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September 24, 2012

Dr. Edmond T. Heatley, Superintendent
Clayton County Public Schools
1058 Fifth Avenue
Jonesboro, GA 30236



Dear Dr. Heatley,

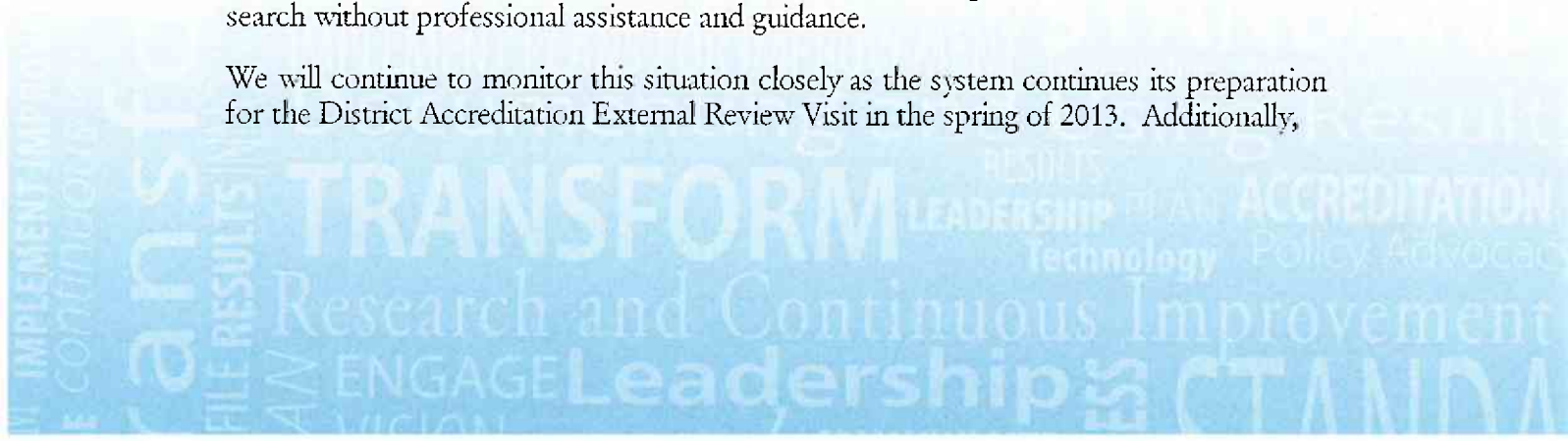
This communication serves as an official Letter of Concern regarding the current issues and challenges of the Clayton County Public Schools.

We have been monitoring the progress of the school system since the reinstatement of accreditation. Over the past couple of years the school system has made progress, notably an increase in the student population (almost 4,000 students); implementing budget controls in very challenging times; establishing a new direction for the school district; and the pursuit of District Accreditation.

As you are aware, one of the primary areas of focus in District Accreditation will be governance. In our monitoring of the school system we have increasing concern with the governance issues that appear to be challenging the Clayton County Board of Education. The current Board of Education continues to operate with much conflict between and among board members as well as individual board members launching attacks on the school system and its personnel. Please be aware that there is a clear and documented distinction between the roles and responsibilities of a local board and its appointed or elected administration. There are reports that individual board members are operating independent of the school system and under the influence of outside agents. I would caution you that the current actions of individuals on the Board of Education could be considered outside of the roles and responsibilities of the board (e.g. micromanagement) and could put your school system's current and future accreditation in jeopardy.

Also, it is important to remind the school system that the search for a new superintendent of schools should be supported and facilitated with the help of outside experts who have a proven track record in superintendent and/or executive searches. There is no evidence that the current Board of Education has the skills and experiences to conduct such a search without professional assistance and guidance.

We will continue to monitor this situation closely as the system continues its preparation for the District Accreditation External Review Visit in the spring of 2013. Additionally,



on or before January 15, 2013, the school system must submit a letter indicating what, if any, progress has been made in addressing the current issues related to governance described in this letter as well as its readiness for the External Review Visit for District Accreditation.

Should you need any clarification of the expectations of accreditation please contact me or the AdvancED Georgia Office. It is our expectation and hope that the school system will initiate appropriate actions to ensure that the Standards for Accreditation are met and that the system has properly prepared for the External Review Visit for District Accreditation.

Respectfully,



Mark A. Elgart, Ed.D., President/CEO
AdvancED/SACS CASI

cc. Dr. Mike Bryans, Director, AdvancED Georgia
Dr. Annette Bohling, Chief Accreditation Officer
Dr. Warren Jacobson, Vice President for Public School Systems