

November 22, 2010

Dr. Edmond Heatley, Superintendent
Clayton County Schools
1058 Fifth Avenue
Jonesboro, Georgia 30236

Dear Dr. Heatley:

Enclosed is a copy of the report of the Monitoring Review Team for the visit to Clayton County Public Schools on October 5-6, 2010. The purpose of the visit was to determine the progress made since the Monitoring Visit conducted on April 15-16, 2010.

Prior to submission to the AdvancED Accreditation Commission, a copy of the report will be reviewed by the Georgia Council on Accreditation and School Improvement of the Southern Association of Colleges and Schools (SACS CASI). Please note that it is the responsibility of school officials to share the contents of the report with the Board of Education and the community.

The findings and observations in the report indicate many positive and significant areas of growth in the district's endeavors and commitment to address the nine mandates listed in the Special Review Team report dated February 15, 2008 and the four recommendations of the Special Review Team report dated May 1, 2009. The Monitoring Review Team addresses the progress made and provides direction as the district continues its efforts to meet or exceed the mandates and required actions. You and the Board are to be commended for the significant progress the school system has made over the last 18 months.

As noted in the May 1, 2009 Special Review Team report, Clayton County Public Schools will remain on probation for a two-year period, providing the school system with the opportunity to fully meet all required actions and mandates. Therefore, an accreditation recommendation is not included in this Monitoring Team report.

Pursuant to the requirements listed in the Monitoring Review Team report, the district must submit an Accreditation Progress Report by March 31, 2011 and host a follow-up monitoring visit in April, 2011. At your convenience, please contact the Georgia SACS CASI office so that the follow-up visit can be scheduled. The visit should occur during April at a time that best accommodates the district's calendar. During this visit, the team will assess the district's progress and make an accreditation recommendation.

It is important that school officials begin to review and consider the findings and recommendations in the report. Celebrating the progress made to date is important. Additionally, it is the responsibility of the school system to continue its work by identifying and implementing actions to comply with the directives included in the report. School officials also should ensure that appropriate evidence, including documentation, is maintained.

In closing, please contact us if you have any questions or concerns regarding the enclosed report.

Sincerely,

Mike Bryans
State Director
AdvancED Georgia SACS CASI

cc Dr. Denise Jennings, Chair – Special Review Team
Dr. Mark Elgart, AdvancED President/CEO
Dr. Annette Bohling, AdvancED Chief Accreditation Officer



Monitoring Visit Report

**Clayton County Public Schools
1058 Fifth Avenue
Jonesboro, Georgia 30236**

October 5-6, 2010

About AdvancED and NCA CASI /SACS CASI

Background

Dedicated to advancing excellence in education worldwide, AdvancED provides accreditation, research, and professional services to 27,000 institutions in 69 countries. AdvancED provides accreditation under the seals of the North Central Association Commission on Accreditation and School Improvement (NCA CASI) and the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI).

The Accreditation Process

To earn and maintain accreditation, an institution must:

- 1. Meet the AdvancED Standards.**

Institutions demonstrate adherence to the AdvancED Standards, which describe the quality practices and conditions that research and best practice indicate are necessary for educational institutions to achieve quality student performance and organizational effectiveness.

- 2. Engage in continuous improvement.**

Institutions implement a continuous improvement process focused on improving student performance and organizational effectiveness.

- 3. Demonstrate quality assurance through internal and external review.**

Institutions engage in a planned process of ongoing internal review and self-assessment. In addition, institutions host an external Quality Assurance Review team once every five years. The team evaluates the institution's adherence to the AdvancED Standards, assesses the efficacy of the institution's improvement process and methods for quality assurance, and provides commendations and required actions to help the institution improve. The institution acts on the team's required actions and submits an Accreditation Progress Report at prescribed intervals following the Quality Assurance Review. Monitoring visits may be conducted during this time to ensure that the institution is making progress toward the required actions.

Special Reviews

At any point during an institution's accreditation, a Special Review may be conducted in response to complaints or information about the institution and/or its system (district, board, or corporation) to investigate adherence to the AdvancED Standards. The institution and/or its system must respond to the required actions of the Special Review Team. Monitoring teams may be sent to the institution and/or its system at regular intervals to ensure that progress is being made toward the Special Review Team's required actions.

