



APRIL 18, 2024 UPDATE



CHEROKEE COUNTY SCHOOL DISTRICT SUPERINTENDENT'S ENTRY PLAN

100 Days in the CCSD Community

Mary Elizabeth Davis, Superintendent



Cherokee County
School District

1

GOVERNANCE

2

STUDENT LEARNING & ACHIEVEMENT

3

SCHOOL & DISTRICT CAPACITY

4

INTERNAL & EXTERNAL ENGAGEMENT

The **PURPOSE** Behind the Plan

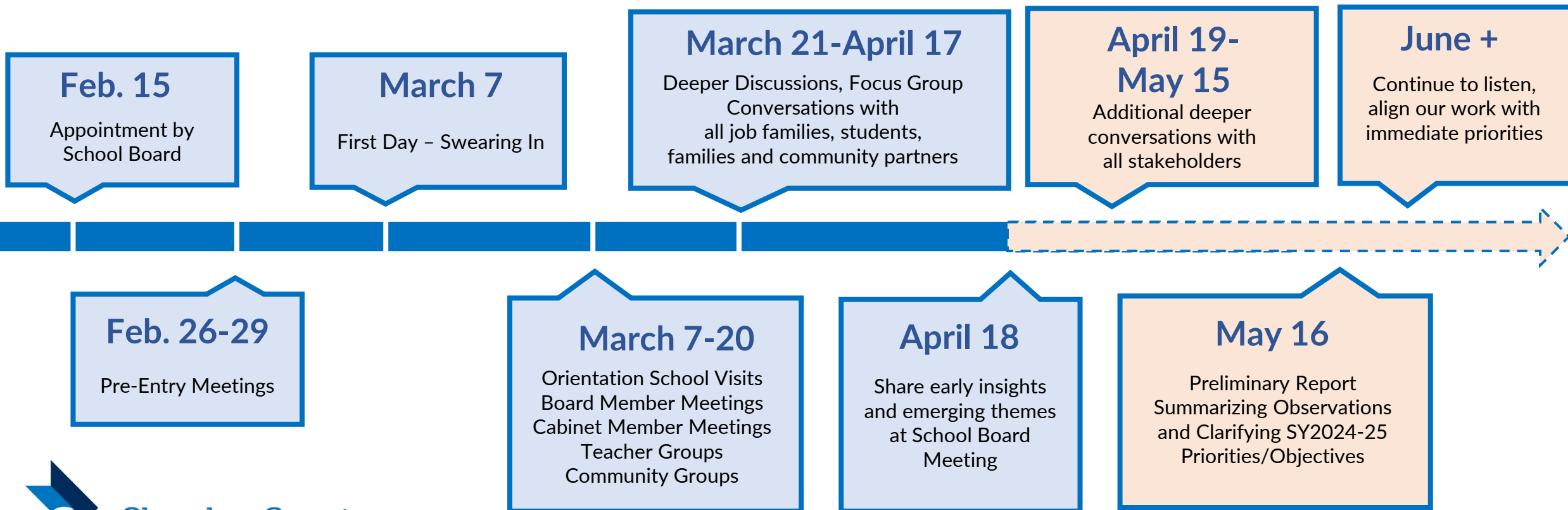
Discovering, Experiencing, and Valuing the Cherokee County Community: This plan has been designed as an intentional period of study to learn from CCSD employees and the entire Cherokee County Community. I am eager to learn and understand what brings the most joy to our team of professionals and how that 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 Continues



