

# Wayne County Schools

Strategic Plan

2015-2020



## **Wayne County Schools**

### **Strategic Planning Process**

#### **The Planning Team and the Planning Process**

The creation of the Wayne County Schools' Strategic Plan 2015-2020 started in January 2015 when the Board of Education reviewed and adopted the planning structure. District leaders had identified four target areas aligned to the system's existing strategic plan and the AdvancED system visit from February 2014. The four targeted areas were: 1) student achievement, 2) stakeholder involvement, 3) budget and operations, and 4) professional learning. The Board of Education on January 27, 2015, and the Super Team on February 3, 2015, received a detailed explanation of the steps of the strategic planning process and its alignment with AdvancED and school board standards.

The Strategic Plan was developed over a three (3) month period by a team of five (5) board of education members and fifty-two (52) stakeholders representing all schools, the district office, and community members. The entire planning team (Super Team) met twice and four (4) target area committees met a total of eight (8) times. The target area teams functioned to address the four identified areas and reported to both the full planning team and the Board of Education.

On March 10, the Board of Education received an update of progress on the process and plan and a report on the draft goals by the committee chairs. On April 2, the Super Team reviewed and discussed the draft plan of each committee's goals, objectives, and action steps to reach consensus on the strategic plan. Input was given at the end of that meeting to make certain that all stakeholders' needs were addressed.

Throughout the process, the committee members reported to and received input from their various constituent groups through face-to-face contact, surveys, and review of draft documents.

### **Connecting the Strategic Plan to AdvancED Standards**

The strategic planning process was aligned to the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) standards. The explanation of the strategic planning process given to the Board of Education and Super Team linked the process to AdvancED standard one. The system maintains and communicates at all levels of the organization a purpose and direction for continuous improvement that commit to high expectations for learning as well as shared values and beliefs about teaching and learning. District leaders reviewed AdvancED standards to identify the four (4) target areas for the strategic plan: student achievement, stakeholder involvement, budget and operations, and professional learning. The components of the plan, research-based actions, evaluation, timeline, and resources, also support the expectations of AdvancED standards 2-5.

### **Connecting the Strategic Plan to State Board Standards**

State Board Standards in Domain 2 states:

“The governance leadership team, in collaboration with the community, adopts and enacts a planning process that results in an adopted system strategic plan designed to improve student achievement and organizational effectiveness.”

### **Consideration of Data and Identification of Need**

The target area committees at their initial meeting discussed the data to bring to the table for their goal-setting sessions. Data brought to the table and reviewed during these sessions included CCRPI, state assessment, progress monitoring, stakeholder surveys, as well as feedback from school leadership teams and teacher groups. Committees used these data to identify areas for growth, to determine goals, to set measurable objectives, and to decide which actions to take to meet the goals.

### **Consideration of Local Industry Desires**

Industry partners indicated a need to include goals and objectives that addressed the need for parents/students in the Wayne County area to be aware of local industry's need for students to be "Work Ready". A recommendation to form a Work Ready Task Force was suggested by one of the four target area committees to be included in the plan.

### **Development of Goals, Objectives, and Action Steps**

For each of the four (4) target areas, the committees analyzed data to determine areas for growth on which to write goals. After agreement was reached on the goals, each team wrote measurable objectives and determined actions for each with timelines, funding, persons responsible, and means of evaluation. The plan on which the Super Team came to consensus includes fourteen (14) goals and twenty-five (25) objectives with seventy-eight (77) action steps.

Action steps are scheduled over a five-year period with most being initially implemented within the first two years of the cycle. The measurable objectives and accompanying actions are to be reviewed annually using the suggested means of evaluation. This review of progress may result in revisions with action steps being modified or added.

## **Adoption of System Vision, Mission, and Beliefs**

Each target area committee reviewed the current vision, mission, and beliefs, adopted by the Wayne County School System to decide if any modifications should be made. The recommendation from the board, leadership staff and committees were to maintain the existing Mission/Vision and Beliefs:

### **Mission**

Our mission is to empower all students to reach their highest levels of achievement.

### **Vision**

Our vision is that the Wayne County School System will be a progressive system where all students acquire the knowledge and skills to be productive, responsible, and successful citizens in a rapidly changing world.

