

December 2023

MID-YEAR REPORT

2023-2028 STRATEGIC PLAN





GOAL 1: STUDENT ACHIEVEMENT



- 2023 Graduation Rate - 87.6% (3.2% higher than the state average)
- 2023 Average SAT score - 1051 (48 points higher than the state average)
- Out of 2,914 Advanced Placement exams taken in 2023, 285 students earned a perfect score of a 5.
- Our District launched "Operation Graduation," an initiative aimed at increasing our 2024 graduation rate to 90% or higher.
- Centerville Elementary and Shirley Hills Elementary Schools received state recognitions as 2023 Title I Distinguished Schools based on performance in the Top 5% of Title I Schools in the state.
- K-2 teachers are implementing UFLI (University of Florida Literacy Institute) lessons to provide explicit phonics instruction on phonemes, segmenting, decoding, and other foundational literacy skills designed to increase reading proficiency.
- Georgia released 2023 CCRPI indicators. Houston County outperformed the state on elementary, middle, and high school levels for Content Mastery and Readiness. We performed below the state on elementary and middle school Progress as well as Closing Gaps for all levels. The scores can be found at <https://www.gadoe.org/CCRPI/Pages/default.aspx>.

ACTION STEPS FOR GOAL 1

Goal 1 of the 2023-2028 Strategic Plan is focused on students' academic performance supported by curriculum, instruction, and assessments. Houston County teachers and leaders are committed to ensuring a guaranteed and viable curriculum that meets the needs of all learners. The data show both our strengths and opportunities for growth. We are committed to reflecting on our results and working toward continuous improvements. The following action steps connect to the performance results highlighted above:

SG1-PO1-IA-AS7 - Implement learning strategies to support Economically Disadvantaged (ED) students, Students With Disabilities (SWD), and English Learners (EL) to access curriculum.

SG1-PO1-IA-AS10 - Provide explicit instruction in the areas of fluency, phonemic awareness, and phonics in K-3 classrooms.

SG1-PO1-IA-AS12 - Provide explicit reading and math instruction to support academic growth and achievement of all learners.

SG1-PO1-IA-AS15 - Use best practices across all content areas to deliver instruction and foster engaging environments.

SG1-PO1-IC-AS1 - Analyze and use data to maximize student achievement, inform system and school level decision making, and promote a culture of continuous improvement.

SG1-PO2-IC-AS4 - Maximize participation in the Advanced Placement (AP) program.

Abbreviations: Strategic Goal (SG), Performance Objective (PO), Initiative (I), and Action Step (AS)



GOAL 2: STUDENT & STAKEHOLDER ENGAGEMENT



- Our Superintendent, Dr. Mark Scott, was the featured speaker at the Robins Regional Chamber's Eggs and Issues, as well as the Perry Chamber's State of the Community event. He shared our Strategic Plan Community Report and Legislative Priorities.
- The Board received the 2023 Georgia School Boards Association (GSBA) Leading Edge Award for the community programs implemented at the Lindsey Student Support Center, which provides comprehensive wraparound services for students and their families.
- District ESOL staff held two events to train parents of EL students on foundational literacy strategies designed to increase students' language acquisition skills.
- Miller Elementary, Shirley Hills Elementary, and C.B. Watson Primary Schools received Georgia Positive Behavioral Interventions and Supports (PBIS) Distinguished Schools designations. This is the highest PBIS designation schools can attain. Additionally, eight schools received PBIS Operational Schools designations.
- Our Board of Education visited 24 schools since the beginning of the year and plans to visit the remaining schools during the spring semester.
- All schools have conducted monthly Effective Learning Environment Observation Tool (eleot) observation walkthroughs to rate levels of student engagement in classrooms. The ratings are used to guide professional learning on increasing student engagement related to the seven eleot learning environments.

ACTION STEPS FOR GOAL 2

SG2-PO1-IA-AS1 - Increase opportunities for family engagement and wraparound services.

SG2-PO1-IA-AS11 - Increase the number of PBIS schools in the district designated as operational and distinguished.

