

CHEROKEE COUNTY SCHOOL DISTRICT SUPERINTENDENT'S ENTRY PLAN

100 Days in the CCSD Community

Mary Elizabeth Davis, Superintendent



Cherokee County
School District

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GOVERNANCE

2

STUDENT LEARNING & ACHIEVEMENT

3

SCHOOL & DISTRICT CAPACITY

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INTERNAL & EXTERNAL ENGAGEMENT

The **PURPOSE** Behind the Plan

Discovering, Experiencing, and Valuing the Cherokee County Community: This plan has been designed as an intentional period of study to learn from CCSD employees and the entire Cherokee County Community. I am eager to learn and understand what brings the most joy to our team of professionals and how that translates into student success, family trust, community confidence, and a shared direction forward.

As I join the Cherokee County community, I am committed to immersing myself in the community to experience the history, values, workforce priorities, and post-secondary priorities to fully embody the community's aspirations. Throughout every activity that encompasses my first 100 days, I will consistently be seeking ways to learn people and remember names, visit places and spaces that have shared value in the community, and join along with my family to understand and appreciate the history of Cherokee County, the growth of our community, the uniqueness of each region, and the experiences of Cherokee employees and families. My family and I look forward to living, playing, serving, and learning alongside the nearly three hundred thousand members of the Cherokee County community.

KEY QUESTIONS TO GUIDE THE PROCESS

1. **What are your beliefs, expectations, and aspirations for education in Cherokee County?**
2. **What are you most proud of and where could we improve?**
3. **How would you measure growth and success in Cherokee County schools?**

The 100-Day Journey Begins



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GOVERNANCE



OBJECTIVES

- **Establish** the Board of Education and Superintendent as a cohesive governance team focused on the academic and operational accountability of CCSD.
- **Develop and implement** appropriate communication norms and protocols between the Board of Education and Superintendent to foster timely and robust information exchange along with consistent commitments regarding routine matters.
- **Develop clear and consistent lines of communication** with each Board Member to develop confidence, build relationships, and establish trust.

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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES



SCHOOL VISITS



Plan and conduct school visits and classroom observations throughout the district with individual board members; what does high quality instruction look like?



ACTIVITIES

- 40 school visits (6 with School Board Members / 8 with Cabinet Members)
- 90+ classrooms visited



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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS



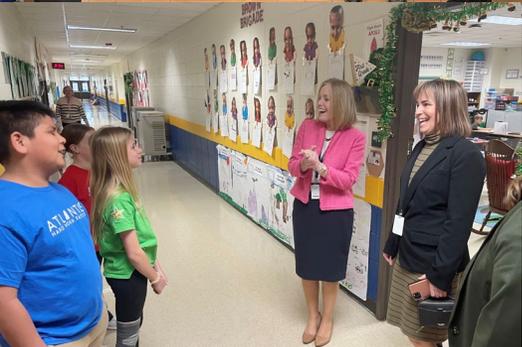
Review Entry Plan with Board leadership and individual board members to gain feedback and solicit additional activities to include.



Conduct regularly scheduled meetings with individual board members to establish relationships and learn unique perspectives.

ACTIVITIES

- 1 Chair Planning Meeting
- 6 Individual Board Member Meetings
- 1 Chair and Vice Chair Meeting
- Ongoing communication
- School visits with Board Members



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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES



WORKING SESSIONS



Convene initial Board work session to discuss issues, governance related matters, norms & protocols, agenda preparation, constituent services, and strategic direction for the Board of Education and Superintendent.



Establish regular meeting schedule with Board Chair.



Collaborate with Board of Education to establish superintendent performance evaluation and indicators of success for evaluation of Superintendent's first year.

ACTIVITIES

- Discussed Board Training Plan
- Made contact with Georgia School Boards Association

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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES



STUDY & REVIEW



Review the process, structure, and timeline to assess the 2020-24 Blueprint, progress on goals, and school district budget.



Review and study the components of the Board's Blueprint to understand the current and desired status.