### **Beliefs**

- Every person is worthy of respect.
- Every person has the right to learn and work in a safe, nurturing environment.
- Every child learns when actively involved in educational experiences that reflect the uniqueness of each student's abilities.
- Every child will be encouraged and supported to become a lifelong learner in preparing for a rapidly changing world.
- Everyone learns best when they are engaged participants in their learning.
- Literacy is the foundation of education.
- Family, school, and community are responsible for the growth, development and the success of its students.

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.1: Expand the understanding of skilled trades to make students more Workforce Ready for jobs in Wayne County.**

**Objective 1.1.1: By 2017, a Work Ready Task Force, comprised of members from local industry and the school system, will be formed and active collaboration will occur regarding skills needed for employment in local industries.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.1.1.1	Communicate with Industrial Development Authority and Chamber of Commerce to facilitate forming task force which will be a subcommittee of the Strategic Partnership Council.	By Fall 2015	NA	Supt. HR Director	Meeting agendas and minutes
1.1.1.2	Evaluate pathway and course offerings in accordance with task force findings.	By January 2016	NA	CTAE Director HS Counselor	Evaluation report indicating pathways offered/needed and courses offered/needed
1.1.1.3	Task force provides recommendations for alignment with local industries.	By Spring 2017	NA	WCBOE task force rep.	Report of recommendations
1.1.1.4	Evaluate current career fairs at schools.	By January 2016	NA	CTAE Director/ Middle School /Elem School Counselors	Report of current status from each school

1.1.1.5	Hold re-vamped job fair / career days at each school.	Fall 2017	NA	Work-based Learning Coordinator/CTAE Director at WCHS	Feedback/Survey from career day participants (students & presenters)
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## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.2: Students will show growth during the academic year via student growth models as measured by Georgia Milestones and SLOs (Student Learning Objectives).**

**Objective 1.2.1: Progress percentages in ELA, Mathematics, Science and Social Studies in each EOG/EOC course will increase by 2% each year.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.2.1.1	Provide training for all teachers, administrators, and support staff in the use of growth model tools in SLDS.	2015/16 school year	Professional Learning funds	Professional Learning Coordinator	Course description from professional learning. Sign in sheets Evidence in data rooms
1.2.1.2	Gather baseline data regarding current progress rates and share with all stakeholders.	Beginning early Fall 2015	NA	Testing Coordinator	Data reports
1.2.1.3	Provide data driven, high quality differentiated instruction for all students.	2015/16 school year and ongoing	Professional Learning funds for collaborative planning	Teachers	Walk- throughs Lesson plans Student work samples



## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.2: Students will show growth during the academic year via student growth models as measured by Georgia Milestones or SLOs.**

**Objective 1.2.2: Progress percentages in SLO courses will increase by \_\_\_\_% each year.(Percent of increase will be determined after baseline data has been established.)**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.2.2.1	Establish baseline SLO data.	Summer 2015	NA	System Leaders	SLO data will be shared
1.2.2.2	System data team will be formed to determine protocol for gathering, disseminating, and analyzing SLO data from district to school to classroom to teacher to student level.	Beginning summer 2015	Professional Learning funds for stipends	SLO Coordinator	Protocol reports
1.2.2.3	Provide data driven, high quality differentiated instruction for all students.	Beginning 2015/16 school year and ongoing	Professional Learning funds for collaborative planning	Teachers	Walk-throughs Lesson plans Student work samples

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.3: Teachers will promote literacy in all content areas.**

**Objective 1.3.1: CCRPI Lexile indicators will increase by 3% each year.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.3.1.1	Provide Lexile training for all teachers and administrators.	Early fall 2015 and ongoing	Professional Learning Funds	Professional Learning Coordinator	Course of study. Sign in sheets
1.3.1.2	Collect and share baseline data.	Early fall 2015 and ongoing	NA	Testing Director	Data reports
1.3.1.3	Provide literacy training for all content areas.	Early fall 2015 (could this be done with the Lexile training?)and ongoing	Professional Learning Funds	Professional Learning Coordinator	Sign in sheets Walk-throughs during implementation

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.3: Teachers will promote literacy in all content areas.**