A Process of Continuous Improvement

The AdvancED Accreditation Process engages the institution in a continuous process of self-evaluation and improvement. The overall aim is to help institutions be the best they can be on behalf of the students they serve.

Monitoring Visit Report

Introduction

This report summarizes the findings of the Monitoring Team during its Monitoring Visit held on October 5-6, 2010, to Clayton County Public Schools. The purpose of the Monitoring Visit is to review the institution's progress toward addressing issues raised in the initial Special Review conducted on January 16-17, 2008, the nine mandates from the Special Review conducted on August 14-15, 2008, and the four required actions added by the Special Review conducted on April 13-15, 2009. This report focuses on the progress made since the Monitoring Visit conducted on April 15-16, 2010.

Activities of the Monitoring Team

In preparation for the monitoring visit, the Monitoring Team reviewed the institution's progress report and related documentation. Once on-site, the team engaged in the following activities:

- Meetings with the institution head and leadership team
- Interviews with 41 stakeholders representing the board of education members, superintendent, superintendent's cabinet, board attorney, principals, parents, and community stakeholders
- Artifact review
- Observations of board meetings and board work sessions through video recordings
- Team deliberations and report preparation

The Monitoring Team used the findings from these activities to assess the progress the institution has made toward addressing the mandates and required actions made by the previous Special Review teams.

Findings

The Monitoring Team's findings are organized by each of the mandates and required actions made by the Special Review Teams. For each mandate and required action, the Monitoring Team provides a progress status rating, summary of findings, and directives to guide next steps. For mandates and required actions that have not been met, the directives are steps that the institution **must take** to meet the mandate or required action. For mandates and required actions that have been completed, directives serve as suggestions to help the institution ensure sustainability of its efforts.

MANDATE 1: ESTABLISH A GOVERNING BOARD THAT IS CAPABLE OF FULFILLING ITS ROLES AND RESPONSIBILITIES.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
X	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The governing board of education of Clayton County Public Schools continues to make progress toward fulfilling its roles and responsibilities in a professional and fiduciary manner. Interviews with board members and district office stakeholder groups revealed a renewed *esprit de corps* among the majority of the board members. Interviews, board minutes, and videos of board meetings provided evidence of the board monitoring and taking corrective actions, when appropriate, with its members when their behaviors reflect negatively on the board and, more importantly, on the image of the school system.

Following the completion of the board's evaluation of the superintendent, the board of education approved the extension of the contract for the superintendent for one year. This action is intended to provide stability in leadership and ensure continuity of programming and organizational effectiveness of the district.

Interviews with board members and review of artifacts demonstrate that the board has completed its self-evaluation. The results of this process have been summarized, but there is no evidence that these results inform or contribute to planning for the continued professional growth of the board. During each board meeting, randomly selected members of the audience complete a brief survey evaluation on operation of the board. While these surveys are shared informally with the board, they are not compiled for longitudinal data to identify trends in behavior and areas for professional growth.

There continues to be a need for the board to assume a stronger leadership role in developing topics for its continued professional development and to enhance its relationship with the superintendent through a more clearly defined roles and responsibilities matrix. While the Monitoring Team reviewed evidence that the board has been engaged in workshops on conflict resolution, interviews with board members indicated that there remains a need to focus on building trust, working as a collaborative team, expecting and respecting the opinions of others, tabulating and using public evaluations of board meetings for professional development, and understanding the interworkings of a large school district. Evidence reviewed by the Monitoring Team indicates that increased attention to understanding the budgeting process and financing of education is needed for board members.

Interviews confirmed that some board members are not prepared for board meetings or work sessions by having read and reviewed important materials and documents in advance of the meeting. This presents a negative view to the community, one of the interview groups that raised the complaint. The lack of preparation is embarrassing for board members who raise questions without having read appropriate materials in which answers are embedded.