ACTIVITIES

- Ongoing Board communication

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STUDENT LEARNING & ACHIEVEMENT



OBJECTIVES

- **Collect and analyze patterns in student achievement data** (ie. demographic, process, perception, trends, formative indicators) in order to accelerate the improvement of teaching and learning.
- **Listen to teachers** to understand their experience in the classroom, the impact of support, the availability of current and timely resources, effectiveness of professional learning, and opportunities for teacher leadership; and their recommendations to improve as a district.
- **Understand current academic achievement expectations** for district leaders, school leaders, staff, students, parents, and the broader Cherokee County community.
- **Develop lines of communication** and foster relationships with school leaders, teachers, and staff to fully get to know the people that make CCSD schools special and to listen and learn from our team of employees.

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STUDENT LEARNING & ACHIEVEMENT

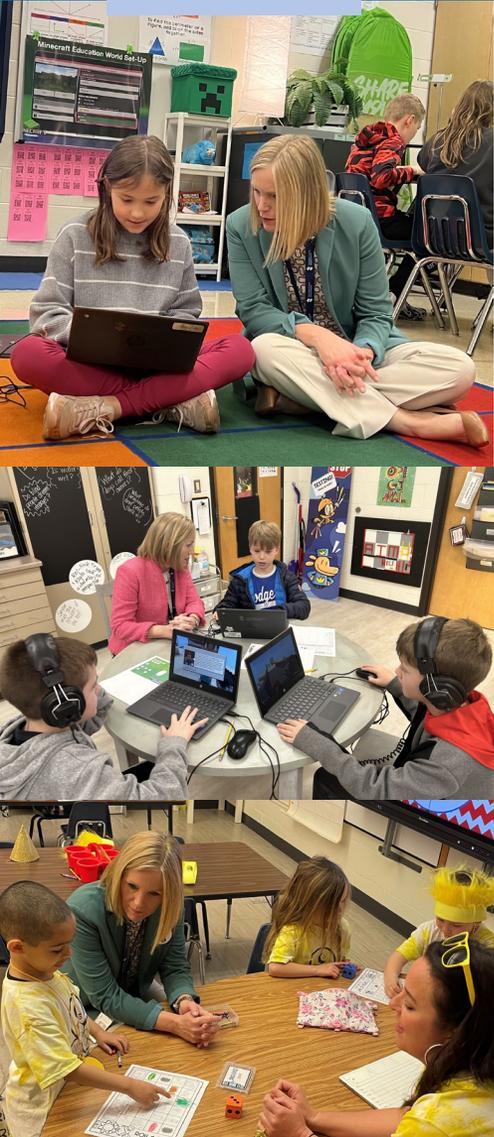
LISTENING, LEARNING IN, & LEARNING ACTIVITIES

SCHOOL VISITS

- ✓ Schedule a rigorous pace of school visits and classroom observations to observe evidence of systems, resources, and support for teaching and learning.
- ✓ Observe classroom instruction with a specific focus on literacy instruction and approach to monitoring reading proficiency at every level.
- ✓ Observe special education program areas and review instructional supports, resources, and alignment to IEP goals and objectives for students served in special education.
- ✓ Observe gifted education programming, along with talent development and intervention approach for advanced courses.
- ✓ Observe service delivery and instructional approach for English learners.

ACTIVITIES

First round of 40 school visits has included Pre-K, elementary, middle and high school classrooms including math, science, social studies, English language arts, Special Education, Gifted and advanced classes, art, chorus, band, CTAE, world language and after-school athletics.



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STUDENT LEARNING & ACHIEVEMENT

LISTENING, LEARNING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS

-  Meet with teacher groups at all levels, content areas, and specializations to understand the strengths of teaching and learning, the areas to improve, barriers to instruction, and the access to support, development, and resources.
-  Meet with principals and administrative teams to understand perceptions of the accessibility to quality instructional resources, professional development, student data, and instructional and operational support provided by the district level staff.
-  Meet with student groups to listen to and learn their perceptions of the quality of relationships, levels of engagement, and access to rigorous instruction within their schools.
-  Meet the district instructional leaders and staff to assess alignment between curriculum, assessment, and instruction - particularly formative, interim, and summative tools.