Timeline Legend

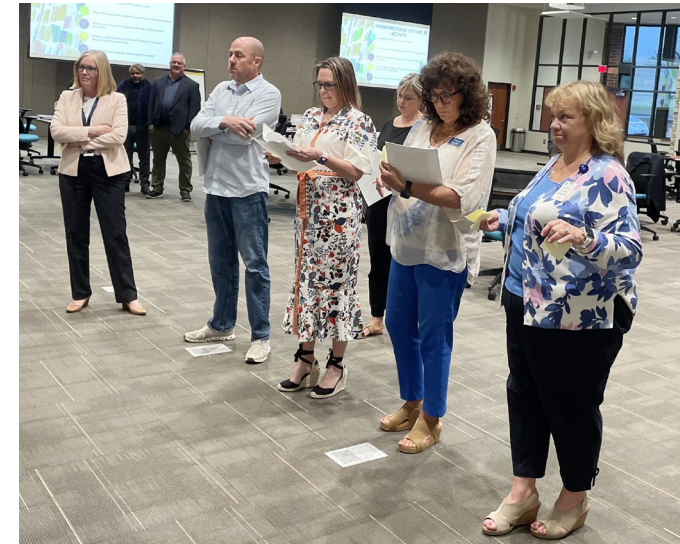
- Complete
- In Progress
- Scheduling

1

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

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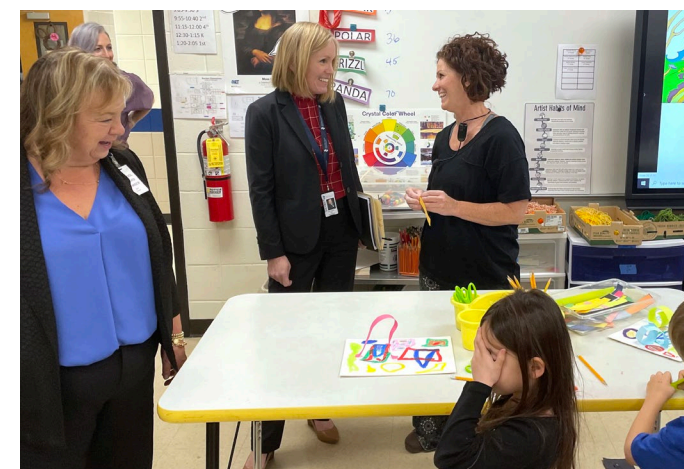
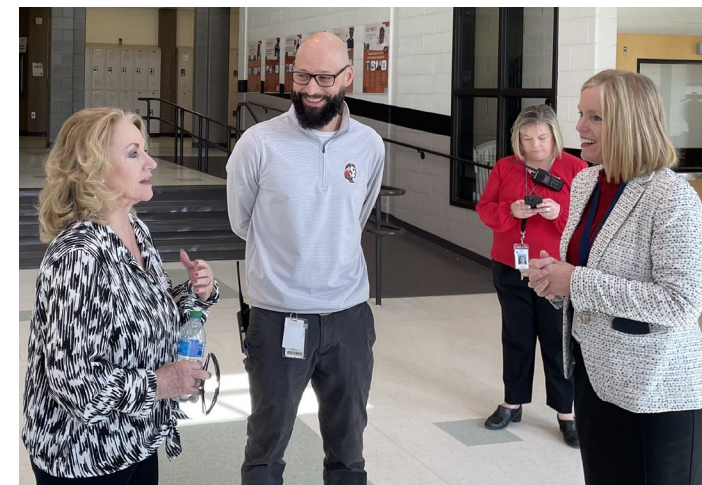


SCHOOL VISITS

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

ACTIVITIES TOTAL SINCE DAY 1

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



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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS

MAR APR MAY



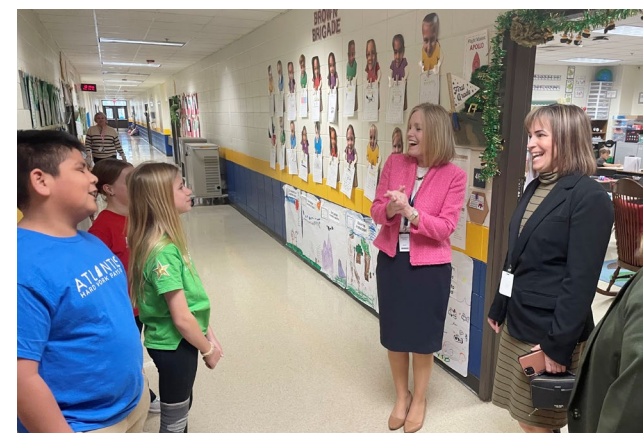
Review Entry Plan with Board leadership and individual board members to gain feedback and solicit additional activities to include.



