

Deputy Superintendent's Corner

Welcome to the 2019-20 school year! Georgia is "On the Move," ensuring all schools are served in a manner that adds value and helps students achieve. This new approach focuses on the needs of school districts across all regions in Georgia. Utilizing a cross-section of data retrieved from each district's comprehensive needs



assessment, our design team defined high-quality service and support from GaDOE. Then we refined our delivery. All current School Improvement/SDE personnel received School Improvement **Launch!** training from the [Institute for Performance Improvement](#). We partnered with the RESAs to provide comprehensive support for leadership and instruction in schools across Georgia. We are ready to serve and support with efficacy.

We embarked on partnerships with the **Governor's Office of Student Achievement (GOSA)** to provide specific trainings based on identified student needs as follows:

- [Growing Readers](#) K-3 Literacy Strategies (Building school capacity to provide effective literacy instruction to students in identified elementary schools)
- [Governor's School Leadership Academy](#) (Building leadership capacity of school and district leaders)
- [Graduates Ready to Attain Success in Postsecondary \(GRASP\) Program](#) (Graduation rate counselor support for high schools)

After obtaining 100% positive results from school districts participating in our **Rural Network Case Studies**, we partnered with RESAs serving rural areas and SREB to expand these opportunities statewide.

As we work to effectively implement Georgia's Systems of Continuous Improvement (GSCI), it is essential that we work collaboratively with school and district leaders through a student-focused theory of action that provides support for high quality implementation of all GSCI systems and structures. This begins with incorporating a problem-solving cycle that includes implementation of sustainable practices and systems that are flexible enough to expand quality personalized, competency-based education to all students — including those who are historically underserved.

When we work with educators across our state to increase district and school effectiveness, we increase capacity for the economy to grow and for communities to flourish. With the expertise of our teams working in collaboration with school districts across all tiers, I know we will have positive results in every school in Georgia. Seriously, what if NO child dropped out or lost hope? We can do this, Georgia!

Dr. Stephanie Johnson is the Deputy Superintendent for School Improvement.

Improvement Opportunities



PRINCIPAL PREPARATION THROUGH THE GOVERNOR'S SCHOOL LEADERSHIP ACADEMY

Principals from across the state have been busy preparing to lead and serve their schools through participation in the [Governor's School Leadership Academy \(GSLA\) - Principal Support Program](#). They acquired knowledge and skills applicable to leadership in school improvement, and will continue in the cohort throughout the school year. In this photo, GSLA Director Stacey Lutz leads principals through an examination of leadership standards.

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gadoe.org/SDE





Spotlight on School and District Successes

North Area News

Jo Johnson, Interim Area Program Manager



NEW STAFF: We are pleased to announce two new additions to our North-east Region Team, **Ms. Cindy Lee** and **Dr. Daundria Phillips**, serving Richmond County Schools.

Phillips, serving Richmond County Schools.

CONTINUOUS IMPROVEMENT TEAMS: The North team is excited to be involved with our RESA partners in Continuous Improvement Teams (CITs). It has been a great experience to share resources and ideas and plan for the work of school improvement with our RESA colleagues (**see photo above**).

PEACH COUNTY'S VERTICAL PLANNING: During pre-planning, staff at Hunt Elementary received professional development on success criteria, effective learning targets, and standards-based assessments. Teachers created a vertical teaming process and wrote success criteria and learning targets for ELA and Math in all grade levels. Completing this work enabled teachers to see how the standards progressed throughout grade levels, making future vertical planning easier and more effective.

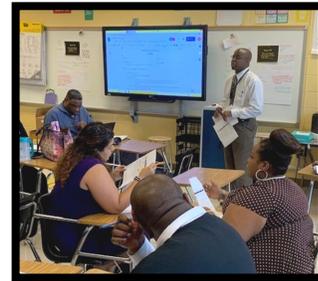
BEST PRACTICES FOR SCHOOL LEADERSHIP TEAMS FROM RICHMOND COUNTY: Leaders at W.S. Hornsby Middle School engaged in a self assessment using the [GaDOE High Impact Practices rubric](#). Principal Dr. Carletha Doyle enlarged the rubrics into posters and asked team members to assess the team's practices, placing a sticker for *Not Evident*, *Emerging*, *Operational* or *Exemplary* in each section of the rubric. Adding dimension to the activity, Dr. Doyle used the same self-assessment posters from one year ago, leaving the prior year's stickers on the posters. This provided a vivid visual of the team's perceived progress across the year, and launched a rich discussion of the team's growth and direction (**see photo below**).



Metro Area News

Susan Patrick, Area Program Manager

DEKALB PARTICIPATING IN GROWING READERS: We are so excited about DeKalb County Schools' and Metro RESA's participation in the [Growing Readers](#) program sponsored by GOSA and GaDOE. Growing Readers is a State Certification Project that helps teachers improve their content knowledge, skills, and efficacy, which will lead to more effective teaching practices and more students reading on grade level by the end of third grade.



