2024-26 Key Priorities and Action Steps

ELEVATE THE EXCELLENCE

From classroom to classroom, school to school, and throughout every corner of the county, there is a pervasive eagerness for CCSD to be the highest performing district in the state of Georgia where students thrive, families are connected, and the community remains proud.

The following priorities are designed to build on the tradition of excellence for which the Cherokee County School District is widely known; and they are grounded in the insights and perspectives most-commonly shared by teachers, leaders, staff, students, families, and community members.

These priorities will drive our work as an organization over the next 18-months to two years. Progress will be regularly reported to our community through the School Board meetings, and success delivering on these priorities will pave the way to the future development of a long-range strategic plan.

MARCH 2025 QUARTERLY REPORT #3

1 Elevate the Excellence in academics and achievement for all students.

A. Clarify an aligned academic focus grounded in standards, tightly aligned resources, monitoring/assessing student learning, and targeted intervention.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Re-package and customize GADOE Standards into CCSD-specific standards.
☑	☑	☑	Make CCSD standards accessible on district website and to teachers and school.
☐	☐	☑	Build professional development resources to support teacher understanding of the standards and what students need to know and be able to do with the standards.
☑	☑	☑	Roll-out conversion from RTI to MTSS.
☐	☐	☑	Develop standards-aligned checkpoints to monitor student learning.

B. Unify the current literacy investments into a cohesive K-12 CCSD Literacy Model.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Audit current status of literacy investments. Identify strengths, weaknesses, and gaps.
☐	☑	☑	Research district solutions across the U.S.
☐	☑	☑	Prepare for the roll-out of new ELA standards.
☐	☑	☑	Connect the district's investments of the past, the ELA standards, and solutions to fill the gaps in preparation for the 2025-26 school year.

C. Clarify the cohesive literacy model with a focus on highly effective practices for students with disabilities.

SEPT 2024	DEC 2024	MAR 2025	
☐	☑	☑	Audit current status of literacy investments aligned to meeting the needs of students with disabilities. Identify strengths, weaknesses, and gaps.
☐	☑	☑	Research district solutions for advancing reading proficiency for students served in special education across the U.S.
☐	☑	☑	Prepare for the roll-out of new ELA standards with companion guides for students with disabilities.
☐	☑	☑	Connect the district's investments of the past, the ELA standards, and solutions to fill the gaps in preparation for the 2025-26 school year that includes serving students with disabilities.

D. Clarify the cohesive literacy model with a focus on highly effective practices for students with a home language other than English.

SEPT 2024	DEC 2024	MAR 2025	
☐	☑ (yellow)	☑ (green)	Audit current status of literacy investments for students served in EL. Identify strengths, weaknesses, and gaps.
☐	☑ (green)	☑ (green)	Research district solutions across the US for advancing reading proficiency for students served in EL.
☐	☑ (yellow)	☑ (green)	Prepare for the roll-out of new ELA standards.
☐	☑ (yellow)	☑ (yellow)	Connect the district's investments of the past, the ELA standards, and solutions to fill the gaps in preparation for the 2025-26 school year including a high-impact companion literacy approach for EL students.

E. Audit all current teacher resources to determine most effective investments, gaps in investments, and develop a resource management, replacement, and growth plan. (Audit, Assess, Abandon, then Acquire)

SEPT 2024	DEC 2024	MAR 2025	
☑ (yellow)	☑ (green)	☑ (green)	Audit current landscape of resources (print and digital) and in the categories of core resources, supplemental resources, assessment resources, and intervention resources.
☐	☑ (yellow)	☑ (green)	Identify Resource gaps and redundancies. Identify what to discontinue and construct a plan to fill the gaps.
☑ (yellow)	☑ (yellow)	☑ (green)	Audit current student device landscape.

F. Establish shared student achievement goals that narrow our focus and unify our organization's efforts/resources and grant schools the resources and balanced autonomy to achieve these goals.

SEPT 2024	DEC 2024	MAR 2025	
☑ (green)	☑ (green)	☑ (green)	Provide School Board Members with district-wide and school-specific Milestones data notebooks.
☑ (green)	☑ (green)	☑ (green)	Develop district goals for Milestones performance in ELA and Reading Proficiency.
☑ (yellow)	☑ (green)	☑ (green)	Carry-out School Board-set goals to aligned school goals.

G. Improve the communication of student learning to parents.

SEPT 2024	DEC 2024	MAR 2025	
☑ (yellow)	☑ (green)	☑ (green)	Print report cards in ES and MS.
☑ (yellow)	☑ (green)	☑ (green)	Distribute Reading Proficiency performance to families three times a year.