**Objective 1.3.2: Wayne County students will perform at or above the state average on the ELA portion of the Georgia Milestones test in grades 3-8 and on the ELA End of Course Test.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.3.2.1	Grade-level benchmark writing tests will be developed and administered in grades 3-8.	Beginning 2016 and ongoing	Local Funds	Curriculum Director	School records of benchmark test administration
1.3.2.2	Each school will monitor results of writing benchmark tests, chart student progress, and modify writing instructional strategies by need as indicated by the data.	After each benchmark beginning 2016 and ongoing	NA	Instructional Coordinators	Progressive records of benchmark writing test performance School records of modified writing instructional practices
1.3.2.3	Schools will form and implement vertical planning writing teams that will coordinate and link writing instructional strategies across grade levels.	2016 and ongoing	NA	Principals	School records of vertical planning writing team activities

## Wayne County Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.4: Improve student attendance at all Wayne County Schools.**

**Objective 1.4.1: Ensure coordination and cooperation among officials, agencies, and programs involved in compulsory attendance issues in order to reduce the number of unexcused student absences by \_\_\_\_\_ % each year.**

**(% will be calculated after baseline data is gathered in 1.4.2.)**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.4.1.1	Engage the greater community to identify truancy's causes and solutions.	By January 2016	NA	Chair – Attendance protocol committee	Meeting minutes
1.4.1.2	Develop and implement a progressive discipline strategy with clear consequences and specific interventions that provides for the monitoring, counseling, and tutoring of truant students, prior to any judicial referral.	January 2016-ongoing	NA	System-wide attendance protocol committee	Attendance policy with strategies, consequences, and interventions

## Wayne County Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 1 – Student Achievement**

**Goal 1.4: Improve student attendance at all Wayne County Schools.**

**Objective 1.4.2: Each Wayne County school will provide incentives to improve student attendance by the 2016-2017 school year.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.4.2.1	Establish baseline attendance data.	June 2015	NA	System Leaders	Attendance data will be shared with WCBOE
1.4.2.2	Each Wayne County school will establish criteria for student recognition for attendance.	2015-2016 school year	NA	Principals/ Site Directors	Criteria will be reported to WCBOE
1.4.2.3	Each Wayne County school will provide incentives to students who meet the criteria for student recognition of attendance.	2016-2017 and ongoing	PTA/Community Partners	Principals/ Site Directors	Documentation of incentives given during each school year
1.4.2.4	The Wayne County School with the highest percent improved attendance will receive <b>The Superintendent's Attendance Award.</b>	Spring 2017 and ongoing	NA	Superintendent	Announcement of winner of Superintendent's Attendance Award

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area2 –Stakeholder Involvement**

**Goal 2.1: Create systemic and effective communication in the school system and throughout Wayne County.**

**Objective 2.1.1: By the spring of 2016 School System will communicate two or more times with all stakeholders.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.1.1.1	Each school will use their school council to guide communication with stakeholders and work with the Strategic Partnership Council. A school council member will be appointed to the SPC to represent their individual school.	Fall 2015 and ongoing	NA	Principals	Minutes and sign-in sheets from school council meetings
2.1.1.2.	Each school will determine the most reliable methods it uses to communicate with stakeholders.	Fall 2015 and ongoing	NA	Principals	Individual school data
2.1.1.3	Summary data will be provided to the Strategic Partnership Council to determine the most preferred method of communication to be used for stakeholders in Wayne County.	By Late Fall 2015	NA	Strategic Partnership Council	Strategic Partnership Council Meeting minutes

2.1.1.4	Each school will communicate with stakeholders using the preferred method suggested by SPC.	Spring 2016 and ongoing	NA	Principals	Copies of communications from each school will be kept on file at Wayne County BOE
2.1.1.5	Increase the % of parents using consistent communication (example: Remind) for the 2015-2016 school year.	Spring 2016 and ongoing	NA	Instructional Coaches	Teachers will turn in communication logs to the IC

Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

System: Wayne County School System

Target Area 2 – Stakeholder Involvement

Goal 2.1: Create systemic and effective communication in the school system and throughout Wayne County.