The evidence is clear that the majority of the Clayton County Board of Education has demonstrated personal and professional behaviors indicative of its capacity of fulfilling its role and responsibility as a governing board. There is, however, evidence that continued attention must be afforded to the eradication of negative leadership by a few board members.

Directives:

- Develop a specific timeline and implement a professional development plan for the board that will focus on the following areas:
 1. Understanding the budgeting process,
 2. Building trust, and
 3. Collaborative team building.
- Review the results of both the board's self-evaluation and audience surveys to determine whether additional areas for professional development are needed and add those identified areas to the overall professional development plan
- Complete phase two of the evaluation of the superintendent as data is made available.
- Provide informational sessions to clarify the board's understanding of the instructional focus of the school district and the goals of improving student achievement.

MANDATE 2: REMOVE THE INFLUENCE OF OUTSIDE GROUPS/INDIVIDUALS THAT ARE DISRUPTIVE TO THE WORK OF THE SCHOOL DISTRICT.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

Interviews with board members and community groups as well as review of artifacts and videos of board meetings provide documentation that the influence of outside groups and individuals that are or have been disruptive to the school district are no longer a factor in the board’s operation. This continues, however, to be an area to which the district will need to be sensitive by ensuring that there is transparency among the district, parents, and the Clayton County community. Board members must be vigilant in ensuring the eradication of personal agendas and loyalty to individual constituents rather than to the school system as a whole. Enhanced communication with the community and all its stakeholders is documented in the artifacts reviewed by the Monitoring Team. Interviews and artifacts confirm that the superintendent and the school board have made significant progress in building trust within the community and the school system.

Directives:

- Ensure full implementation and fidelity to conflict of interest protocols.

MANDATE 3: ENACT AND COMMIT TO AN ETHICS POLICY THAT GOVERNS THE ACTIONS AND WORK OF THE MEMBERS OF THE BOARD OF EDUCATION AND STAFF INCLUDING APPROPRIATE STEPS WHEN SAID POLICY IS VIOLATED.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The board and school district continue to monitor fidelity to ethics protocols, policies, and legislation. Since the last Monitoring Team visit, the board has publicly censured one of its members for inappropriate behavior. This action was reported in interviews with the team, through review of newspaper articles concerning the event, and through review of videos of the board meeting.

Conflict of interest litigation with one board member continues. The case has been referred to the Georgia Supreme Court.

Directives:

- Continue to monitor and keep in focus the ethics policy and its impact on the board.

MANDATE 4: IMPLEMENT A COMPREHENSIVE REVIEW OF BOARD POLICIES THAT INCLUDES TRAINING FOR BOARD MEMBERS ON THE PURPOSE AND EXPECTATIONS OF SAID POLICIES.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

Documents indicate that at the June 2010 retreat the board established a protocol for policy revision that includes a first reading of policy changes under consideration at a monthly work session, a second reading at the next month’s work session, and the final action on policy revisions at the following board meeting. Policies in review were posted on the system’s website beginning with the first reading and continuing through the second reading, giving the public opportunity to make comments and for those comments to be communicated to the board. Since the April 2010 Monitoring Team visit, the board has completed its review and approval of all board policies. The board will continue the policy review schedule for 2010 and complete the “clean-up” work by November using the protocol that allows sufficient time for public input on revisions and/or additions to the policy manual. As listed in the policy review schedule, the next round of formal policy manual review is to begin in January 2011.

Board members have continued to receive training in the area of policy development. Such training has held a prominent place on the agendas of board retreat sessions. Documentation indicates that seven board members received additional policy training from the Georgia School Boards Association prior to the GSBA summer meeting. The training conducted by Harbin and Hartley was a full-day session and earned the board sufficient credits to meet the annual board training requirement.

Directives:

- Continue practices to ensure that the system remains on schedule to review and revise all board policies on an annual basis.
- Develop a timeline for annual development or revision of Administrative Rules as procedures to support implementation of the revised policies.
- Continue to enhance procedures to ensure comprehensive communication of policy revisions to internal and external stakeholders (i.e., Provide lines of communication for families who do not have Internet access).

