

Clay County Florida

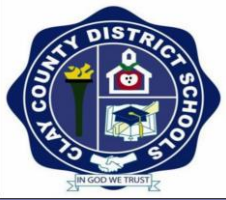
SUPERINTENDENT TRANSITION PLAN

Addison G. Davis

Establishing Clay County Schools
as a Premier School District in Florida



Elevate Clay Objectives



- 1. Enhance the School Board and Superintendent relationship.**
- 2. Improve the instructional framework, processes, and structures that enrich student achievement.**
- 3. Establish a positive climate and culture throughout the organization.**
- 4. Create a performance management system.**
- 5. Strengthen community, public, and teacher relationships.**
- 6. Ensure effective management of the organization, operations and facilities to maximize the use of resources and promote a safe, efficient and effective learning environment for Clay County students.**



Elevate Clay Expected Outcomes

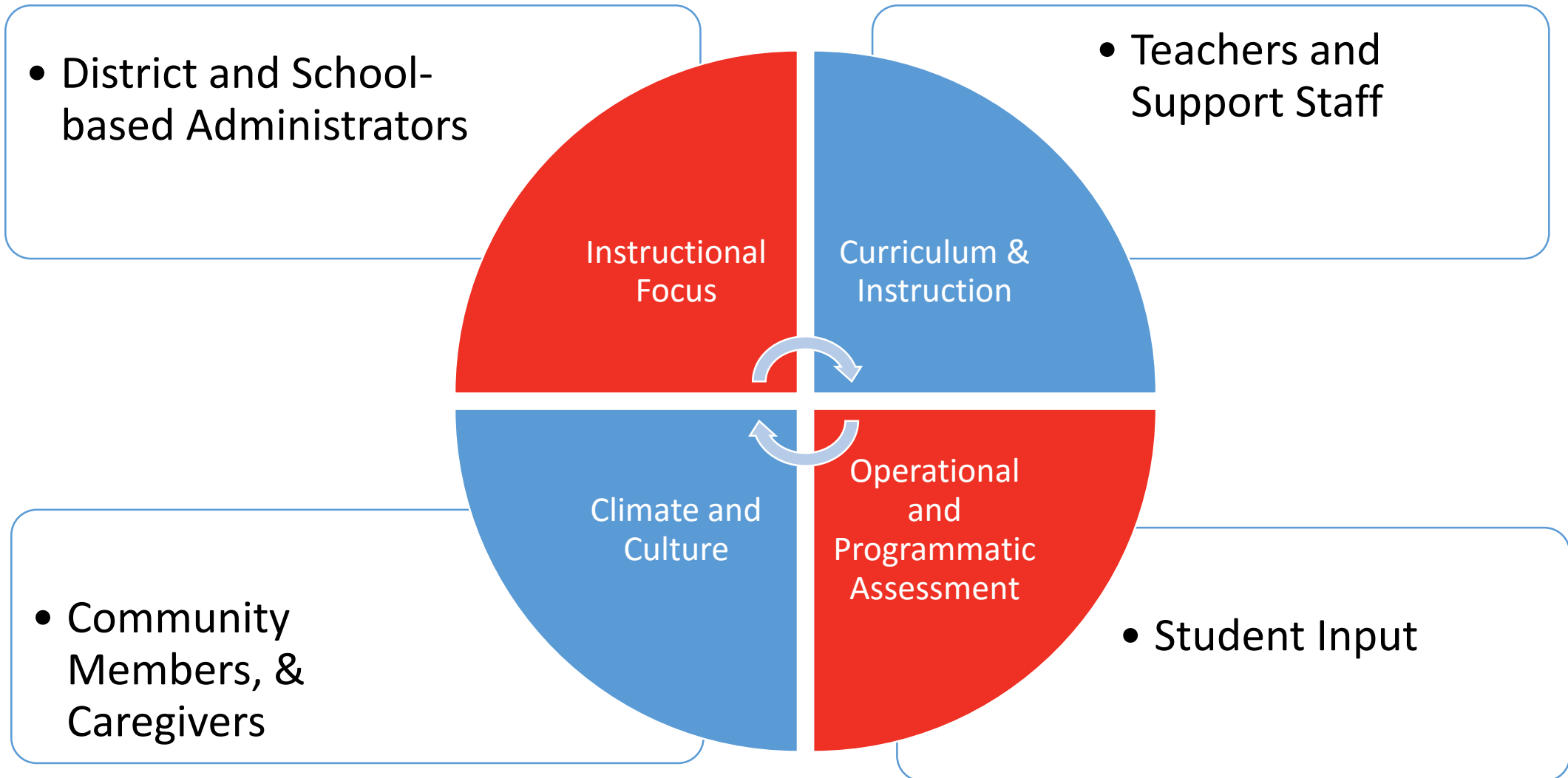
- **A comprehensive report describing key findings, observations, and feedback from all stakeholder groups.**
- **The opportunity to transform key findings into a thoughtful four-year strategic plan linked to improving student achievement through targeted initiatives, projects, and an organizational structure designed to achieve those targets.**
- **Creation of a shared vision and common focus for the entire school community, with a deeper understanding of the mission for Clay County Public Schools.**



Clay County Schools



Overarching Purpose of Elevate Clay



November 22nd- February 2nd

List of Activities	# of Activities Accomplished
# of School Visits	29 (70%)
# of Classroom Visits	139
# of External Visits	14
# of Media Interviews	24
# of Listen & Learn Sessions	4
# of Dialogue with Davis Sessions	9
# of Board Meetings/Workshop	12
# of Work Weeks in Office	8

Clay County Schools



Goal#1: Enhance Board and Superintendent Relationship

Accomplishments

1. Developed forms for effective communication structures for feedback and direction.
2. Developed professional relationships with Board Members.
3. Developed understanding of Board's role related to governance.
4. Established bi-weekly Board Workshops to discuss Educational direction and issues.
5. Established monthly meeting with the Board Chair to set Agenda.

