

A Proposal for Incorporating the Curriculum Management and Communications Audit Results into the CCPS *Design For Excellence*

- **Items shaded green indicate where the findings/recommendations are addressed in the plan.**
- **Italics indicate new language, including**
 - **References to findings and recommendations currently addressed; and**
 - **Goals and strategies added to address findings and recommendations of the two reviews.**
- **This proposal uses recommendations of the Communication Audit for plan alignment; it uses report findings of the Curriculum Management Audit rather than recommendations for plan alignment**
 - **Responsible Direct Reports to the Superintendent may use the additional detail offered by PDK or NSPRA to complete their responsibilities or develop steps tailored to CCPS but that meet the intent of the recommendations offered.**
- **X in the timeline depicts when a strategy will be a division-wide focus; x indicates that activities have begun or will continue**

#	Strategy	To Be Focused On in		
		2007-09	2009-11	2011-13
Academic Excellence – 21st Century skills, self-direction (CMA findings 2.2; 2.3; 3.2)				
1.1.1	Incorporate 21 st century knowledge and skills into curriculum and assessments	X	x	x
1.1.2	Instructional practices that support Self-Directed Learning		X	x
1.1.3	Every student to succeed in rigorous coursework (CMA finding 3.3)	X	x	x
1.1.4	Teach & assess 21 st century knowledge and skills K-12		X	x
1.1.5	Rigor & relevance/ career & technical education	X	x	
Academic Excellence – Closing Gaps (CMA finding 3.3; 4.3)				
1.2.1	Inclusive practice for NCLB subgroups, those who learn differently	X	x	x
1.2.2	Increased # students in subgroups in AP, IB, DE and algebra in middle school	X	x	x
1.2.3	Common understanding and response to gaps	X	x	x
1.2.4	Pyramids of Intervention	X	x	
1.2.5	Restructure ELL services	X	x	x
1.2.6	Evaluation of special ed	X	x	x

#	Strategy	To Be Focused On in		
		2007-09	2009-11	2011-13
Safe and Supportive Schools				
2.1.1	School cultures that support engagement/positive discipline frameworks	X	x	x
2.2.1	Monitor safety plans and revise	X	x	x
2.2.2	Maintain facilities/reduce crowding	X	x	x
2.3.1	Expand non-traditional alternatives	X	x	x
2.3.2	Build relationships with students and their parents		X	x
2.3.3	Promote healthy lifestyles for students and employees	x	X	x
Knowledgeable and Competent Workforce				
3.1.1	PGPPs <i>that comply with state and local expectations</i> for all employees (CMA Finding 1.4)	X	x	
3.1.2	Training of instructional staff in the Rigor and Relevance framework (CMA Finding 3.2)		X	x
3.1.3	Train employees in use of technology tools for admin and instruction (CMA Finding 3.2)	X		
3.2.1	Professional learning communities	X		
3.2.2	Structures to support successful transitions of students (CMA finding 3.3)			X
3.3.1	Workforce diversity and cultural competence (CMA Finding 3.3, CA Recommendation 8)		X	x
3.3.2	Meaningful employee recognitions			X
Community Investment				
4.1.1	Match school needs with partnership opportunities		X	x
4.1.2	Create and use venues for communication & information – sharing (CA Recommendation 5)	X		
4.1.3	Increase family participation and engagement in learning		X	x
4.2.1	Build on public engagement process with Board (CA Recommendation 4)			X
4.2.2	Examine methods of engagement used by others (CA Recommendation 4)	X		
4.2.3	<i>Establish a key communicators network to meet bi-monthly or as needed to ensure all audiences and stakeholders, both internal and external, are reached effectively (CA Recommendation 3)</i>		X	
4.2.4	<i>Initiate a bi-monthly newsletter to non-parents in the community and use other means for sharing information on an ad hoc basis for emerging issues (CA Recommendation 11)</i>		X	