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

ACTIVITIES TOTAL SINCE DAY 1

- 2 Chair Planning Meetings
- 7 Individual Board Member Meetings
- 2 Chair and Vice Chair Meetings
- Ongoing Board communication
- School visits with Board Members



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GOVERNANCE

LISTENING, LEARNING IN, & LEARNING ACTIVITIES

WORKING SESSIONS

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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 SINCE MARCH REPORT

- Held initial Whole Board Governance Training session
- Planning underway for second Whole Board Governance Training session
- Georgia School Boards Association facilitating training



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GOVERNANCE

LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

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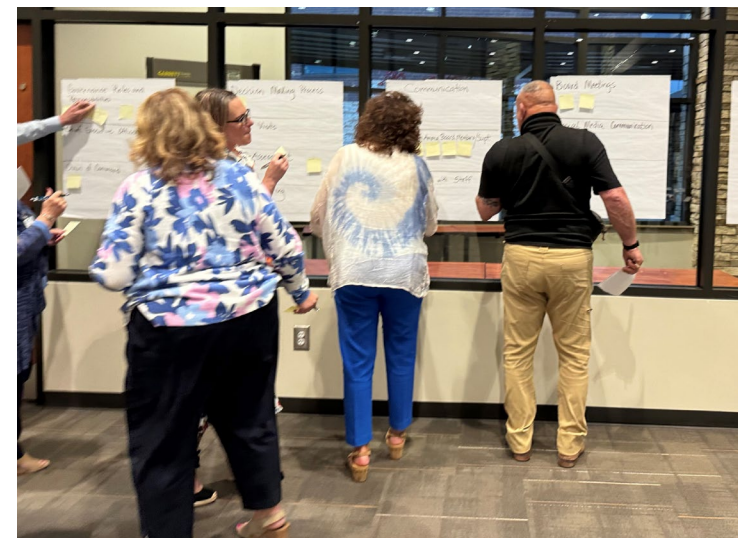
Review the process, structure, and timeline to assess the 2020-24 Blueprint, progress on goals, and school district budget.



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

ACTIVITIES SINCE MARCH REPORT

- Ongoing Board communication



2

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.



2

STUDENT LEARNING & ACHIEVEMENT

LISTENING, LEARNING IN, & LEARNING ACTIVITIES

SCHOOL VISITS

MAR APR MAY



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.



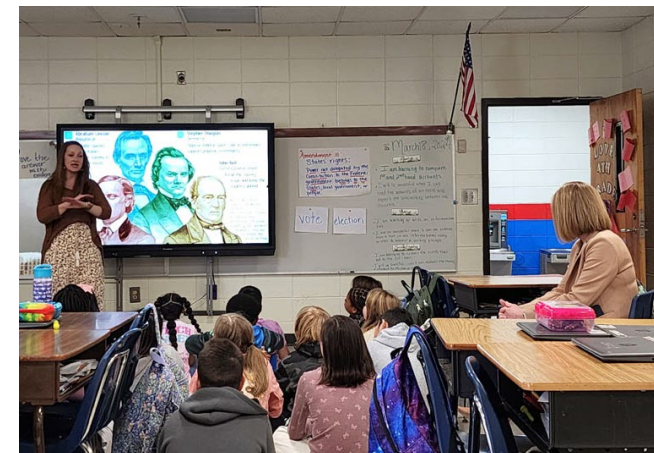
Observe gifted education programming, along with talent development and intervention approach for advanced courses.



Observe service delivery and instructional approach for English learners.

ACTIVITIES SINCE MARCH REPORT

- Second round of school visits has included in-depth reviews of specific programs and service models, including Special Education, Gifted and advanced classes, and English Learners.



2

STUDENT LEARNING & ACHIEVEMENT

LISTENING, LEARNING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS

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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.



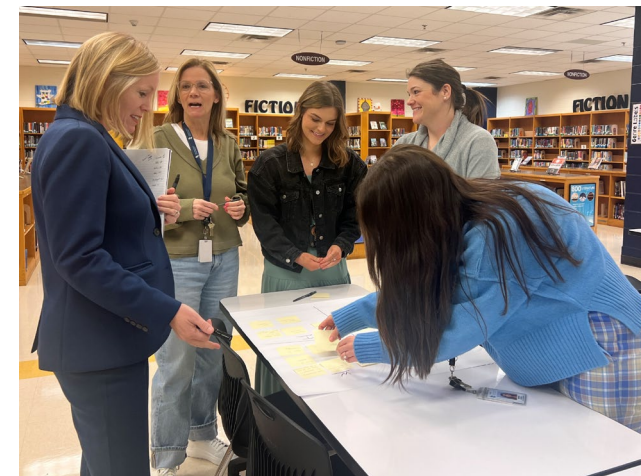
Meet with student groups to listen to and learn their perceptions of the quality of relationships, levels of engagement, and access to rigorous instruction within their schools.