Objective 2.1.2: All School web pages will remain in current and updated status at all times.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.1.2.1	At least quarterly the individual school will make additions to the webpage to provide parents/stakeholders the most current information related to that school.	Fall 2015-December 2020	NA	School Level Technology personnel	Technology Director will report changes to webpages to Superintendent



## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 2 – Stakeholder Involvement**

**Goal 2.2: Increase partnerships with all stakeholders.**

**Objective 2.2.1: By 2017 the number of functioning partnerships will increase by 10 % as compared to the baseline data from spring 2015.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.2.1.1	System personnel will identify 20-30 community stakeholders to serve on a “Strategic Partnership Council”.	Beginning Fall 2015	NA	Super Team	Agendas and rosters from Strategic Partnership Council will be submitted
2.2.1.2	Increase by 10% stakeholder groups that reflect the depth and diversity of the community.	By 2017	NA	Chairman of each stakeholder group	Get a baseline from the initial SPC meeting and sign-in by name and agency. Diversity is defined as community members: education, non-profit, for profit, government agency, parent, student, etc.
2.2.1.3	Continue to increase family and community involvement at all schools through current resources (Parent Involvement Coordinator/Counselors).	By fall2015- and ongoing	NA	Parent Involvement Coordinator/ Counselors	Parent Involvement Coordinator report to Superintendent

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 2 – Stakeholder Involvement**

**Goal 2.3: Create a higher level of understanding and awareness among stakeholders and community members in Wayne County about our schools.**

**Objective 2.3.1: Wayne County Schools will increase the number and frequency of information distributed (press releases/news articles) to the community.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.3.1.1	The Wayne County School System will market itself in local media including, but not limited to radio, newspaper, and television on a monthly basis.	By fall 2016 and ongoing	N/A	Principals	Copies of published media will be kept on file at WCBOE
2.3.1.2	Develop and make available, an electronic portfolio containing system information for all stakeholders.	Spring 2016	General Fund	Superintendent and cabinet	Web page will contain current system data and information about all schools and system
2.3.1.3	Develop and publish a brochure containing system information.	July 2016	General Fund	Superintendent	Brochure will be available for all stakeholders

Wayne County System Strategic Plan

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System: Wayne County School System

Target Area 2 – Stakeholder Involvement

Goal 2.3: Create a higher level of understanding and awareness among stakeholders and community members in Wayne County about our schools.

Objective 2.3.2: Increase the involvement and exposure of the Wayne County Schools in local businesses/post-secondary institutions.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.3.2.1.	Work with the Chamber of Commerce to develop a speaker’s bureau to introduce students to career opportunities.	Fall 2015-2020	NA	CTAE director	Artifacts from speakers

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 2 – Stakeholder Involvement**

**Goal 2.4: Increase parental involvement in the schools/system.**

**Objective 2.4.1: Increase the number of parent interactions at the schools by 2% per year through the 2019-2020 school year.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.4.1.1	Establish baseline data of parent interactions with each school.	2015-2016 school year	NA	Principals	Report of baseline data
2.4.1.2	Each school should establish, a monthly report of the number of academic related school events attended by stakeholders during the base year 2015-2016.	2016-2017 school year and ongoing	NA	Principals	Logs/Sign-in sheets will be kept and will be submitted to central office at the end of the year

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.1: Wayne County School System facilities will be current and maximize student learning and activities.**

**Objective 3.1.1: By spring 2016 a 5 year Facility Plan will be developed and adopted by the Wayne County School System.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.1.1.1	Each system site will develop a committee to prioritize needs.	2015-2016 school year	NA	Principal and Site Directors	Site Committee members will keep minutes of meetings
3.1.1.2	Finalize prioritized list of needs by Fall of 2016 to help assist with the passing of the next ESPLOST.	2016-2017 school year	NA	Principal and Site Directors	Needs will be given to Superintendent
3.1.1.3	Conduct an onsite visit by DOE Facilities Representatives to ensure accurate data.	2016-2017 school year	NA	Facilities Site Director	Report will be presented to Superintendent

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.1: Wayne County School System facilities will be current and maximize student learning and activities.**

**Objective 3.1.2:** Complete facility work and purchase new equipment to support student learning as evidenced by the updated Facilities Plan by 2020.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.1.2.1	Review and update Emergency Preparedness Plans for each facility by spring of 2016.	Spring 2016	General Fund	Site Directors/ Principals	Present Updated Emergency Preparedness Plan to WCBOE
3.1.2.2	Inventory and review all School food service equipment.	Summer 2015	NA	Food Service Director	Copy of inventory report will be kept at WCBOE

Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.2: Increase instructional effectiveness through adequate funding of personnel and other necessary resources.**