MANDATE 5: CONDUCT A FULL, FORENSIC AUDIT OF FINANCIALS BY AN INDEPENDENT, CERTIFIED ACCOUNTING FIRM AND TAKE APPROPRIATE STEPS TO ADDRESS THE FINDINGS OF SUCH AN AUDIT.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

Documents indicate that as the school system continues to monitor all departments associated with operations, and an audit of warehousing and distribution has been completed. Recommendations from this audit are being implemented to increase the efficiency of warehousing and distribution.

Documented evidence also shows that the Foods and Nutrition Department is utilizing new software to assist with inventory control and food supply orders. School nutrition staff received training on this software in February, March, and April of 2010.

Directives:

- Continue with annual audits and implement plans to address all findings.
- Establish procedures to continue monitoring fiscal, operational, and organizational procedures for efficiency and accuracy.

MANDATE 6: CONDUCT A COMPREHENSIVE AUDIT OF STUDENT ATTENDANCE RECORDS AND TAKE APPROPRIATE STEPS TO ENSURE THAT ATTENDANCE RECORDS ARE ACCURATE AND MEET LEGAL REQUIREMENTS.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

Artifacts reviewed by the Monitoring Team document that training of attendance personnel in appropriate data entry protocols has been administered at regular intervals throughout the year. Training also can be accessed on-line through the Clayton County Public Schools website as new employees assume these responsibilities. Social workers also have been reassigned to area clusters with school-based offices in an effort to improve support to students, families, and schools experiencing chronic absenteeism. Alternatives to out-of-school suspension were revised to include programs during the school day as well as in the evening.

Random attendance data samples continue to be collected, reviewed, and monitored for accuracy in attendance reporting. The district mainframe computer generates a list of students by school who have been absent, who have withdrawn, or who have had a disciplinary infraction recorded in the system. District level personnel visit the school to review documentation for entry into the computer. A greater awareness of attention to detail in record keeping has resulted.

Directives:

- Continue to provide training and updates on attendance procedures for appropriate personnel.
- Continue monitoring for accuracy of attendance reporting.

MANDATE 7: ENSURE THAT EACH MEMBER OF THE BOARD IS A LEGAL RESIDENT OF THE COUNTY AND IS ELIGIBLE TO HOLD THE ELECTED SEAT ON THE BOARD.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

All board members running for re-election were either running unopposed or won their primary election, returning all incumbents to the board. Interviews with board members indicate this is a vote of confidence from the community, ensuring consistency of leadership. Review of artifacts provided evidence that the district continues to monitor residency requirements of the board members through notarized statements of residency and listing of board members' addresses on the district website.

Directives:

- Continue to monitor resident requirements as board members are elected and re-elected.

MANDATE 8: SECURE THE SERVICES OF OUTSIDE CONSULTANT(S) WITH EXPERTISE IN CONFLICT RESOLUTION, GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

Artifacts and interviews with board members reflect that outside consultants have indeed completed some sessions on the mandated topics of conflict resolution, governance, and organizational effectiveness. Evidence still exists, however, that additional professional growth is needed to maximize the effectiveness of the board and its work.

As a result of its self-evaluation, the board developed action steps for some of the items commonly listed as in need of improvement. Those areas dealing with building trust and collaborative team building were listed but no action steps were developed. These areas are priorities for ongoing professional growth and development.

The board continues to schedule retreats with professional growth as its objective. However, a clear plan does not exist even though they continue to benefit from outside consultants and services from the Georgia Leadership Institute for School Improvement, the National Alliance of Black School Educators, The National School Boards Association, and the Archway Project. Effective utilization of these organizations could assist in providing a specific timeline resulting in a professional growth plan for the board.

