



*Pledge of*  
**ACHIEVEMENT**

**CCSD**  
CLARK COUNTY  
SCHOOL DISTRICT

Pledge of Achievement Strategic Plan

*Every Student. Every Classroom. Every Community Member.*







**Pat Skorkowsky**  
*Superintendent of Schools*





April 21, 2014

To the Clark County Community:

After almost one year of work, we are excited to share this strategic vision with the Clark County community. Planning for the District's strategic vision began when the Board of School Trustees appointed a new superintendent in the summer of 2013. Trustees gave Superintendent Skorkowsky the charge to stay the course for student success, and to develop, with our community, the next level of strategy to ensure the success of our 316,000 students.

This next-level vision is informed by the collaborative work of many people. District leaders captured hundreds of hours of input from the community, and more than 3,000 individuals contributed their sense of what we must accomplish in educating young people in the nation's fifth-largest school district. We express appreciation for the hours and expertise lent by business and civic leaders, finance and data professionals, parents, teachers and principals of our community. The vision evolved via our work together before, during and after 33 public meetings. We see this collaborative work as a sign that our community is coming together in ways that are necessary for transformative, positive change.

This document broadly identifies what every member of the community can expect from our schools. This is just a first step. Over the coming months, we will post specific targets and detailed measures for student achievement and other metrics of our work together as a school district and community. Data dashboards will make it easy for our community to gauge progress and assist strategically toward the success of our students. Please keep up with our progress at [PledgeOfAchievement.com](http://PledgeOfAchievement.com).

Just as this is "our" school district, we want the community to see this as "our" vision for the future. We cannot do this by ourselves. We are all in this together and we all have a stake in the outcome.

Thank you for taking the time to read this document and for visiting [PledgeOfAchievement.com](http://PledgeOfAchievement.com).

Sincerely,

Pat Skorkowsky  
Superintendent of Schools

Erin Cranor  
President, Board of School Trustees

***"Every student in every classroom, without exceptions, without excuses"***

# What We Believe

## Clark County School District Board of School Trustees

The Clark County School District is governed by a seven-member Board of School Trustees:

- Erin E. Cranor, President, District G
- Dr. Linda E. Young, Vice President, District C
- Patrice Tew, Clerk, District E
- Stavan Corbett, Member, District D
- Carolyn Edwards, Member, District F
- Chris Garvey, Member, District B
- Deanna L. Wright, Member, District A

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### Board Vision

All students progress in school and graduate prepared to succeed and contribute in a diverse global society.

### Beliefs

- All students can achieve, learn and succeed irrespective of their circumstances.
- Students share responsibility for their learning.
- Each student is entitled to an excellent education that meets his or her individual learning needs.

All students who are willing to work hard have the opportunity to acquire the knowledge, skills, attitudes and beliefs necessary to reach their full potential, to succeed and to contribute in a diverse global society.

### Strategic Imperatives

The board identifies the following strategic imperatives for student achievement:

#### Academic Excellence

Literacy across all subject areas pre-k through 12th grades

#### Engagement

Parent, student, community and employee engagement in learning

#### School Support

Focused support, preparation, training and resources for staff in the schools

#### Clarity and Focus

Fiscal and data transparency, accountability and strategic oversight

#### Evaluation

The board directs the superintendent to:

- develop support strategies,
- identify work streams,
- define measurement indicators, and
- devise tracking and reporting protocols.

## Our District

CCSD encompasses 7,910 square miles, including metropolitan Las Vegas and surrounding rural areas.

### CCSD Employees



**Licensed personnel:** teachers, counselors, school nurses, occupational/physical therapists, school psychologists, speech/language pathologists, social workers, librarians

**Support staff:** aides, office personnel, transportation personnel, food service personnel

**Administrators:** school/site-based administrators, central office administrators

## Our Schools

<b>217</b> .....	Elementary schools
<b>59</b> .....	Middle schools
<b>49</b> .....	High schools
<b>24</b> .....	Alternative schools
<b>8</b> .....	Special schools
<b>6</b> .....	Board-sponsored charter schools

## Our Students

The Clark County School District is the fifth-largest school district in the country. A total of 314,643 students enrolled in the district in the 2013–2014 school year.