Meet the district instructional leaders and staff to assess alignment between curriculum, assessment, and instruction - particularly formative, interim, and summative tools.

ACTIVITIES SINCE MARCH REPORT

- Met with seven additional groups of teachers at three schools and different grade levels for in-depth discussions
- Met with two zone principal teams
- Met with student leader groups at two schools plus Student Delegates



2

STUDENT LEARNING & ACHIEVEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

MAR APR MAY



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 SINCE MARCH REPORT

- Met with leadership teams from six district divisions/departments

3

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.



3

SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES

SCHOOL VISITS

MAR APR MAY



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 SINCE MARCH REPORT

- Met with Chief Cushing again to further understand Safety & Security strategy and incident response protocols
- Met with Chief Operations Officer Dr. Debra Murdock to review School Operations
- Initiated meetings with groups of specific support staff



3

SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS

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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 SINCE MARCH REPORT

- Additional one-to-one meeting with Division heads
- Scheduled cadence of weekly team meetings with Division heads
- Held meeting with Safety and Security leadership staff
- Has begun conducting department listening sessions- these are now completed with School Operations, Curriculum & Instruction (including Special Education), Human Resources, Safety & Security, and Transportation. Sessions are scheduled with Communications, Financial Management, Support Services, Technology, School Nutrition, and Social Workers.



3

SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES

WORKING SESSIONS

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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 SINCE MARCH REPORT

- Honored current cadence of meetings
- Developed understanding of all workflow plans impacting SY2024-25
- Built first draft of organizational workflow plans

3

SCHOOL & DISTRICT CAPACITY

LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

MAR



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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 SINCE MARCH REPORT

- Multiple additional meetings with Chief Financial Officer Kenneth Owen to review FY2025 budget development
- Preparing for on-time preparation of FY2025 recommendation and final Board adoption in June
- Multiple additional meetings with Chief Human Resources Officer Rick Beaulieu to review staffing plans and contract issuance for SY2024-25
 - Issued school-based contracts in March
 - Prepared organizational chart contracts for April
 - Custodial hiring is at 97%



4

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.



4

INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

LISTENING SESSIONS

MAR APR MAY



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)

MAR APR MAY



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.



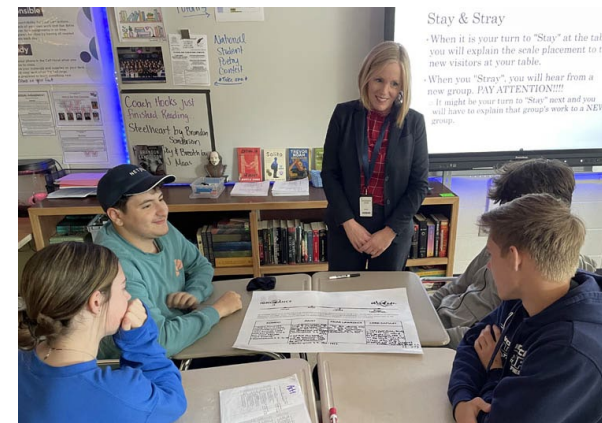
Schedule meetings with post-secondary institutions and technical schools that partner with Cherokee County Schools. Schedule meetings with business organization leaders.



Schedule neighborhood and community conversations in HOA meetings, gathering spaces, and living rooms.

ACTIVITIES SINCE MARCH REPORT

- Met with Woodstock Mayor Michael Caldwell
- Participated in Cherokee County Office of Economic Development stakeholder interview
- Met with Kennesaw State University, Dean of Bagwell College of Education
- Met with additional business and community partners
- Attended Rotary Club of Canton meeting



4

INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

WORKING SESSIONS

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|-------------------------------------|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Schedule interviews and meetings with local media outlets. |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Schedule meetings with the County Manager to develop cadence of meetings. |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Schedule meetings with the Chamber of Commerce President/CEO to develop a cadence of meetings. |



ACTIVITIES SINCE MARCH REPORT

- Met with Enjoy Cherokee magazine



4

INTERNAL & EXTERNAL ENGAGEMENT

LISTENING, LEANING IN, & LEARNING ACTIVITIES

STUDY & REVIEW

MAR APR MAY



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.