Directives:

- Review the results of both the board's self-evaluation and audience surveys to determine whether additional areas for professional development are needed and add those identified areas to the overall professional development plan

MANDATE 9: APPOINT A PERMANENT SUPERINTENDENT WITH THE EXPERIENCE AND EXPERTISE TO LEAD THE SCHOOL SYSTEM AND ESTABLISH THE PROPER CONDITIONS FOR EFFECTIVENESS.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The Clayton County Board of Education appointed a new superintendent on July 1, 2009, and, in a vote of confidence, recently extended his contract for one year. Interviews and artifacts indicate that the majority of the board members are working diligently with the superintendent to accomplish the goals and objectives of the school district, including the strategic plan. One of the superintendent’s major tasks has been budget reduction. The transparency of his actions in both the reorganization of the central office staff to reduce positions and the sharing of responsibility for finding areas for budget cuts has led to the district reducing its budget by \$85 million.

The evaluation of the superintendent has been completed with the exception of the incentive section, which is awaiting the release of state and national data. Interviews indicate that a culture of collaboration and positive relationships exists between the superintendent and the board as a whole. His expertise appears to promote a systemic movement in the right direction, according to stakeholders in the district.

Directives:

- Complete all aspects of the superintendents’ evaluation and monitor its contents.
- Continue efforts to improve collaboration, trust, and respect among board members and with the superintendent and district staff.

REQUIRED ACTION 1: INITIATE A COMPREHENSIVE, COMMUNITY-BASED PROCESS TO REVIEW AND REVISE ACCORDINGLY THE VISION, MISSION, AND VALUES OF THE CLAYTON COUNTY PUBLIC SCHOOLS.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The vision, mission, and belief statements proposed by the collaborative strategic planning committee and adopted by the board of education are posted on the district’s website and are visible through signage throughout the district. Review of artifacts indicates that the strategic planning process was inclusive of a wide array of stakeholder groups and that the strategic plan was aligned with the district’s vision. District staff and principals shared processes through which the school improvement plans are aligned with the district’s strategic plan, and thus with the district’s vision. On September 3, 2010, a public update session was held with presentations of progress on the

goals and strategies within the strategic plan. As part of this meeting, the vision, mission, and beliefs were reviewed with the public. The first question on the feedback form, completed by each participant at the meeting, asked if the vision and beliefs of the district are in alignment with the values and beliefs of the Clayton County Community. All participants gave affirmative responses.

Review of artifacts indicated that the district’s balanced scorecard is current. This information is readily available to the public.

Directives:

- Conduct similar public update sessions quarterly, including sessions for school staff as well as the public.

REQUIRED ACTION 2: IMPLEMENT IMMEDIATELY A SYSTEMIC AND COMPREHENSIVE STRATEGIC PLANNING PROCESS AT THE SYSTEM AND SCHOOL LEVELS THAT INVITES BROAD AND MEANINGFUL INVOLVEMENT FROM ALL MAJOR STAKEHOLDER GROUPS AND REFOCUSES THE SYSTEM’S ENERGIES ON IMPROVING STUDENT ACHIEVEMENT.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The Clayton County Schools Strategic Plan covers the time frame of 2009-2014. Artifacts and interviews confirm that the initial development of this plan involved over 300 district, school, and community representatives. Minutes from the June meeting of the Internal Committee for the Strategic Planning Process reference monthly meetings since January 2010 to review progress on the goals and strategies and to plan the public update session for September.

School improvement plans are aligned with the district’s strategic plan. During the summer, all principals were trained in procedures for the development and alignment of school improvement plans with the district strategic plan. These plans are monitored by the area superintendents and cluster support personnel.

Directives:

- Implement processes to monitor the balanced scorecard for current data and expand avenues for sharing this information with the public.
- Schedule quarterly strategic plan update sessions with the public and school personnel to ensure fidelity to the inclusive planning process.

REQUIRED ACTION 3: CONDUCT A COMPREHENSIVE REVIEW OF THE ORGANIZATIONAL STRUCTURE OF THE SYSTEM AND INITIATE A REVIEW OF JOB DESCRIPTIONS THAT SUPPORT THE ORGANIZATION.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

A major reorganization of district staff and responsibilities has occurred as a result of budget reduction and in an effort to increase efficiency of support for schools in the district. Area governance has reduced four area superintendent zones to three cluster areas, each with an area superintendent and a cluster support staff of curriculum specialists in math, reading, science, and social science as well as a data manager and additional support personnel. Interviews indicated that district staff is encouraged by this reorganization, and principals reported that it provides greater support for their schools.