<b>44.4%</b> ....	Hispanic Latino
<b>28.6%</b> ....	White/Caucasian
<b>12.4%</b> ....	Black/African American
<b>6.6%</b> .....	Asian
<b>6.0%</b> .....	Multiracial
<b>1.5%</b> .....	Hawaiian/Pacific Islander
<b>0.5%</b> .....	American Indian

# Strategies for Success: CCSD Focus Areas and Goals

*We will track our progress on goals aligned to seven areas of focus:*

## Proficiency

- Elevate the percent of proficient students in assessed subjects and grades.

## Academic Growth

- Demonstrate upwardly trending growth in student assessments.

## Achievement Gaps

- Narrow gaps in assessments and graduation rates among students with diverse backgrounds, including:
  - Race/ethnicity
  - English Language Learners
  - Economic challenges
  - Gender
  - Students with disabilities

## College and Career Readiness

- Prepare all students for college and career.
- Enhance workplace skills and character traits.

## Value/Return on Investment

- Expand programs and practices that demonstrate value/return on investment.
- Eliminate programs and practices that do not demonstrate value/return on investment.

## Disproportionality

- Decrease the disproportionality of both students and adults with diverse ethnicities who participate in advanced programs, secure jobs in our District and face disciplinary outcomes.

## Family/Community Engagement and Customer Service

- Engage parents and families as advocates for academic achievement and lifelong learning through effective communication.
- Create a culture that aligns business, government and nonprofit resources around the needs of children and families to support students.
- Provide high-quality customer service.
- Ensure a safe learning environment for all students.





*“Economic development and education are inextricably linked. Businesses need students to graduate prepared for success. The CCSD plan focuses on challenging more students to take more demanding career and technical course work, and it lays out goals to grow the number of our students who attend college. We believe these strategic initiatives will better develop the potential of Nevada’s homegrown talent and help keep our students living and working in Southern Nevada, thus reducing the need to recruit employees from out of state.”*

**Glenn Christenson, Co-chairman of the Las Vegas Global Economic Alliance Education Committee**

# What Success Looks Like: Strategic Targets

## Proficiency

- Annually reduce the percentage of students not yet proficient in assessed subjects and grades.
- Increase teacher access to and enrollment in rigorous professional development aligned to the Nevada Academic Content Standards (NACS).
- Annually decrease the number of vacant teacher positions in all assessed subjects and grades.

## Academic Growth

- Elementary and middle schools will increase the percentage of students achieving adequate growth percentile.
- High schools will improve first-time pass rate percentages on end of course exams beginning in 2015–2016
- Utilize a districtwide consistent, balanced assessment program that minimizes time spent conducting assessments, maximizes instructional time and provides usable data.

## Achievement Gaps

- Annually reduce the percentage point gap between proficiency of highest and lowest scoring subgroups.
- Increase the percentage of staff who use instructional strategies that reach diverse learners.
- Increase opportunities for collecting real-time feedback and providing swift responses.

## College and Career Readiness

- Annually increase the percentage of students eligible to graduate.
- Annually increase the number and percentage of students earning 3+ on Advanced Placement (AP) Exams.
- Annually increase the number and percentage of students earning post-secondary credit (dual credit, Tech Prep credit, and AP credit).
- Annually increase student participation in the 21st Century Course of Study Expectations (contingent upon requirements set forth by the Nevada Department of Education).
- Annually increase the percentage of eligible students completing Career and Technical Education Certificate of Skill Attainment.
- Annually increase the percentage of schools that adopt and implement a character education program with trained staff, students and parents in program fundamentals.
- Annually increase the number of graduate advocate mentors utilized in the schools.

## Value/Return on Investment

- Annually improve the return on investment (ROI) within programs and practices.
- Annually increase innovative practices that yield improved benefit.
- Annually increase the number of programs evaluated for efficiency and effectiveness.



## What Success Looks Like: Strategic Targets, continued

### Disproportionality

- Annually decrease disproportionality of staff diversity by race or ethnicity and gender.
- Annually decrease disproportionality in expulsions and suspensions by race and gender.
- Annually decrease disproportionality in participation rates for advanced programs by race or ethnicity, gender and disability.
- Increase the percentage of school-based personnel trained in cultural competency.

