

**Richmond County Schools****Richmond County School System Strategic Plan  
Aligned with CLIP Action Steps and Cognia  
Standards  
3/13/2023-6/30/2025**

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- » Strategic Goal I-Student Achievement and Success
  - » Performance Objective A-Improve early literacy and numeracy skills (Cognia Standards 3, 12, 15, 16, 20, 21, 22, 23, 30).
    - » 🟡 Initiative 1-Increase professional knowledge for teachers for early literacy and numeracy instruction.
      - » 🟡 Action Step a-Establish and monitor model classrooms and classroom observation protocols. (Cognia Standards 3, 12, 20, 21, 22, 23, 30)
      - » 🟡 Action Step b-Provide PL and instructional resources for K-3 teachers. (Cognia Standards 3, 12, 20, 23, 30)
      - » 🟢 Action Step c-Identify effective practices for numeracy and literacy instruction. (Cognia Standards 3, 12, 16, 20, 21, 22, 23)
      - » 🟢 Action Step d-Increase pay for Certified Pre-K teachers to equal K-12 teachers. (Cognia Standard 15)
    - » 🟡 Initiative 2-Provide equitable resources for all K-3 teachers to support numeracy, literacy, and content specific instruction.
      - » 🟢 Action Step a-Conduct needs assessment in all K-3 schools to identify instructional and digital resources, materials, and PL required. (Cognia Standards 3, 12, 15, 16, 22, 23, 30)
      - » 🟡 Action Step b-Provide students with instructional resources that are aligned to the standards. (Cognia Standards 3, 12, 15, 16, 20, 21, 23)
      - » 🟡 Action Step c-Monitor and provide feedback on effective use of instructional resources (including digital learning). (Cognia Standards 3, 12, 15, 21, 22, 23)
  - » Performance Objective B-Improve content mastery (Cognia Standards 12, 14, 15, 16, 17, 19,20, 21, 22, 23, 27, 30).
    - » 🟡 Initiative 1-Increase content and pedagogical knowledge for instruction.
      - » 🟡 Action Step a-Administer Standards-Based Assessments to monitor student progress on the mastery of the Georgia Standards of Excellence.

(Cognia Standards 22, 27, 30)

- » 🟡 Action Step b-Provide professional learning aligned to instructional expectations to support content knowledge and best practices for all content areas (pedagogical knowledge). (Cognia Standards 12, 14, 16, 17, 21, 23)
  - » 🟡 Action Step c-Instructional Specialists, Digital Learning Specialists, and Leaders will support teachers with integrating instructional strategies (and digital learning). (Cognia Standards 12, 14, 15, 16, 17, 21, 23)
  - » 🟡 Action Step d-Monitor implementation of instructional expectations and best teaching practices (including digital learning). (Cognia Standards 12, 14, 16, 17, 21, 22, 23, 27)
  - » 🟡 Action Step e-Utilize the Learning Management System to provide PL, digital learning, and personalized learning. (Cognia Standards 12, 14, 15, 16, 17, 19, 20, 21, 23, 27)
  - » 🟢 Action Step f-All leaders, teachers, paraprofessionals, and support staff will complete Richmond Ready and any updates to Richmond Ready. (Cognia Standards 12, 14, 16, 23)
- » Performance Objective C-Increase post high school readiness (Cognia Standards 14, 16, 17, 18, 19, 21, 23, 24, 28, 30).
- » 🟡 Initiative 1-Increase the learning opportunities for students in grades 6-12 that promote post high school readiness.
    - » 🟢 Action Step a-Provide courses that include a rigorous curriculum. (Cognia Standards 14, 16, 17, 18, 21, 23,28)
    - » 🟡 Action Step b-Identify and monitor students participating in Advanced Placement/International Baccalaureate, Honors and/or Accelerated courses including Dual Enrollment. (Cognia Standards 14, 16, 17, 18, 19, 21, 23, 24, 28)
    - » 🟡 Action Step c-Identify and monitor the number of students participating in SAT/ACT Support Classes and ensure they have necessary resources. (Cognia Standards 17, 18, 19, 21, 23, 24, 28)
    - » 🟡 Action Step d-Identify and monitor the number of students passing EOPAs, career assessments, and completing industry certifications and CTAE pathways. (Cognia Standards 17, 21, 23, 24, 28, 30)