#	Strategy	Responsible DR	To Be Focused On in		
			2007-09	2009-11	2011-13
Effective and Efficient System Management (CMA findings 1.1; 1.2; 2.1; 2.4; 3.1; 4.1; 4.2; 5.1; 5.2; 5.3: CA Recommendations 2, 3, 5, 6, 7, 11)					
5.1	<p><i>Develop and implement a timeline and process for policy development with supporting administrative regulations and develop and adopt a schedule for periodic updating and revision with the School Board (CMA finding 1.1)</i></p> <p>Annual Actions:</p> <ul style="list-style-type: none"> ❑ <i>Develop a guidance package and provide training for departments in drafting coordinated policies and corresponding administrative regulations for curriculum management, assessment and evaluation, staff and leadership development, and budget development, aligned with the direction defined in this six year plan</i> ❑ <i>Assistant Superintendents initiate and manage the process of drafting policies and corresponding regulations for their areas of responsibility</i> ❑ <i>Develop and implement a four-year schedule for review and adoption of policies and regulations by the Superintendent and School Board</i> 	Executive Assistant to Supt	X	X	X
5.2	<p><i>Develop a comprehensive plan for curriculum, instruction and assessment management systems with appropriate and explicit links to system-wide plans for staff and leadership development and program evaluation, that supports accountability to and decision-making by the Board and Superintendent on system effectiveness (CMA findings 2.1; 3.1; 4.1; 4.2)</i></p> <p>Annual Actions:</p> <ul style="list-style-type: none"> ❑ <i>Train a core team in the PDK curriculum management processes and standards</i> ❑ <i>Coordinate development of management plans in each of the areas based on the PDK standards and train system-wide leadership at all levels in the coordinated plans</i> ❑ <i>Report regularly to the Board on progress in implementing this six-year plan and on the effectiveness of the plan to achieve the goals and objectives as demonstrated by the division's status on the key measures of success</i> 	Instructional Support; Human Resources	X	X	X

5.3	<p><i>Revise the budget process to ensure its alignment with the division's six-year plan (CMA finding 5.1)</i></p> <p>Annual Actions:</p> <ul style="list-style-type: none"> ❑ <i>Pilot a process in 2007-08 for determining budget needs based upon priorities established in the Design for Excellence</i> ❑ <i>Develop policy on how the budget will be developed in the future based upon the results of this pilot process</i> 	Business & Finance	X	x	x
5.4	<p><i>Strengthen departmental planning to enhance central departments' ability to support the division's six-year plan, school improvement and student achievement and streamline the school improvement planning review process to focus on problem solving between and among principals and central support staff (CMA findings 1.2)</i></p> <p>Annual Actions:</p> <ul style="list-style-type: none"> ❑ <i>Reassess and revise the existing planning process to ensure alignment of departmental plans and activities with the Design for Excellence beginning in 2008-09</i> ❑ <i>Train and assist departments and offices in developing new two-year plans using the new process</i> ❑ <i>Restructure the annual review of school improvement plans to facilitate open discussion and problem solving</i> ❑ <i>Restructure the comprehensive plan review to focus on addressing the needs of individual schools</i> ❑ <i>Establish regular venues for schools in their feeder patterns to share and problem solve</i> 	Instructional Support	X	x	x
5.5	<p><i>Develop and implement the means to provide regular and consistent program guidance and evaluation results to assess the direction and decisions about intervention, remediation and acceleration programs offered at the school or division levels (CMA findings 2.4; 5.2)</i></p> <p>Annual Actions:</p> <ul style="list-style-type: none"> ❑ <i>Develop and implement a consistent procedure for the adoption of new programs at the school or division level based on demonstrated need, research support of effectiveness and approval by the Superintendent</i> 	Instructional Support	X	x	x

	<ul style="list-style-type: none"> ❑ <i>Develop and manage a comprehensive program evaluation schedule based on state and local assessments of student achievement and academic progress to guide decision-making</i> ❑ <i>Review results of evaluations with the Superintendent regularly for implications for program expansion, reduction, or elimination</i> 				
5.6	<i>Update the facility and capital improvement plans, working with the county administration to more effectively address growth issues (CMA finding 5.3)</i>	Business & Finance	X	x	x
5.7	<p><i>Strengthen and expand communication systematically with internal and external stakeholders (CA Recommendations 1, 2, 5, 6, and 7)</i></p> <p>Annual Actions:</p> <p><i>5.7.1 Develop and execute a comprehensive and strategic communications plan that supports knowledge, understanding and effectiveness of this six-year plan and its key initiatives (CA Recommendation 1)</i></p> <p><i>5.7.2 Create a committee of staff and parents to establish guidelines for e-mail communication and to monitor their use (internal and external)</i></p> <p><i>5.7.3 Require communications training and updates for all administrators and those who evaluate them</i></p> <p><i>5.7.4 Create a comprehensive division calendar, with guidelines for how it will be updated and by whom, and insist on adherence to it</i></p> <p><i>5.7.5 Identify and implement a method for consistent, unduplicated and timely communications between central offices and departments and schools</i></p> <p><i>5.7.6 Develop and implement guidelines for the content of school and office web sites</i></p>	Community Relations, Instructional Admin.	X	x	