ACTIVITIES

- 2 TOTY focus groups (39 teachers)
- 3 school-based teacher discussions (35+ teachers)



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STUDENT LEARNING & ACHIEVEMENT

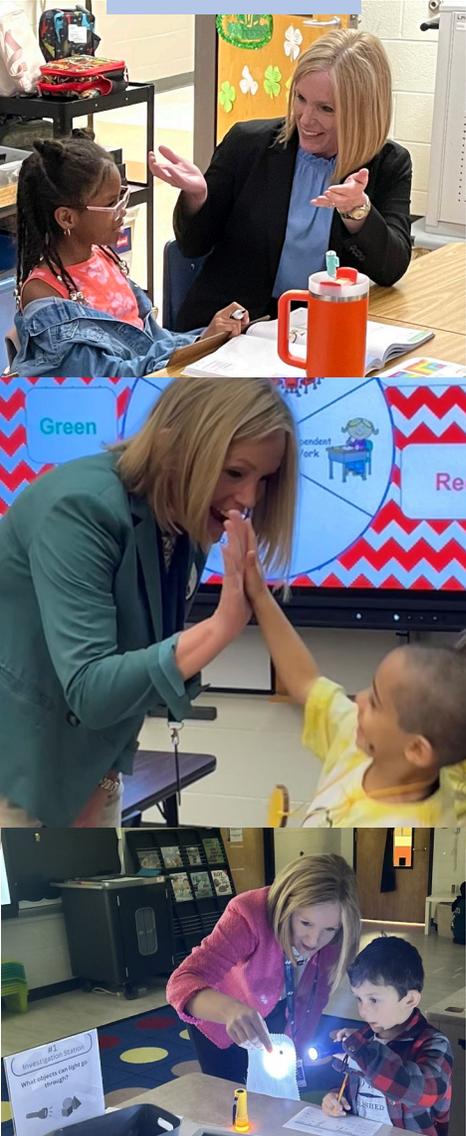
LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

-  Review student achievement and other relevant data for each student subgroup, i.e., formative and summative assessment, accreditation report, literacy performance indicators, student enrollment, graduation rate, dropout data, discipline data, and attendance data.
-  Gauge staffing strengths and needs across school district and within local schools. Review models for teacher and leader development.
-  Review course availability, course selection, and course completion data with a focus on enrollment and success in advanced courses.
-  Review and evaluate system-wide efforts to improve reading proficiency in every grade and graduation rates for each student.
-  Examine the status of strategic data monitoring in CCSD to ensure each student and student group is performing at or above grade level and receiving subsequent enrichment or interventions.

ACTIVITIES

- Division head orientation meetings



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SCHOOL & DISTRICT CAPACITY



OBJECTIVES

- **Analyze existing organizational structures;** evaluate the alignment of people and positions to maximize the overall effectiveness of CCSD operations, support, and allocation of resources; understand the performance culture and expectations for each division within CCSD.
- **Understand the alignment of operational systems** throughout the organization including safety and security, threat assessment and crisis response protocols, transportation services, food & nutrition services, after school enrichment programming, technology support, cybersecurity strategy.
- **Study the budget,** resource allocation per student, per employee, and per school, and study long-range revenue and expenditure forecasting.
- **Develop lines of communication** and foster the development of relationships with the current staff throughout the district to listen, learn, and seek to understand the experiences, insights, and priorities of our team.

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SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES



SCHOOL VISITS

- Schedule school visits to review and understand safety measures and daily safety protocols.
- Conduct school visits, campus walks, and operational observations with district operational leaders.
- Conduct school visits with the purpose of understanding the work experience and support models for each job family, including counselors, psychologists, social workers, clerks, paraprofessionals, bus drivers, school nutrition staff, and substitutes.