- » ● Action Step e-Monitor and track cohort graduation rate. (Cognia Standards 17, 24, 28)
- » ● Action Step f-Create a post high school transition plan checklist. (Cognia Standards 17, 24, 28)
- » ● Action Step g-Evaluate and make recommendations for 6-8 pathway course offerings that align with 9-12 CTAE pathways. (Cognia Standards 14, 16, 17, 18, 21, 23, 24, 28)
- » 🟡 Action Step h-Utilize counselors, success center programs, homeless liaisons, MTSS specialists and other support personnel to identify post-secondary plans and increase post high school readiness. (Cognia Standards 17, 24, 28)
- » 🟡 Action Step i-Increase the student use of PSAT8, You Science, and GAfutures. (Cognia Standards 14, 16, 17, 21, 23, 24, 28, 30)
- » 🟡 Action Step j-Communicate promotion, graduation and grade requirements with parents/families. (Cognia Standards 17, 28)
- » 🟡 Initiative 2-Improve the performance of student proficiency in areas that promote post high school readiness.
  - » 🟡 Action Step a-Research effective practices to increase students' EOPA pass rate and provide PL. (Cognia Standards 17, 21, 23, 24, 28, 30)
  - » ● Action Step b-Provide resources on ASVAB preparation materials. (Cognia Standards 14, 18, 19, 21, 23, 28, 30)
  - » 🟡 Action Step c-Provide professional learning on ASVAB preparation materials and determine the success of students taking it. (Cognia Standards 14, 16, 18, 28)
  - » 🟡 Action Step d-Provide training on utilizing USHA and other data software to track cohort data and other student data. Provide a data dashboard for schools to review data and create a canvas module for school leaders to use. (Cognia Standard 28)
  - » ● Action Step e-Research and align industry certifications/credentialing to CTAE pathways. (Cognia Standards 14, 17, 28)

» Strategic Goal II-Parent, Family, and Community Engagement

- » Performance Objective A-Improve communication (Cognia Standards 1, 3, 5, 18, 19, 28)

- » 🟡 Initiative 1-Enhance the relationships between staff and parents.
  - » 🟡 Action Step a-Formulate groups and committees to develop a system-wide communication expectation plan between the school and the child's home. (Cognia Standards 1, 3, 5, 18, 19, 28 )
  - » 🟡 Action Step b-Communicate the strategies that will positively impact student achievement to home. (Cognia Standards 1, 3, 5, 18, 19, 28)
- » 🟡 Initiative 2-Utilize Various Communication Tools to Improve Communication.
  - » 🟢 Action Step a-Update RCSS website frequently to provide information for all stakeholders. (Cognia Standards 1, 3, 5)
  - » 🟡 Action Step b-Utilize Shoutpoint to share time sensitive and important messages with families. (Cognia Standards 1, 3, 5)
  - » 🟡 Action Step c-Build social media audience to extend reach of school system content. (Cognia Standards 1, 3, 5)
- » Performance Objective B-Initiate and develop collaborative partnerships (Cognia Standard 3).
  - » 🟡 Initiative 1-Development partnership guidelines for schools.
    - » 🟡 Action Step a-Develop and provide engagement training and then roll out best practices for engagement. (Cognia Standards 1, 3, 5, 19, 28)
    - » 🟡 Action Step b-Survey Schools and Departments system-wide to identify current partnerships. (Cognia Standards 1, 3, 5)
- » Performance Objective C-Improve relationships between home and school (Cognia Standards 1, 3, 17, 27, 28)
  - » 🟡 Initiative 1-Create welcoming environments.
    - » 🟡 Action Step a-Create Welcoming Environments that demonstrate fairness and inclusion for all schools. (Cognia Standards 1, 3)
    - » 🟡 Action Step b-Build staff capacity to work with parents on how to create a welcoming environment. (Cognia Standards 1, 3)
    - » 🟡 Action Step c-Build Teacher and Leader capacity to collaborate with each other and with families to support student learning and healthy development at home and school. (Cognia Standards 1, 3, 17, 27, 28)

- » 🟡 Initiative 2-Increase family engagement.
  - » 🟡 Action Step a-Provide families with monthly opportunities to engage with the school (including activities sent home, school meetings/training and informing families of academic and graduation expectations.) (Cognia Standards 1, 3, 17, 27, 28)
  - » 🟡 Action Step b-Provide multiple opportunities for families and stakeholders to be involved in decision making processes. (Cognia Standards 1, 3, 17)
  