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>

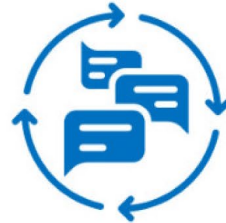




MAPPING THE JOURNEY



**LISTENING &
LEARNING**
(March—Current)



**GENERATING
CONTINUED
FEEDBACK**
(April-May)



**LISTENING
CONTINUES;
WORK ALIGNED
TO PRIORITIES
BEGINS**
(June)



**THEMES
EMERGING**
(April)



**SHARING EARLY
INSIGHTS AND
EMERGING
THEMES**
(April 18, 2024)

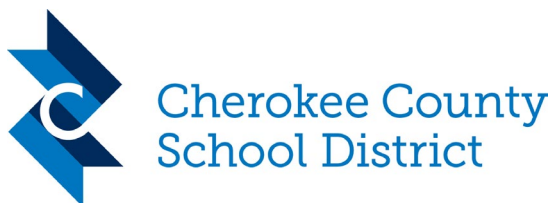
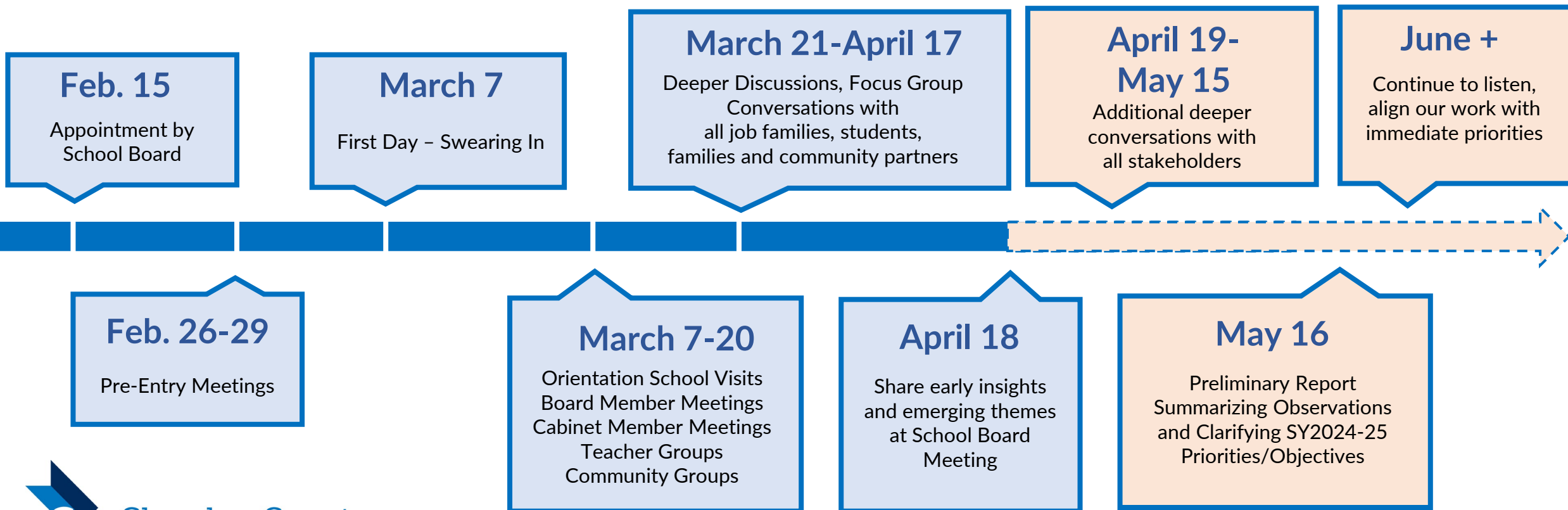


**ALIGNING
RESOURCES**
(May)



**ANNOUNCING IMMEDIATE
2024-25 PRIORITIES**
(May 16, 2024)

The 100-Day Journey Continues



Timeline Legend

- Complete
- In Progress
- Scheduling