii - Matriculation and graduation initiative
 - (1) Strategies a - SILT meets to discuss failure rates and plan of action.

II. Strategic Goal II - Staff Learning and Development

- A. Strategic Directive A - Provide high quality relevant professional development for staff
 - 1. Action Step i - Professional Learning
 - (1) Strategies a - Develop system/vertical approach to professional learning.
 - (2) Strategies b - Use walkthrough and student data to determine needs.
 - (3) Strategies c - Identify and utilize internal experts for training needs
 - (4) Strategies d - Survey and evaluate current professional learning in each school
 - (5) Strategies e - Create a comprehensive system to monitor effectiveness, collaboration, and implementation of professional learning.
 - (6) Strategies f - Provide opportunities for professional learning to classified staff.
 - (7) Strategies g - Update System Professional Learning Handbook.

- (8) Strategies h - Align School Improvement and Professional Learning Plans to System Strategic Plan.

B. Strategic Directive B - Attract and retain highly qualified and effective diverse staff

1. Action Step i - Recruitment Initiative

- (1) Strategies a - Attend Career Fairs at regional post-secondary institutions.
- (2) Strategies b - Implement an Education in Training pathway at both high schools.
- (3) Strategies c - Invite regional post-secondary institutions to place student teachers in Emanuel County Schools.
- (4) Strategies d - Research possible avenues for collaboration with institutions of higher learning.

2. Action Step ii - Aspiring Leader Initiative

- (1) Strategies a - Develop Aspiring Leader competencies and dispositions.
- (2) Strategies b - Establish program requirements.
- (3) Strategies c - Establish protocols for selection of candidates and final placement in Leadership Institute
- (4) Strategies d - Establish program instructional modules or partner with GLISI.

C. Strategic Directive C - Retain Highly Qualified and Effective Diverse Staff

1. Action Step i - Induction Initiative

- (1) Strategies a - Implement comprehensive induction program for new employees
- (2) Strategies b - Create & administer a survey to measure effectiveness of induction program.

2. Action Step ii - Reward and Recognition Initiative

- (1) Strategies a - Implement a reward and recognition program for all employees
- (2) Strategies b - Create a district committee to establish protocols for a reward and recognition program.
- (3) Strategies c - Create/interpret a survey to provide data for reasons for leaving.

III. Strategic Goal III - Operational and Organizational Effectiveness

A. Strategic Directive A - Provide safe environment for students and staff

1. Action Step i - Safe School Initiative

2. Action Step ii - Positive Behavior Intervention Support (PBIS) Initiative

- B. Strategic Directive B - Implement support programs for students and staff
- C. Strategic Directive C - Maintain effective and efficient operational processes
 - 1. Action Step i - Utility Reduction Initiative
 - 2. Action Step ii - Fleet Plan Initiatives
 - 3. Action Step iii - Breakfast and Lunch Initiative
 - 4. Action Step iv - Meals Per Labor Hour Initiative
 - 5. Action Step v - Work Order Efficiency Initiative
 - 6. Action Step vi - Work Order Efficiency Initiative
 - 7. Action Step vii - Work Order Efficiency Initiative
 - 8. Action Step viii - Fiscal Efficiency Initiative
 - 9. Action Step ix - Field Trip Initiative
 - 10. Action Step x - Technology Enhancement Initiative
 - 11. Action Step xi - Workers Compensation Initiative
- D. Strategic Directive D - Increase collaboration across workforce
 - 1. Action Step i - District Walk-through Initiative
 - (1) Strategies a - Initiate monthly support visits to schools
 - 2. Action Step ii - Assistant Principal Initiatives
 - (1) Strategies a - Schedule monthly assistant principal meetings following principal/director meeting
 - 3. Action Step iii - School Communication Initiative
 - (1) Strategies a - Develop procedure for documenting communication between administrators to staff members
 - (2) Strategies b - Require that all meetings utilize a mandatory district agenda which includes a section for staff input.

IV. Strategic Goal IV - Positive Community Engagement

- A. Strategic Directive A - Utilize various methods of effective communication
 - 1. Action Step i - Develop a comprehensive communication plan - Parental involvement
 - (1) Strategies a - Using GLISI Communication Series Module materials, establish effective parent involvement communication plan to improve internal and external communications
 - (2) Strategies b - Develop and maintain collaborative relationships with parents to strengthen support for Emanuel County Schools.
 - (3) Strategies c - Monitor and ensure coordination of internal and external communications (include key message protocols).

- B. Strategic Directive B - Develop and utilize meaningful business and educational partnerships
1. Action Step i - Develop comprehensive communication plan
 - (1) Strategies a - Using GLISL Communication Series Module materials, establish effective community involvement communication plan to improve internal and external communications.
 - (2) Strategies b - Develop and maintain collaborative relationships with businesses and education agencies to strengthen support for Emanuel County Schools.
 - (3) Strategies c - Support and promote Vision 2020 Program Initiative
 - (4) Strategies d - Establish positive relationships between schools and community businesses.
 2. Action Step ii - Coordinate communication among system and school level public relations coordinators and the community
 - (1) Strategies a - Conduct bi-annual meetings with school-level PR representatives.