



CLARKE COUNTY
SCHOOL DISTRICT
BETTER TOGETHER



SUPERINTENDENT'S ENTRY PLAN



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Clarke County
School District
Better Together



A MESSAGE TO THE CLARKE COUNTY COMMUNITY

Athens is not simply the place where I work; it is the community that shaped me as an educator and as a leader. For nearly three decades, I have had the privilege of serving this district as a classroom teacher, assistant principal, principal, district leader, Deputy Superintendent, and, most recently, as your Interim Superintendent. I have celebrated student victories, supported schools through challenge and change, partnered with families in moments of joy and in moments of concern, and stood with educators who pour their hearts into this work every day.

My love for this community is not abstract. It is personal. I believe deeply that every child in Clarke County deserves access to a high-quality education that is rigorous, safe, and empowers them to fulfill their potential. I believe our students are capable of extraordinary achievement when we eliminate barriers, hold high expectations, and surround them with consistent support. I believe our educators are professionals whose expertise and dedication are the foundation of student success. And I believe that strong schools are essential to the vitality of Athens as a whole.

As we move forward together, I am launching a focused 90-Day Entry Plan to guide this transition from Interim to permanent leadership. While I know this district well, I also believe that effective leadership requires intentional reflection and structured alignment.

The next 90 days are only the beginning of this next chapter. Together, we will build on our strengths, confront our challenges honestly, and ensure that every child in Clarke County Schools has the opportunity not just to succeed but to thrive.

With gratitude and determination,

Jennifer Scott



› PURPOSE BEHIND THE PLAN

The purpose of this 90-day plan is threefold:

- 1. Ensure Stability and Continuity:** Our students need consistency. This plan safeguards instructional focus, student safety, and operational excellence during this leadership transition.
- 2. Strengthen Governance and Transparency:** Trust between the Board and Superintendent is essential to serving our community effectively. I will continue to work closely with our Board of Education to ensure clear roles, open communication, and aligned priorities.
- 3. Listen, Analyze, and Prioritize for Impact:** In the first 90 days, I will engage students, families, staff, and community partners in structured conversations. I will review student achievement data, equity indicators, organizational systems, and resource alignment to ensure our work directly supports the goals of our Strategic Plan: Thriving Students, Optimized Talent, and Connected Culture.

This is not a period of starting over. It is a period of sharpening our focus and accelerating our progress.

› PHASES OF THE PLAN

Phase One: Reentry with intention - Listen, Align, Affirm Direction

This phase is about intentional re-engagement, reinforcing shared purpose, and ensuring alignment to the Strategic Plan.

Phase Two: Acceleration and accountability - Measure, Adjust, Strengthen

During this phase, the focus shifts to evidence of progress and system refinement.

Phase Three: Focus and Coherence - Turn Direction into Action

The final phase transitions from listening to strategic action

PHASE ONE

REENTRY WITH INTENTION: LISTEN, ALIGN, AFFIRM DIRECTION

► THRIVING STUDENTS

Objectives

- Reaffirm academic urgency
- Align instructional priorities
- Ensure equitable access to resources and opportunities

Key Actions

- Review district academic data with District Leaders, Principals, Teachers and Staff:
 - Literacy progress
 - Math achievement trends
 - Attendance and behavior
- Identify districtwide instructional focus areas for the 2026-2027 school year
- Align instructional look-fors to strategic priorities



Deliverables

- 2026-27 District Academic Focus Areas Brief
- Instructional Look-For Tools

► OPTIMIZED TALENT

Objectives

- Ensure central office coherence
- Develop leader capacity
- Provide teachers and staff with high-quality professional learning and resources

Key Actions

- Conduct a Cabinet Strategic Reset Session:
 - Revisit roles, decision-making norms, and cross-department collaboration
 - Align department work to Strategic Plan metrics
- Roll out the Leadership Expectations Framework for principals aligned to:
 - CCSD Leader Profile
 - CCSD Non-negotiables for High Expectations
 - CCSD Strategic Plan
- Continue to strengthen teacher capacity by providing relevant, high-quality professional learning.

Deliverables

- Cabinet Operating Commitments
- Principal Leadership Framework
- Profile of a Leader
- Non-Negotiables for High Expectations





PHASE ONE CON'T

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REENTRY WITH INTENTION: LISTEN, ALIGN, AFFIRM DIRECTION

► CONNECTED CULTURE

Objectives

- Signal continuity, stability, and forward momentum
- Strengthen trust with board, staff, and community
- Ensure consistent and transparent communication

Key Actions

- Hold one-on-one meetings with each board member
- Conduct Community Roundtables
- Develop the "CCSD Raising the Bar" series outlining:
 - Where we are, highlighting moments of "Excellence"
 - What we're focused on, outlining areas to "Raise the Bar"
- Partner with Communications to develop a communication plan to share entry plan deliverables