APS BUILDING STRONG LEADERSHIP TEAMS: The West Metro team is working collaboratively with school leadership to develop effective practices that will enable all our CSI schools to fully implement the [Effective Leadership System](#) and the supporting structures within Georgia's Systems of Continuous Improvement.

We captured Dr. Ellis Duncan, principal at Frederick Douglass High School in APS, leading the school's leadership team in a session based on the Georgia Department of Education's [High Impact Leadership Team Practices Implementation Rubric](#) (**see photo above**).

FULTON COUNTY DEVELOPING LEADERS TO IMPROVE INSTRUCTIONAL PRACTICES:

District leaders in Fulton County Schools spent the summer revising instructional planning frameworks, data protocols, walkthrough tools, and progress monitoring trackers to effectively collect, analyze, and act on student and teacher performance and process data. Following this in-depth review, the district's CSI schools in partnership with SDE and Metro RESA kicked off the school year with data-driven leadership retreats that defined the direction for improving the educational experience for students.



Spotlight on School and District Successes

South Area News

Janie Fields, Area Program Manager



SUMMER LEADERSHIP AND LEARNING: In June, members of the South Area SDE team attended the 2019 Summer Instructional Leadership Conference,

which served as a kickoff for the 2019 Principal Support Program for the Governor's School Leadership Academy (GSLA), a collaborative effort between Gwinnett County Public Schools, GOSA, and GaDOE. The GSLA Principal Support Program is designed to support principals in managing the change process to achieve transformational, school-level improvement. The initiative provides job-embedded opportunities for participants to apply the lessons learned to their unique school turnaround contexts. Participants have the opportunity to practice data-driven decision-making, develop cultural competence as leaders, and sharpen instructional leadership skills. Ultimately, the goal of the program is to increase the impact of school leaders on behalf of the students and communities they serve. In August, principals who joined the 2019-20 South Area cohort completed their first two-day of the year-long program in sessions held at Heart of Georgia RESA. Participants included principals from Clay, Coffee, Dougherty, Evans, Glynn, Montgomery, Muscogee, Savannah-Chatham, and Worth counties along with Valdosta City. South Area School Effectiveness Specialists and District Effectiveness Specialists attended this training in support of the participating principals.

SIG 1003(g) Highlights

Patricia Rooks, SIG Program Manager

CURRICULUM REVISIONS LED TO SIGNIFICANT GAINS: The 2019-20 school year is off to a wonderful start in Taliaferro County Schools. Under the leadership of Superintendent Allen Fort, TCS has made great strides in curriculum and teacher capacity. Curriculum audits conducted during the 2018-19 school year revealed a need for a guaranteed, viable curriculum aligned to the state standards. Building-level leaders sprung into action to find evidence-based solutions to increase student achievement and decrease the variability of instruction in the building.

The curriculum revisions, which began in January 2019, garnered significant gains for TCS students. Fifteen of 23 tested areas met or exceeded established goals for the 2018-19 school year. TCS teachers also took full advantage of increased learning time this summer, attending STEM, ELA, social studies, and math retreats. Teachers worked on strengthening pedagogical skills and formative assessment methods. With sustainability at the forefront of all SIG efforts, TCS leadership and staff will continue to examine and refine processes and procedures to increase student achievement. Learn more at gadoe.org/SIG



Title 1, Part A, Section 1003 Funding and Monitoring

Dr. Gary Wenzel, Operations Specialist

With a school improvement grant period of July 1, 2018 to September 30, 2019, the FY 19 [Title I, Part A, Section 1003 School Improvement Grants](#) are within a month for CSI, TSI and Promise districts to **expend all FY19 funding** budgeted within the Consolidated Application, with completion reports due at the end of October.

A special thanks to School Effectiveness Specialists, District Effectiveness Specialists, CSI/TSI/Promise school principals, district Title directors, and finance directors and their staff for ensuring a 100% draw-down of the FY19 1003(a) School Improvement grant funding by September 30.

The FY20 Title I, Part A, Section 1003 School Improvement Grant period is July 1, 2019 to September 30, 2020. School Effectiveness Specialists, District Effectiveness Specialists, and RESAs are working with principals and school Leadership teams to develop budgets, as well as the Justification of Expense form which outlines goods and services to be purchased and the level of [evidence-based intervention \(cont. on page 4\)](#)



School and District Successes

Title 1, Part A, Section 1003 Funding and Monitoring (cont.)

(*cont. from page 3*) addressed in the needs assessment and School Improvement Plan. The district Title I Director imports the budget(s) into the Consolidated Application and attaches, under the Program Information tab, the justification signed by the principal and the GaDOE/RESA specialists serving the federally identified schools. The district superintendent signs off on the budget, which is reviewed and approved by GaDOE staff.