**Objective 3.2.1: By Fall of 2017 a plan to recruit and retain a diverse and highly qualified staff for the Wayne County Schools will be developed and implemented**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.2.1.1	Study, develop, and implement an incentive package to recruit and retain staff as funds are available.	Spring 2017 and ongoing	Local, State and Federal Funds	Superintendent	Superintendent will report recommendations to WCBOE
3.2.1.2	Recruit and retain highly qualified staff.	2017 and ongoing	Local, State and Federal Funds	Superintendent	TKES evaluations

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.3: Instruction and operation of the Wayne County School System will be supported by having adequate technology resources.**

**Objective 3.3.1: Update system-wide technology plan to support system goals by 2016.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.3.1.1	Recruit, develop and assign members to system wide technology committee.	Fall 2015	NA	Technology Director	Roster of Technology Committee will be kept by Technology Director/Technology Committee meeting minutes
3.3.1.2	Meet with technology committee to revise current technology plan.	Beginning of 2015-2016 school year	NA	Technology Director	Technology Plan will be delivered to Superintendent. and BOE members
3.3.1.3	Develop a new 3 year technology plan.	June 2016	NA	Technology Director	3-year Technology Plan



Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.3: Instruction and operation of the Wayne County School System will be supported by having adequate technology resources.**

**Objective 3.3.2: Provide adequate technology tools to support student learning by 2019-2020 school year.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.3.2.1	Inventory technology available to staff and students.	Fall 2015	NA	Technology site directors	Copies of inventory reports
3.3.2.2	Budget will reflect system’s technology needs and devices for users.	December 2016	Local, State and Federal	Technology Director	Technology budget
3.3.2.3	Increase ratio of students to mobile devices.	2019	Local, State and Federal	Technology Director	Inventory of mobile devices

Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 3– Budget and Operations**

**Goal 3.3: Instruction and operation of the Wayne County School System will be supported by having adequate technology resources.**

**Objective 3.3.3: Increase broadband and wireless services to support all areas of the school system.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.3.3.1	Internal WAN and LAN speeds will be increased 10 times by 2017.	2017	Technology	Technology Director	School records of wired coverage
3.3.3.2	Increase function and speed of wireless network.	2017	Technology	Technology Director	School records of wireless coverage

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 4 – Professional Learning**

**Goal 4.1: Provide high quality, job-aligned professional learning for all personnel.**

**Objective 4.1.1: All (100%) Wayne County personnel participate in the needs assessment process.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.1.1.1	Expand the current needs assessment protocol to include professional learning for all personnel.	By July 2015	NA	Federal Programs Director	Written protocol
4.1.1.2	Facilitate the needs assessment process, analyze results, and compile data to identify professional learning needs for all personnel.	By spring 2016	NA	Site and system program directors	Synopsis of compiled data
4.1.1.3	Designate funds and offer appropriate professional learning.	By spring 2016	NA	Director of Professional Learning	Funding allotment in budget, course descriptions, and sign-in sheets

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 4 – Professional Learning**

**Goal 4.1: Provide high quality, job-aligned professional learning for all personnel.**

**Objective 4.1.2: All Wayne County personnel will be technology literate as it pertains to their particular roles/job description by 2018.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.1.2.1	Establish non-negotiable/minimum proficiencies in technology as related to job descriptions.	By summer 2016	NA	Site/system directors	Identified list of technology expectations sorted by job descriptions
4.1.2.2	Determine what types of technology professional learning could enhance performance for job description/roles.	By 2016 and ongoing	NA	Site/System directors	Identified list of needed professional learning offerings related to technology
4.1.2.3	Offer technology professional learning to enhance job performance.	By fall 2017 and ongoing	General Funds	Professional Learning Director/ Technology Director	Couse descriptions and sign-in sheets will be kept on file
4.1.2.4	Assess the outcomes of the professional learning and adjust plans as necessary to ensure that all personnel are technology proficient as it relates to their specific job.	By spring 2018	NA	Professional Learning Director/ Technology Director	Analysis of professional learning outcomes and synopsis of revisions made for upcoming professional learning offerings.

## Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 4 – Professional Learning**

**Goal 4.2: Establish a system for monitoring and supporting all professional learning to ensure that we are preparing our personnel to perform their jobs at optimal capacity**

**Objective 4.2.1: By spring 2016, develop a protocol for evaluating the impact of professional learning on job performance.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.2.1.1	Effectively evaluate job performance based on established job evaluation tools.	By 2015 and ongoing	NA	Site/System Directors	Submitted yearly evaluations
4.2.1.2	Use data collected from evaluating job performance with ongoing formative data to evaluate impact of professional learning.	By summer 2016	NA	Site/System Directors	Written analysis of findings

## Wayne County System Strategic Plan

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**Target Area 4–Professional Learning**

**Goal 4.2: Establish a system for monitoring and supporting all professional learning to ensure that we are preparing our personnel to perform their jobs at optimal capacity**

**Objective 4.2.2: By 2016 a system-wide teacher induction program and mentoring program will be developed and implemented.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.2.2.1	School Administrators will set aside a portion of Professional Development funds annually to fund teacher induction and mentoring program.	By spring 2016 and ongoing	Professional Learning Funds	Director of Professional Learning	Report of funds available
4.2.2.2	Identify need for teacher induction/mentoring program on Equity Plan and CLIP; include funding for programs in budgets.	Fall 2015	NA	Director of Professional Learning	Equity Plan, CLIP, approved federal budgets
4.2.2.3	Survey teachers with 1-3 years' experience to determine needs and priorities of beginning teachers.	2015-2016	NA	Curriculum Director	Completed surveys and data compiled

4.2.2.4	Establish induction goals, events and timeline which provide a clear understanding of expectations for success in the WCSS.	2015-2016	NA	Instructional Coaches	Written plan
4.2.2.5	Develop a plan for a mentor program and establish expectations.	2015-2016	NA	Director of Professional Learning	Written plan
4.2.2.6	Choose and train mentors on How to Be an Effective Mentor.	By summer 2016	General Funds/PL Title II-A	Director of Professional Learning	Course description and sign-in sheets
4.2.2.7	Mentors provide support to Mentees.	Fall 2016 and ongoing	General Funds/PL Title II-A	Site Directors	Mentors will keep a journal of meeting with mentees Reflection/activity journals maintained by both mentors and mentees
4.2.2.8	Evaluate the Mentor/Mentee program and make adjustments for future implementation.	End of School 2017	NA	Director of Professional Learning	Mentors and Mentees will complete an anonymous survey reflecting program benefits Formal and informal walkthroughs TKES data Student learning data

Wayne County System Strategic Plan

Time Period: January 2015 to December 2020

**System: Wayne County School System**

**Target Area 4 – Professional Learning**

**Goal 4.3: Build capacity in system/school/department leaders to ensure that all professional learning is purposeful, job-aligned, and promotes student achievement.**

**Objective 4.3.1: Provide support for administrators through ongoing professional learning by 2016.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.3.1.1.	Continue partnership with GLISI.	2015-2020	Title II-A	Superintendent	Meeting minutes and sign in sheets Summary of leadership initiatives developed and their progress
4.3.1.2.	All system leadership will participate in ongoing targeted professional learning.	2016 and ongoing	Professional Learning	Superintendent	Meeting minutes and sign in sheets LKES reports Climate Surveys



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**System: Wayne County School System**

**Target Area 4 – Professional Learning**

**Goal 4.3: Build capacity in system/school/department leaders to ensure that all professional learning is purposeful, job-aligned, and promotes student achievement.**

**Objective 4.3.2: Establish a Mentor Program for Administrators by June 2016.**

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4.3.2.1	Examine administrator mentor programs in surrounding systems.	July 2015	NA	Superintendent and Leadership Team	log of contacts with surrounding systems Synopsis of data acquired
4.3.2.2	Design Wayne County mentor program based on Wayne County needs	By spring 2017	NA	Superintendent and Leadership Team	Written procedures/ timeline/expected outcomes for system mentoring program for administrators
4.3.2.3	Identify system-wide leadership cohort that will meet regularly to improve leadership skills.	By spring 2016 and ongoing	NA	Superintendent and site directors	Roster of system wide leadership cohort
4.3.2.4	Implement a system-mentor program for administrators.	Summer 2016	Local funds	Superintendent and Leadership Team	Reflection/activity journals maintained by both mentors and mentees

4.3.2.5	Assess administrative mentor program and adjust as appropriate to better meet administrative needs.	Summer 2017	NA	Participants in Wayne County Mentor Program	Surveys LKES reports Climate Surveys
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