ACTIVITIES

- Met with Chief Cushing on Day 2 to understand Safety & Security strategy and incident response protocols
- Visited each District facility site (School Nutrition, Warehouse, Support Services, Transportation/Bus Garages and Fuel Island, Technology/Keeter Road)
- Visited a school with Chief Cushing and each Division head
- Talked with Bus Driver of the Year

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SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES



LISTENING SESSIONS

- Schedule safety and security meetings with SRO leadership staff and review safety and security monitoring strategy and crisis readiness and response protocol/plans.
- Conduct individual meetings with senior level staff to learn about the experiences, perspectives, current workflows, and aspirations of each individual.
- Conduct department meetings to learn about the experiences, perspectives, aspirations, and current key performance indicators of our teams.

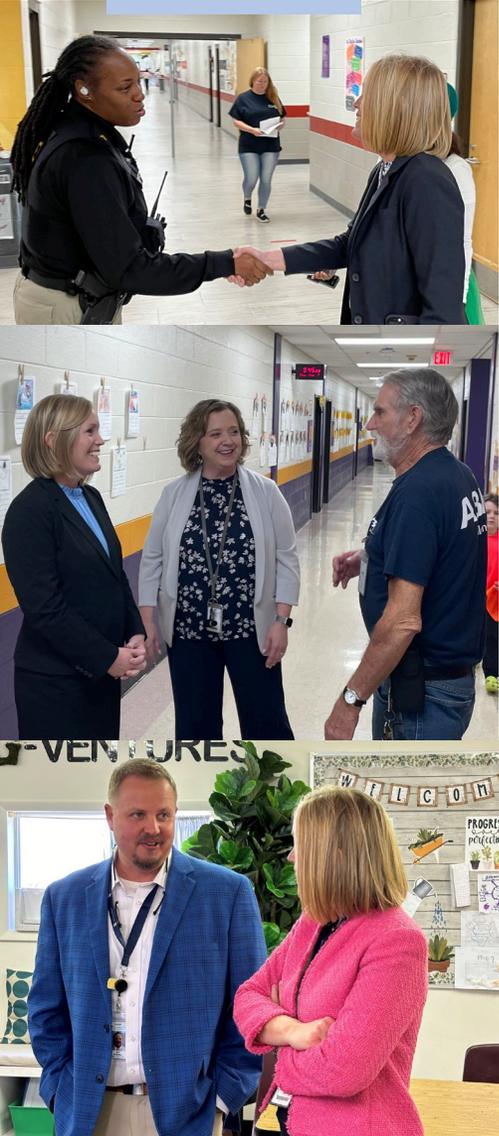
ACTIVITIES

- Division head orientation meetings completed
- Schedule cadence of meeting with Division heads in progress

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SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES



WORKING SESSIONS

- Learn the cadence of meeting, communicating, organizing work-flow and timing of deliverables, and monitoring of organizational work across and within each division/department.
- Learn the daily cadence of communication related to issues within CCSD and assess effectiveness of all other mechanisms of communication and work-flow productivity within CCSD.
- Learn the roles, responsibilities, priorities, and impact of each department and assess alignment of department services toward amplifying effectiveness of principals and teachers.

ACTIVITIES

- Honoring current cadence of meetings
- Worked closely with Communications to understand current communications workflow
- Developing understanding of all workflow plans impacting SY2024-25

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SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

- ✓ Review data representing operational effectiveness measures (KPIs) available for each operational division.
- ✓ Review foundational documents, including policy and procedure manuals; board meeting minutes; student achievement data, budget processes and financial projections over the past three-five years; current and pending litigation documents; facility planning reports; accountability plans; school improvement documents, and safety and emergency plans.