### Family/Community Engagement and Customer Service

- Increase yearly the number of schools that have a parent organization.
- Increase the number of organized, effective parent trainings.
- Increase parent participation in trainings.
- Improve parent participation in school events.
- Annually increase professional development for principals and staff related to effective family and community engagement.
- Increase positive communication about our schools to the community.
- Increase parent satisfaction with schools.
- Annually increase the number of business, government and nonprofit partnerships that support student success.
- Increase number of students, parents and staff who feel safe at school.
- Increase number of schools with formal programs that address bullying.



*"I appreciate this plan's concentration on reducing achievement gaps, focusing on early literacy skills and implementing with fidelity the Zoom School pilot program for high-poverty English Language Learner students. Our community and state is investing major resources in the Zoom Schools, with hopes of duplicating the program when we see success. We must act together with urgency to address the needs of our more than 60,000 English Language Learner students in the district."*

**Sylvia Lazos, Education Chair of the Latino Leadership Council**

## Strategies in Action

### Proficiency, Academic Growth, Achievement Gaps, and College and Career Readiness

- Provide ELA and math teachers in tested grades (3rd–10th) rigorous professional development in instructional practices using the new Nevada Academic Content Standards (NACS) and Next Generation Science Standards (NGSS).
- Provide students access to high-quality, NACS-aligned curricula in literacy and mathematics.
- Develop individual student growth targets for year-over-year improvement following the baseline data year of 2014–2015.
- Provide professional development to ensure high-quality early childhood education literacy programs (Pre-K–third).
- Provide educators to share proven practices at principal/faculty meetings.
- Provide professional development on Response to Instruction (RTI), ensuring staff has the skills to differentiate instruction to meet student needs.
- Utilize multiple data sources to identify students in need of additional time and support and ensure that these students are provided the necessary level of assistance within RTI process.
- Institute a system to monitor the level of successful implementation of professional development received on each campus.
- Provide research-based professional development leading to cultural competency knowledge, indicating that staff has the skills that equip them to meet the learning needs of a diverse student population.
- Develop a broad-based English Language Learner (ELL) strategic plan for elementary, middle and high school.
- Ensure every student has a high-quality teacher licensed in the applicable area.
- Explore ACT readiness testing options.
- Implement research-based practices on English Language Acquisition strategies that increase the proficiency of ELL students and students with language difficulties to ensure literacy for all by third grade.
- Provide administrators with high-quality, content-specific professional development that aligns to the Nevada Educator Performance Framework (NEPF).
- Provide an inclusive environment for students.
- Implement a balanced assessment program that minimizes time spent conducting assessments and maximizes instructional time.
- Provide graduate mentors to students at risk of dropping out.
- Foster an expectation that every student enrolled in Advanced Placement (AP) classes will take the AP exams.
- Ensure AP teachers participate in AP institutes.
- Increase the percentage of schools utilizing advanced curriculum.
- Increase number of AP courses offered with consistency across high schools.
- Expand opportunities in Career and Technical Education for students to complete a program of study.
- Utilize technology tools to foster student engagement.
- Expand opportunities for blended learning.
- Increase partnerships with colleges and universities that provide high school students with better access to advanced learning opportunities.
- Increase partnerships with the business community that provide students with better access to community-based instruction/internships.
- Develop and implement district-wide grading practices that are consistent and accurately reflect student competency.
- Implement a memorandum of understanding between the Nevada System of Higher Education and the CCSD to provide CCSD with specific feedback regarding students requiring remediation.



## Strategies in Action, continued

### Value/Return on Investment

- Develop a system for linking funding per program with achievement data.
- Utilize project planning and monitoring.
- Identify and share effective practices.
- Align resource expenditures to focus areas and strategic imperatives.
- Refine the system that evaluates programs for efficiency and effectiveness with an emphasis on usage and data.