SG2-PO1-IB-AS2 - Implement monthly eleot walkthroughs to monitor and implement strategies for student engagement.

GOAL 3: ORGANIZATIONAL EFFECTIVENESS



- Langston Road Primary School is the newest school to open in Fall 2023. A Campus Dedication and Ribbon Cutting Ceremony was held October 25, 2023.
- To facilitate effective leadership, the Human Resources department leaders provided their annual training to school and district administrators on FMLA, certification guidelines, benefits, employee leave, workers' compensation, and staff attendance protocols.
- The District Safety Committee met twice during first semester to review district safety procedures, give updates on projects funded through safety grants, and set dates for the vulnerability assessments that will be conducted this spring.

ACTION STEPS FOR GOAL 3

SG3-PO1-IA - Plan, construct, and maintain safe schools, classrooms, and facilities.

SG3-PO1-IA-AS2 - Provide training for school and department supervisors to assist staff with proactive measures for reducing workers' compensation claims and accurately completing paperwork.

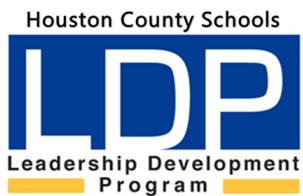
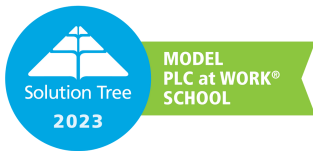
SG3-PO1-IA-AS9 - Revise and review system safety plans with stakeholders.



GOAL 4: LEARNING & GROWTH



- Our student Full-Time Equivalent (FTE) count was 30,826 in October 2023, compared to 30,631 in October 2022.
- As a Districtwide Model PLC at Work, Houston County is proud to have two additional schools recognized as Solution Tree Model PLC at Work Schools, Bonaire Primary School and Shirley Hills Elementary School. This brings our total to five Model PLC at Work schools.
- Our Teaching and Learning department has created a laser focus on improved learning for students and educators. They are leading a districtwide book study on Taking Action: A Handbook for RTI at Work by Buffum, Mattos, and Malone to help teachers and leaders learn strategies to strengthen Tier I classroom instruction, collaborate effectively, and develop appropriate interventions for struggling learners.
- Our District and School Effectiveness department has led professional learning with a focus on producing positive results. Schools have created SMART Goals to track their progress toward goal attainment.
- The Superintendent and Executive Cabinet members have conducted two rounds of School Improvement Planning (SIP) visits. During these visits, Cabinet members conducted classroom observations and provided principals with praise and growth feedback.
- Teachers began initial training on the Canvas Learning Management System to provide a more streamlined tool for delivery of digital learning instruction in the 2024-2025 school year.
- School leaders received training on the HCSD Unit Planning Guide describing steps on effective planning using the backwards design process. This tool will provide structure for teachers' collaborative planning meetings.
- District leaders provided quality professional learning to teacher candidates in Cohort 10 of the Houston County Leadership Development Program (HCLDP), which is for aspiring administrators, and candidates in Cohort 2 of the Houston County Teacher Leadership Academy (HCTLA). Both cohorts will continue in second semester.



ACTION STEPS FOR GOAL 4

SG4-PO1-IA-AS1 - Provide ongoing training and support for school and district level personnel on effectively implementing processes with Professional Learning Communities (i.e., common assessments, essential standards, interventions, and enrichments).

SG4-PO1-IB-AS5 - Facilitate ongoing professional learning for school personnel on research-based models and instructional practices for all student groups.

SG4-PO1-IC-AS1 - Provide training and support for teachers on implementation of the Multi-Tiered System of Supports framework (i.e., PBIS, RTI, progress monitoring, attendance protocols, etc.).

SG4-PO1-IC-AS3 - Provide professional learning to support effective practices in all instructional areas.

SG4-PO1-IC-AS5 - Provide training and support on the implementation of digital tools to facilitate collaboration and strengthen instruction.

SG4-PO1-ID-AS3 - Provide ongoing professional learning to school leaders and ATS clerks to improve accuracy of Full-Time Equivalent (FTE) reporting.