2 Elevate the Excellence in effective School Board-Superintendent Governance.

A. Develop a cohesive, high-performing School Board Governance Model based on shared core beliefs, aligned through the superintendent's evaluation, defined by core policies that advance excellence, and focused on clear accountability for student outcomes.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	School Board and Superintendent established norms & protocols to ensure consistency of communication between Superintendent and School Board Members.
☑	☑	☑	School Board and Superintendent/Cabinet participated in three Whole Board Trainings.
☑	☑	☑	School Board Members collectively drafted four core beliefs.
☑	☑	☑	School Board Members collectively drafted 14 student performance goals.
☑	☑	☑	School Board Members and Board Attorney collectively drafted the Superintendent's Evaluation (inclusive of the 14 student performance goals).
☐	☑	☑	School Board Members develop core policies in the areas of accountability, teaching & learning, and literacy.

B. Structure school board meetings to promote meaningful discussion and public transparency around the business of the board (i.e., Finance, Capital Outlay, Academics, & Accountability).

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Introduce a Work Session with standing reports on Academics & Accountability, Finance, and Capital Outlay.
☑	☑	☑	Introduce a Work Session that provides a staff briefing on any item requiring the School Board's action in the evening Board Meeting.
☑	☑	☑	Introduce Agenda Study & Review with each board member with a preview of the board agenda and board materials in advance.
☑	☑	☑	Begin live-streaming of both Work Sessions and Board Meeting.
☑	☑	☑	Begin archiving all videos of Work Sessions and Board Meetings.
☑	☑	☑	Update the district website to include a webpage that houses all materials associated with the School Board Meeting (including archived videos).

3 Elevate the Excellence in the district's coordination and alignment of goals, systems, and processes.

A. Establish performance indicators for district support systems.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Establish regular Cabinet meetings, Extended Cabinet Meetings, and Instructional Cabinet Meetings.
☑	☑	☑	Establish regular cadence of 1:1s with Division Chiefs.
☑	☑	☑	Establish and monitored first-day readiness metrics.
☑	☑	☑	Develop Key Performance Indicators for each Division's operations.
☑	☑	☑	Developing Organizational Work Plans for SY2025-26 (due November 1).

B. Align the organization's district office to ensure resources are as close to the classroom as possible and services/supports amplify the effectiveness and balanced autonomy of schools.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Re-organization of district's centralized departments and decrease of district allotment count by 4.
☑	☑	☑	Re-define the role of School Leadership & Operations.
☑	☑	☑	Clarify the roles and responsibilities of School Leadership & Operations and Academics & Accountability.
☑	☑	☑	Post full organizational chart on the district website.

C. Develop an Accountability & Performance team that monitors progress toward goals, makes data readily available to school leaders, informs school improvement, and makes school and district performance data readily accessible on the website.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Institute an Accountability Department in Academics & Accountability.
☑	☑	☑	Develop an accountability website to house comprehensive student performance data.
☑	☑	☑	Provide advanced PowerBI tools to make data readily available to school leaders and inform school improvement.

3

D. Evaluate the impact of financial investments to overcome future revenue strain and aggressively position CCSD to be a competitive employer so that students continue to have access to the best professionals in public education.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Engage in state-wide work regarding Tax Digest Cap implications.
☑	☑	☑	Evaluate all re-occurring expenditures for redundancies to sunset.
☐	☑	☑	Evaluate efficiencies to gain and evaluate student reporting process for services.

4

Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices.

4

A. Explore strategies to elevate student course/grade achievement, student skills, and student motivation in middle school.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Introduce clarity and consistency for appropriate use of cell phones.

4

B. Develop each student's capacity to reach his or her own academic potential and develop a healthy sense of academic ownership.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Introduce clarity and consistency for appropriate student attire and workplace readiness skills.
☑	☑	☑	Introduce clarity and consistency for timely submission of student work.

4

C. Review facility conditions and maintenance processes.

SEPT 2024	DEC 2024	MAR 2025	
☑	☑	☑	Complete transition to in-house custodians.
☑	☑	☑	Evaluate current facility incident process for continuous improvement.
☐	☐	☑	Evaluate pro-active facility monitoring and management approach.
☐	☑	☑	Complete a classroom utilization study that encompasses city and county residential development insights into long-range student enrollment estimates.

4

D. Review furniture and equipment condition (classroom furniture, learning rugs, band equipment).

SEPT 2024	DEC 2024	MAR 2025	
☐	☑	☑	Evaluate current Basic Equipment list for every academic and operational space in a school setting.
☐	☑	☑	Evaluate current age and condition of all furniture, fixtures, and equipment in every academic and operational space.

Execute on Mission Critical Objectives

- CCSD Kronos – paused in 2024 due to assessment of capabilities; now on target for July 1, 2025.
- CCSD Employee Benefits – successful launch for 235 new employees; ready for Open Enrollment in Fall of 2024.
- CCSD Sub-Finder – successful launch with more than 870 subs. The sub fill rate average for November was 94.58%.
- CCSD Custodian Transition – successful transition with 2.5 allotments remaining on day 1. All equipment and supplies in place and all head custodians trained on equipment.
- Synergy-
  - Capabilities by job family currently being assessed
  - Registration for 2025 begins March 2