### Disproportionality

- Provide high-quality professional development for administrators and licensed staff on cultural competency.
- Identify and address issues and possible barriers to hiring for specific needs.
- Implement the Heightening Opportunities and Providing Enhanced Education (HOPE2) accepted project recommendations.
- Develop a comprehensive plan for diversity recruitment.
- Expand implementation of a second grade screener for gifted and talented education.
- Use a variety of methods to identify students to enroll in advanced courses.



*“Clark County is expanding its partnership with Communities in Schools of Nevada, but the need among our students is still so great. I appreciate that Superintendent Skorkowsky has reached out to thousands of Southern Nevada residents in formatting this strategic plan. Our District’s success is dependent on the engagement of our entire community. It is incumbent on all of us to support the needs of our students.”*

**Susie Lee, Board President, Communities in Schools of Nevada**

## Strategies in Action, continued

### Family/Community Engagement and Customer Service

- Develop parent trainings that focus on district initiatives supporting student success.
- Develop a parent university and encourage parent participation.
- Provide professional development for principals related to effective family and community engagement.
- Implement a requirement for staff to attend professional development on customer service and parent engagement.
- Ensure consistent implementation of the essential pillars for parent involvement.
- Conduct a needs assessment at every school to determine school-specific and districtwide opportunities for business, government and nonprofit agencies to provide solutions.
- Asset map all organizations and services currently provided to schools and include the student outcomes as a result of these partnerships.
- Establish the School-Community Partnership Office as the central repository for managing, stewarding and recruiting all volunteers, business, government and nonprofit partners.
- Define value of partnerships.
- Develop a districtwide customer service strategic plan and create a professional development model to ensure best practices training for district staff.
- Conduct independent surveys to measure community satisfaction with schools.
- Create and implement a system for collecting real-time feedback, addressing opportunities and providing swift responses.
- Ensure consistent implementation of anti-bullying programs and practices in all schools and work environments.



*“Clark County is the fifth-largest school district in the country, but it’s clear the district is working to meet the individualized needs of every student. The vision calls for every student to be educated in an inclusive environment and challenged to meet his or her highest potential. Ultimately, what’s most important is providing options and finding an academic environment that works for every child.”*

**Cisco Aguilar, General Counsel, Andre Agassi Foundation for Education**



## CCSD Today

### *Strategic Planning: Initiatives for Student Success*

We're beginning to align our budget and our resources around this plan. Here are the initiatives for student success we will be implementing:

- Program-based budgeting
- Re-envisioning professional development
- English Language Acquisition for all students
- Investing in parent/community engagement and customer service
- Early literacy emphasis
- Assessment reform
- Grading reform
- Value/return on investment



*"We are pleased that Superintendent Skorkowsky has provided a strategic plan that addresses the concerns of the African-American community. His plan takes action on the disproportionality of Black student expulsion and achievement gaps, while identifying individual student needs. We look forward to further discussions as he finalizes his plan, and outcomes we can all be proud of."*

**Yvette Williams, Chair of the Clark County Black Caucus**





*“As a longtime advocate for family engagement, including the time I served on the School Board of Trustees, I am thrilled to see a plan in place to ensure families and the community feel welcome from the moment they enter the door of their school.”*

**Terri Janison, Vice President of Community Development for the United Way of Southern Nevada and Co-chairwoman of the Las Vegas Global Economic Alliance Education Committee**





This is the Pledge of Achievement our District is taking. This is what our community can expect from our schools.

Our students must achieve more. Our community must achieve more. We must do this as a community with unity and a sense of purpose – a recognition that we are all in this together, and we all have a stake in the outcome.

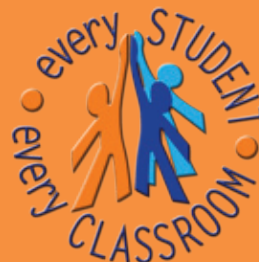
Join us in the Pledge of Achievement:

***As a person or business committed to the continued growth and development of Southern Nevada, I pledge to support CCSD and engage my voice, my time and my energy to improve student achievement throughout Clark County.***

To join us in this commitment and for more information, please visit [PledgeOfAchievement.com](http://PledgeOfAchievement.com).



**CCSD**   
**CLARK COUNTY**  
**SCHOOL DISTRICT**



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