Tier 1 District Support

Anita Smith, Area Program Assessment Specialist

LOWNDES COUNTY DATA LITERACY: The Lowndes County School District has been engaged in data Literacy and taking a deep dive into each category of the CCRPI. Dr. Stephanie Johnson and Anita Smith presented a workshop to district leaders on *Linking Accountability and Instructional Leadership to Improve Student Outcomes for All* to support them in their efforts. These school and district leaders are working hard to identify strengths, weaknesses, root causes and action steps that will move the needle on student growth and achievement in Lowndes County. The workshop focused on equity and access for all subgroups, the characteristics of a high-performing school district, and how to become a high-reliability organization. Lowndes County has a graduation rate of 92.4 percent and they are ready to take on the challenge of getting to 100 percent! The leaders engaged in critical conversations throughout the afternoon to determine where they are on the school improvement continuum and how to decrease the variability of classroom instruction for all subgroups.

GSAPS: [Georgia School Assessment of Performance on Systems \(GSAPS\)](#) are currently being conducted and the assessment team is updating resources, Calibrating our processes, and creating a new mini-GSAPS which assesses a school's level of implementation in the Coherent Instruction and Effective Leadership systems, as well as a school's implementation of prior GSAPS target actions. Visit gadoe.org/SDEreview for more information.

GaDOE News

State School Superintendent's Teacher Advisory Council

Dr. Gary Wenzel, Operations Specialist



State School
Superintendent
Richard Woods'
Teacher Advisory
Council is comprised of

more than 85 teachers from across the state. Teachers are nominated based on their outstanding educational service qualities and the ability to articulate teacher issues and engage in positive problem-solving collaborative discussions and study groups.

Talbot County Schools CTAE science teacher Kimberly Hatcher (*pictured*) is a member of this prestigious group. Kimberly is also a candidate for the [Georgia Intern Fellowships for Teachers or GIFT Summer Program](#), a program of Georgia Tech's CEISMC.

Continuous Improvement Teams (CIT)

Recognizing that continuous improvement is a process and not an event, GaDOE has established a cross-divisional structure to support districts through the continuous improvement process. Every district has the benefit of a state-level Continuous Improvement Team (CIT) to deliver coordinated support at a broad, Universal level including support in developing the CLIP, as requested, and reviewing and approving the CLIP, once submitted.

As districts realize more focused improvement needs, and/or are identified for CSI or TSI, CITs will convene to provide guidance and support. CITs will be used to support and provide feedback regarding improvement needs and priorities as LEAs engage in the continuous improvement process. The CITs will not address operational questions/support (such as Nutrition, Policy, or a division not included on the CIT); instead, specific divisions within GaDOE will respond to these inquiries. Find the [District Support Directory](#) at gadoe.org/support or email: federalprograms@doe.k12.ga.us

GaDOE News

Alternative Education Team News

Dr. Sam Taylor, Program Manager



The Alternative Education Team is establishing a statewide Alternative/ Non-Traditional Education

Advisory Group consisting of K-12 and higher education leaders, business and industry, and community stakeholders. The advisory group will provide feedback and suggestions, and will review and address findings based on the following questions posed during the Alternative Education/Non-Traditional Focus Group meetings conducted this spring:

- What are those common things we need to see across the state in the areas of **access and facilities**?
- What are those common things we need to see across the state in the areas of **academics and non-academics**?
- What **statewide data sources** can be used to measure the performance of alternative schools and their students in Georgia?

Learn more at gadoe.org/alternative

Helpful Resources

[CSI, CSI Alternative & CSI Promise School Information](#)

[Georgia's Systems of Continuous Improvement](#)

[SDE Events and Conferences](#)

[School and District Effectiveness Review Processes](#)

[CCSSO Professional Standards for Educational Leaders](#)

[35 Best Google Search Tips and Tricks from Digital Trends](#)

Office of School Improvement

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@GaDOESDE

Professional Development

Instructional Leadership Workshops

ILW 1: September 4, 2019, Macon Centreplex
Best Practices in School Safety and Culture

ILW 2: October 8, 2019, Macon Centreplex
Best Practices in Social Studies Leadership

ILW 3: November 5, 2019, Macon Centreplex
The Numeracy Project

ILW 4: March 3, 2020, Macon Centreplex
Best Practices for Integrating and Monitoring Special Education Services in Core Content

ILW 5: May 5, 2020, Twin Towers West
Best Practices for Multi-Tiered Systems of Support (MTSS)

2020 Winter ILC

Save the Date! The SDE Winter Instructional Leadership Conference will be held at the Macon Centreplex, Feb. 25-26, 2020. **Required Audience:** Federally Identified School and District Leaders (CSI, TSI, Promise) **Recommended Audience:** Statewide School and District Leaders. Look for registration information coming late fall 2019 at gadoe.org/SDEevents