- » Strategic Goal III-High Performing Workforce
  - » Performance Objective A-Improve employee retention (Cognia Standards 7,10).
    - » 🟡 Initiative 1-Improve the support plan for teachers and leaders with 1 to 3 years experience.
      - » 🟢 Action Step a-Sustain a new teacher retention team to analyze district data and research teacher retention. (Cognia Standard 10)
      - » 🟡 Action Step b-Research, analyze data, and implement best practices on retaining and supporting new teachers. (Cognia Standard 10)
      - » 🟡 Action Step c-Monitor the progress towards certification for non-traditional teachers on a pre-established timeline. (Cognia Standard 7)
      - » 🟡 Action Step d-Utilize Leader Quality Coaches to support induction Principals. (Cognia Standard 7)
      - » 🟡 Action Step e-Sustain the induction support program to provide a tiered system of support for teachers and leaders. (Cognia Standard 7)
  - » Performance Objective B-Enhance professional learning for all employees (Cognia Standards 6, 14, 23, 24, 25).
    - » 🟡 Initiative 1-Ensure equitable department and school professional learning.
      - » 🟡 Action Step a-Evaluate and revise district-wide protocols for analyzing data, conducting cause analysis and measuring effectiveness of PL. (Cognia Standards 6, 14, 24, 25)
      - » 🟡 Action Step b-Sustain equity of job-embedded professional learning opportunities for all employees. (Cognia Standards 6, 23, 25)

- » ● Action Step c-Provide monthly Professional Learning opportunities to support Leader Development. (Cognia Standards 6, 24, 25)
- » Performance Objective C-Improve efficiency of recruitment strategies (Cognia Standard 10).
  - » ● Initiative 1-Design and implement a recruitment program.
    - » ● Action Step a-Sustain a recruitment team to analyze current recruitment data, update the recruitment plan and research and implement best practices. (Cognia Standard 10)
    - » ● Action Step b-Provide professional learning on recruiting and marketing your school to school leaders. (Cognia Standard 10)
  - » ● Initiative 2-Increase partnership with high schools, colleges and universities
    - » ● Action Step a-Expand Teach Richmond student teaching recruitment program. (Cognia Standard 10)
    - » ● Action Step b-Monitor CTAE student interest data and develop a plan to add an education pathway for high school students. (Cognia Standard 10)
- » Strategic Goal IV-Climate and Culture
  - » Performance Objective A-Improve wellness for all (Cognia Standard 2, 20, 24).
    - » ● Initiative 1-Improve Student Wellness in nutrition, physical, and mental domains.
      - » ● Action Step a-Nutritional Wellness (students)--Evaluate alternative serving options--Examples: Second chance breakfast, breakfast in classroom, grab and go carts, snack program, etc. (Cognia Standards 2, 20, 24)
      - » ● Action Step b-Physical Wellness (students)--Gather and analyze FitnessGram data for elementary and middle. (Cognia Standards 2, 20, 24)
      - » ● Action Step c-Mental Wellness (students)--Use Panorama SEL universal screener data to support ES, MS, and HS levels. (Cognia Standards 2, 20)
    - » ● Initiative 2-Improve Staff Wellness.

- » 🟡 Action Step a-Develop a Needs Assessment and analyze the data to evaluate the nutrition, physical, and mental wellness needs of RCSS Employees. Use the Needs Assessment to determine further action steps. (Cognia Standards 2, 20, 24)
- » 🟡 Action Step b-Educate staff concerning availability of RCSS Employee Assistance Program. (Cognia Standard 24)
- » 🟡 Action Step c-Provide PL to staff on topics related to wellness and wellbeing such as diet, exercise, managing stress, work/life balance, self-care strategies, etc. (Cognia Standards 2, 20)
  
- » Performance Objective B-Improve positive relationships for all stakeholders (Cognia Standards 1, 3, 4, 5, 7, 9, 11, 13, 18, 20, 27).
  - » 🟡 Initiative 1-Enhance the relationship between students and staff.
    - » 🟡 Action Step a-Provide district-wide PBIS Framework and discipline strategies that will positively impact student achievement. (Cognia Standards 1, 3, 4, 5, 7, 9, 11)
    - » 🟡 Action Step b-Develop updated guidelines for school Teachers as Advisors programming. (Supporting SEL) (Cognia Standards 1, 3, 4, 5, 7, 9, 11, 13)
    - » 🟡 Action Step c-Increase the use of Panorama to identify and address social-emotional barriers and monitor the implementation of SEL Curriculum. (Cognia Standards 1, 3, 4, 5, 7, 9, 11, 13)
    - » 🟡 Action Step d-Utilize the MTSS Framework to identify needs and to provide support. (Cognia Standards 1, 3, 4, 5, 7, 9, 11)
  
- » Performance Objective C-Ensure positive learning and working environments (Cognia Standards 1, 4, 5, 7, 11, 13, 18, 20, 24).
  - » 🟡 Initiative 1-Create and maintain a positive learning and working environment.
    - » 🟡 Action Step a-Develop a plan for parents and staff to provide feedback to district leadership on a regular basis. (Cognia Standards 1, 5, 7, 11, 24)
    - » 🟡 Action Step b-Communicate a plan for parents to be involved (School Council, PTA/PTO, etc.) (Cognia Standards 1, 5, 7, 11, 18, 20, 24)
    - » 🟡 Action Step c-Review and collect feedback on current "adults mentoring to students" programs and their effectiveness. (Cognia