A detailed timeline guided the work of the human resource department in developing job descriptions for existing or reorganized positions throughout the district. Completed job descriptions are in place for the majority of positions in the district, with the remaining descriptions to be completed by the end of April.

Directives:

- Verify the on-time completion of the development of job descriptions and make these available to the public as appropriate.
- Establish a process to evaluate the effectiveness of the cluster reorganization process, monitoring its impact on student achievement and organizational effectiveness.

REQUIRED ACTION 4: ESTABLISH A CLEARLY ARTICULATED ACTION PLAN INCLUDING DEFINING THE CHAIN OF COMMAND FOR THE RESOLUTION OF PROBLEMS AND CONFLICTS WITH AN EMPHASIS ON HAVING ALL STAFF AND MEMBERS OF THE BOARD OF EDUCATION UNDERSTAND AND COMMIT TO THE PROCESS FOR ADDRESSING SUCH PROBLEMS.

Progress Status: Please indicate the progress the institution has made toward addressing this required action.

X	Completed - All necessary and appropriate actions have been taken and evaluated. The institution has documented evidence that supports fulfillment of the required action.
	In Progress - The institution is currently engaged in actions and processes but has yet to fully implement steps necessary to address the required action.
	Has Not Addressed - The institution has not taken any action at this time.

Summary of Findings:

The district has developed a flowchart of appropriate actions for stakeholder complaints. This chart is posted on the home page of the district webpage and is included in the faculty handbooks. The district website contains Employee Ethics and Complaint Resolution Information with links to appropriate board policies, videos, and the Georgia Professional Standards Commission. To accommodate stakeholders without easy access to the Internet, parent resource rooms have been established in each school with computers for parent use.

The complaint process has been discussed with the board members. Interviews with board members indicated consistency in referring complaints from their constituents either to the school principal or to the superintendent for further action. Each board member also indicated that they listen to public complaints thoroughly and assure the complainant that appropriate procedure will be applied and follow-up will be provided.

Directives:

- Expand communication efforts of appropriate complaint procedures to external stakeholders, especially those stakeholders who do not have Internet accessibility.
- Include an explanation of the complaint process in both the student and parent handbooks.
- Establish regular review and tracking of complaint management and resolution by staff to ensure appropriate and timely response to all complaints.

QUALITY ASSURANCE REVIEWS FOR EACH SCHOOL

In addition to the nine mandates and four required actions, the Special Review Team in April 2009 further required that each school in the district complete the Quality Assurance Review process. Status on this requirement is indicated on the table below.

8	QAR visits completed; QAR reports approved by the AdvancED Accreditation Commission
11	QAR visits completed; QAR reports vetted by the State Office and forwarded to the AdvancED Accreditation Commission’s for review at its next meeting
11	QAR visits completed; QAR reports sent to Georgia SACS CASI State Office
35	QAR visits scheduled for October and November, 2010

Standards rating forms, for 24 schools (37% of the district) completing the QAR process, were available for review by the Monitoring Team. These ratings indicated, as required, Standard 2: Governance and Leadership as “Not Evident” for each school due to the probationary status of the district. With the exception of one standard for one school rated as “Emerging,” all other ratings were “Operational” or “Highly Functional.”

Conclusion

The Monitoring Visit team recognized many areas in which Clayton County Public Schools is making progress toward the mandates and required actions made by the Special Review Teams and previous Monitoring Teams. The Board and Superintendent should be commended for the significant progress the school system has made over the last 18 months.

The directives provided in this report are designed to help the institution meet all of the mandates and required actions established by the Special Review Teams within the communicated deadlines and to support the sustainability of the school systems efforts. The institution may discuss these directives with AdvancED to gain assistance and support in using them to meet the required actions.

Clayton County Public Schools will be expected to submit a follow-up Institution Progress Report by March 31, 2011. The institution will use the report to document the additional actions it has taken to address the mandates and required actions of the Special Review Teams. A Monitoring Team will visit the institution in April 2011 to assess the institution's progress and make an accreditation recommendation.