Areas of Opportunity

1. Establish monthly meeting with individual Board Members to discuss Educational direction.
2. Meet with Board Members to identify key community members & public school advocates.
3. Meet with Board Members to conduct a SWOT Analysis on entire school district.
4. Establish protocols for addressing Constituent Responses.



Goal#2: Improve Instruction Framework, Processes, and Structures to Enrich Student Achievement

Accomplishments

1. Met with school-based Leaders to discuss instructional offerings.
2. Established protocols for leaders to transform to instructional coaches.
3. Established culture for using data to drive the instructional process.
4. Met with district staff to review historical academic data to identify patterns and trends coupled with curriculum audits.
5. Reviewed supplemental curriculum offerings and technology needs.

Areas of Opportunity

1. Continue to unpack curriculum to determine alignment to standards and effectiveness.
2. Work with leaders and teachers to determine common vision of excellent instruction.

Goal #3: Establish a Positive Climate and Culture

Accomplishments

1. Met with district, school-based staff, leaders, and teachers to discuss climate and culture.
2. Implemented National Cultural Insight Survey for teachers to identify strengths & opportunities.
3. Met with Coordinator of Communication to discuss the current perception of organization.
4. Realigned communication structures so that Superintendent is leading all work.
5. Established “Dialogue with Davis” to discuss staff of the district & create forms of effective and transparent communication.
6. Hired highly qualified personnel to lead the instructional and operational work.

Areas of Opportunity

1. Track positive and negative articles and media stories to ensure positive outlook.
2. Develop a daily district-wide communicator that will be sent to all staff members.
3. Develop a formal Constituent Response System to effectively communicate with stakeholders.
4. Find proactive strategies to leverage knowledge, ability, and skill-set of exemplar staff.
5. Offer a feedback Kiosk at each school and district locations.

Goal #4: Create a Performance Management System

Accomplishments

1. Met with staff to review Strategic Plan.
2. Analyzed data patterns and trends to identify strengths and areas of opportunity.
3. Reviewed professional development plan to determine alignment with data and needs.
4. Met with key staff to review curriculum selection process and alignments to standards.
5. Reviewed internal data management system to determine accuracy, relevance, and timeliness of data pulls and shares.
6. Established a district and school-based classroom log system for instructional coaching.
7. Developed a high school graduation check tracker.

Opportunities

1. Develop vision of excellent instruction and identify aligned curriculum at scale.
2. Define the role of a Principal Supervisor, Principal, Vice Principal, and Assistant Principal.
3. Identify a fluid and strategic succession management plan of internal candidates.

Goal #5: Strengthen Community & Public Relationship

Accomplishments

1. Identify key district and community members.
2. Close the gap between those who teach in schools and those who lead them.
3. Hired internal staff member to lead community partnership.
4. Developed protocols for engaging and interacting with community.
5. Established Listen and Learn Tours at every high school.
6. Hired a Coordinator of Communications and Media Partnerships.
7. Met with leaders of local media outlets and reporters to establish relationships.
8. Established an internal daily connection with staff called “Clay Connection”.

Areas of Opportunity

1. Track daily, weekly, and monthly positive and negative stories within the media.
2. Create district-wide push to increase the business partnerships within our schools.

Goal #6: Ensure Effective Management of the Organization.

Accomplishments

1. Collected and reviewed every departments' contracts with vendors to determine alignment.
2. Established district-wide communication protocol.
3. Reviewed energy proficiency plan for district and state ranking.
4. Reviewed Capital Outlay Plan and conducted a needs assessment for district.
5. Established system for reviewing all contracts.

Areas of Opportunity

1. Conduct a facilities audit to determine immediate needs of district.
2. Continue review all contracts to determine actual need and strategic plan alignment.



Overall Effectiveness to Date

Elevate Clay Goals	# of Tasks	# of Tasks Completed	% Completed
Enhance Board & Superintendent Relationship	9	5	55%
Improve Instructional Framework	11	7	64%
Establish Positive Climate & Culture	8	5	63%
Create Performance Management	15	7	47%
Strengthen Community Partnership	9	7	77%
Ensure Effective Management	4	2	50%
Total Completion of Tasks	56	33	59%

Sample Report

Key Findings for Goal #5

Strengths

- Many community partners willing to assist Clay County District Schools
- Strong Social Media Presence

Areas of Opportunities

- Match community partners to school-based and district needs intentionally
- Develop a Family and Community Engagement (FACE) Plan

Next Steps for Elevate Clay

- Complete Phase 2 & 3 of the 100 Day Plan
- Complete a final analysis and share with School Board
- Engage District staff, school-based staff, and community members on findings and share short term and long term plans for the district
- Upon completion of 100 Day plan, initiate development of Strategic Plan
- **Projected Completion Date of Final Report is April 10th**