Deliverables

- Roundtable Themes Summary
- Schedule and Outline of topics for "Raising the Bar" series
- Communication Plan



PHASE TWO

ACCELERATION AND ACCOUNTABILITY: MEASURE, ADJUST, STRENGTHEN

► THRIVING STUDENTS

Objectives

- Ensure implementation of high-quality instruction
- Strengthen academic systems

Key Actions

- Conduct School Visits with Cabinet
- Model, monitor and support the implementation of:
 - Literacy Framework
 - Math Instructional Priorities
 - High Leverage Practices
- Align MTSS Expectations Districtwide

Deliverables

- School Visits Summary Report
- District MTSS Expectations Brief

► OPTIMIZED TALENT

Objectives

- Build Leadership Capacity
- Increase Accountability and Clarity

Key Actions

- Continue Professional Learning Communities aligned to:
 - Data-driven instruction
 - Observation & feedback cycles
 - Non-Negotiables for High Expectations
 - High Leverage Practices
- Align HR, Teaching & Learning, and School Supports Departments around:
 - Recruitment priorities
 - Leadership pipelines
 - Targeted coaching for schools needing acceleration

Deliverables

- Principal Support & Accountability Framework
- Talent Pipeline Scope and Sequence
- Professional Learning Communities Framework





PHASE TWO CON'T

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ACCELERATION AND ACCOUNTABILITY: MEASURE, ADJUST, STRENGTHEN

► CONNECTED CULTURE

Objectives

- Reinforce shared ownership of outcomes
- Create a safe and trusting environment for staff and students
- Strengthen board relations & development

Key Actions

- Re-establish the Volunteer Instructional Leadership Learning Academy (VILLA)
- Conduct targeted listening sessions (not broad discovery) with:
 - School leaders (clustered by level)
 - Teacher Advisory Board
 - Classified Staff Advisory Board
 - Superintendents Student Advisory Council
 - Family Advisory Board
- Continue to monitor the district-wide behavior support systems
- Hold Board Retreat focused on:
 - Governance norms and protocols
 - Communication preferences
 - Strategic priorities for the year

Deliverables

- Listening Sessions Summary
- Board Retreat Summary
- VILLA Program Overview



PHASE THREE

FOCUS AND COHERENCE: TURN DIRECTION INTO ACTION

› THRIVING STUDENTS

Objectives

- Track early indicators of student progress
- Prepare for strategic adjustments

Key Actions

- Conduct District Impact Check to analyze the first cycle of student performance data to identify:
 - Areas of strength
 - Areas needing targeted support
- Refine resources and support accordingly to address areas of concern

Deliverables

- Student Outcomes Early Indicators Report
- School Support Differentiation Plan

› OPTIMIZED TALENT

Objectives

- Ensure leadership growth systems are functioning
- Identify the instructional needs for teachers
- Support the retention of talented teachers and staff

Key Actions

- Review principal performance trends & support plans
- Evaluate the effectiveness of district departments and adjust support structures as needed
- Monitor the effectiveness of professional learning aligned to district priorities
- Monitor the implementation of the induction program for novice teachers

Deliverables

- Leader Coaching Cycle
- District Professional Learning Roadmap
- Professional Learning Feedback Survey Data
- Induction Program Handbook





PHASE THREE CON'T

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FOCUS AND COHERENCE: TURN DIRECTION INTO ACTION

► CONNECTED CULTURE

Objectives

- Strengthen family and community partnerships
- Build trust through transparency
- Cultivate collaborative feedback systems among schools and the district
- Reinforce Board–Superintendent cohesiveness as Governance Team

Key Actions

- Monitor district processes for partnering with families and the community
- Share public-facing Progress Report
- Conduct culture and climate pulse check survey with principals and staff
- Present 90-Day Entry Findings & Next Steps to Board

Deliverables

- 90-Day Report to Board & Community
- Culture & Climate Pulse Check Summary





SUCCESS INDICATORS

- HIGHLY EFFECTIVE BOARD GOVERNANCE TEAM
- CLEAR, DISTRICT-WIDE INSTRUCTIONAL FOCUS AREAS
- STRONG CABINET ALIGNMENT AND OPERATING NORMS
- DEFINED PRINCIPAL LEADERSHIP EXPECTATIONS
- IMPACTFUL SUPPORT STRUCTURES FOR TEACHERS, STAFF, AND STUDENTS
- SAFE AND TRUSTING ENVIRONMENTS FOR TEACHERS AND STUDENTS
- VISIBLE COMMUNITY ENGAGEMENT STRUCTURES
- TRANSPARENT PROGRESS MONITORING TOOLS
- EARLY EVIDENCE OF STRENGTHENED INSTRUCTIONAL ALIGNMENT