ACTIVITIES

- Multiple meetings with Chief Financial Officer Kenneth Owen to review past and current financial condition, processes for budget development, and current status of FY2025 preparation
- Preparing for on-time preparation of FY2025 recommendation and final Board adoption in June
- Multiple meetings with Chief Human Resources Officer Rick Beaulieu to review staffing plans and contract issuance for SY2024-25
 - School-based contracts: March
 - Organizational chart contracts: April
 - Custodial hiring is at 85%



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INTERNAL & EXTERNAL ENGAGEMENT



OBJECTIVES

- **Form positive and productive relationships** with each member of the CCSD Board of Education, CCSD district staff, principals, teachers, support staff, students and parents to establish communication, trust, and accountability for the overall improvement and sustained performance of the CCSD.
- **Develop lines of communication** throughout the community that foster deep engagement with parents and families; and seek innovative ways to listen and learn from individuals with limited access to traditional forms of engagement.
- **Establish positive, professional, and collaborative relationships** with the elected officials of Ball Ground, Canton, Holly Springs, Woodstock, Waleska, and Cherokee County and their leadership staff, the community's faith-based organizations, key leaders of business, service, non-profit, political, philanthropic organizations, institutions of higher education and media outlets.
- **Accelerate understanding of CCSD** and the surrounding community, culture, traditions, and history.

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INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES



LISTENING SESSIONS

- Meet with parent organizations for initial listening and learning session to discuss critical issues facing CCSD. Establish scheduled forums and opportunities for meaningful, two-way communication.
- Meet with city and county elected officials to listen and learn about successes and areas of greatest concern; and possible solutions.
- Meet with the County Manager, city managers, and key city agency leads.
- Meet with state education leaders to listen and learn about successes and areas of greatest concern.
- Identify the community's largest corporations, business foundations, civic, non-profit, local college and university partners and relative organizations and meet with them to listen and learn about successes and areas of greatest concern; and possible solutions to critical issues that face CCSD today. Establish scheduled cadence for on-going meaningful, two-way communication.

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INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS (continued)

-  Schedule meetings with faith-based leaders in the community to discuss critical areas affecting CCSD. Establish scheduled forum and opportunities for meaningful, two-way communication.
-  Schedule meetings with members of the Cherokee County Educational Foundation.
-  Schedule meetings with post-secondary institutions and technical schools that partner with Cherokee County Schools. Schedule meetings with business organization leaders.
-  Schedule neighborhood and community conversations in HOA meetings, gathering spaces, and living rooms.

ACTIVITIES

- Attended PTA Roundtable
- Hosted meeting with leaders of the Faith Community
- Met with VILLA alumni
- Met with business and civic partners, including mayors, city managers, Chattahoochee Tech, Kennesaw State University, Chick-fil-A, Credit Union of Georgia
- Met with Commission Chair Harry Johnston and County Manager Geoff Morton



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INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES



WORKING SESSIONS

- Schedule interviews and meetings with local media outlets.
- Schedule meetings with the County Manager to develop cadence of meetings.
- Schedule meetings with the Chamber of Commerce President/CEO to develop a cadence of meetings.

ACTIVITIES

- Met with County Manager and Commission Chair
- Met with Chamber of Commerce Executive Board



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INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

INTERNAL & EXTERNAL
ENGAGEMENT

1. How do you measure growth and in
Cherokee County schools?



STUDY & REVIEW

- ✓ Review recommended readings from the Board of Education members and stakeholders.
- ✓ Assess the quality, quantity, format, and effectiveness of current communication with CCSD stakeholders, including: Board of Education, CCSD Staff, Principals, Teachers, Support Staff, Parents, Elected officials, Community leaders, Business leaders, and Faith-based leaders.
- ✓ Review and evaluate the current state of the CCSD brand messaging strategy, and how communications should be delivered and shared with internal and external stakeholders.

The 100-Day Journey Begins



Cherokee County
School District

EXPECTED OUTCOMES FROM THE FIRST 100 DAYS

1. A comprehensive summary of my observations, themes, and key findings.
2. Carefully analyzed information for common themes, strengths, weaknesses, opportunities, and risks.
3. Broad-based involvement for the development of a short-term action plan to continuously improve students' experiences, academic progress, organizational effectiveness, community and family engagement, employee joy and engagement, and effective governance.
4. A strong foundation for the development of a long-range strategic plan.

Engaging the entire Cherokee County community.

I can't wait to meet you, learn from you, and keep you posted during these first 100 days in the Cherokee County community.

Join the journey by following at
<https://www.cherokeek12.net/first-100-days>