Standards 1, 4, 5, 7, 11, 13, 18, 20, 24)

- »  Action Step d-Develop expectations for the implementation of peer mediation programming. (Cognia Standards 1, 4, 5, 7, 11, 13, 18, 20, 24)
- »  Action Step e-Pilot Peer Leadership program in Middle and High Schools to include Bullying prevention. (Cognia Standards 1, 4, 5, 7, 11, 13, 18, 20, 24)

» Strategic Goal V-Operational and Organizational Effectiveness

» Performance Objective A-Regularly review and monitor policies and procedures for effectiveness (Cognia Standards 2, 7, 8, 11, 26).

- »  Initiative 1-Improve the communication and effectiveness of policies and procedures review.
  - »  Action Step a-RCSS Leadership establishes policies and supports practices that ensure effective administration, communication, and student well-being. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step b-Update RCSS policy and procedures electronically. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step c-Create quarterly policies and procedures review calendar and reach out for departmental input on procedures as needed. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step d-Provide PL on policies and procedures if needed. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step e-Disseminate policy and procedures updates/changes to all employees. (Cognia Standards 2, 7, 8, 11, 26)
- »  Initiative 2-Set and communicate instructional expectations.
  - »  Action Step a-Set instructional expectations. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step b-Provide professional learning to teachers, instructional specialists, assistant principals, principals, and other support personnel on instructional expectations. (Cognia Standards 2, 7, 8, 11, 26)
  - »  Action Step c-Provide K-12 professional learning aligned to the instructional expectations and tiered supports. (Cognia Standards 2, 7,

8, 11, 26)

- » 🟡 Initiative 3-Establish assessment and grading expectations for K-12 teachers.
  - » 🟢 Action Step a-Identify effective assessment and grading practices. (Cognia Standards 2, 7, 8, 11, 26)
  - » 🟢 Action Step b-Provide professional learning to teachers, instructional coaches, assistant principals, principals and other support personnel on assessments and grading practices. (Cognia Standards 2, 7, 8, 11, 26)
  - » 🟡 Action Step c-Monitor and provide feedback on effective assessment and grading practices. (Cognia Standards 2, 7, 8, 11, 26)
  - » 🟡 Action Step d-Administer benchmarks/CMA, pre- and post-assessments, and analyze data. (Cognia Standards 2, 7, 8, 11, 26)
  
- » Performance Objective B-Increase service productivity and responsiveness (Cognia Standards 4, 24, 26, 29).
  - » 🟡 Initiative 1-Enhance customer service to all stakeholders.
    - » 🟡 Action Step a-Gather stakeholder feedback through survey tools and electronic forms. (Cognia Standards 2, 7, 8, 11, 26)
    - » 🟡 Action Step b-Review and monitor existing KPI's and programs for effectiveness - review organization, coordination with other departments, and communication. (Cognia Standards 2, 7, 8, 11, 26)
  
- » Performance Objective C-Improve the safety and orderliness of environments (Cognia Standards 11, 26).
  - » 🟡 Initiative 1-Ensure safety measures are in place.
    - » 🟡 Action Step a-Ensure safety plans are updated and disseminated annually. (Cognia Standards 2, 7, 8, 11, 26)
    - » 🟡 Action Step b-Conduct mandatory drills monthly and update any safety software. (Cognia Standards 2, 7, 8, 11, 26)
  
  - » 🟡 Initiative 2-Ensure that safety protocols are in place for employees.
    - » 🟡 Action Step a-Improve safety awareness for all employees (including assessing workplace risk and hazards). (Cognia Standards 2, 7, 8, 11, 26)

- » 🟡 Action Step b-Review and disseminate written safety policies/procedures (protocols) for all employees. (Cognia Standards 2, 7, 8, 11, 26)
  
- » Performance Objective D-Ensure fiscal responsibility and accountability (Cognia Standards 8, 15).
  - » 🟡 Initiative 1-Maximize resource stewardship and fiscal responsibility by ensuring district resources are used efficiently, effectively, economically, and equitably.
    - » 🟡 Action Step a-Improve the efficiency of the budgeting process. (Cognia Standards 2, 7, 8, 11, 26)
    - » 🟡 Action Step b-Ensure that master schedules are reviewed and audited (special programs, enrollment, CPI review). (Cognia Standards 2, 7, 8, 11, 26)
    - » 🟢 Action Step c-Improve efficiency of purchases and payments to vendors (including increasing the bid threshold). (Cognia Standards 2, 7, 8, 11, 26)