# DeKalb County School District Strategic Plan
## 2019-2024

# STRATEGIC PROFILE

INSPIRE     ACHIEVE     EXCEL

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# PERFORMANCE FOUNDATIONS



## VISION

To inspire our community of learners to achieve educational excellence.

## CORE BELIEFS

*We believe:*

- In making sure every decision supports quality teaching and learning.
- In ensuring we meet every student's academic, social, and emotional needs.
- In embracing the cultural diversity of our community as a strength.
- In holding everyone accountable for educational excellence.





## MISSION

To ensure student success, leading to higher education, work, and life-long learning.

# EXECUTIVE SUMMARY

**Building on Success**
DeKalb County School District (DCSD) began the implementation of a five-year Strategic Plan in 2014. The 2014-2019 DCSD Strategic Plan united DeKalb stakeholders in meaningful and focused efforts to help each child in the district succeed.

DCSD has become a data-driven system due to the diligent efforts of monitoring, measuring, and implementing the Strategic Plan over the past five years. Decisions derived from a focus on continuous improvement based on results. The District did not just implement a plan for the past five years, but it embraced the essential and rigorous day-to-day efforts to ensure student success, leading to higher education, work, and life-long learning.

**Looking to the Future**
The development of the 2019-2024 Strategic Plan engaged all members of the DCSD community. A comprehensive series of community meetings allowed stakeholders to have a voice in the new strategic planning process, and a diverse planning team representing all district stakeholder groups developed the new plan. During six months of intense work, teams analyzed the strengths, weaknesses, opportunities, and threats of the school district to determine the plan direction. During the process, the stakeholder groups reaffirmed the District's mission and vision and developed new beliefs, goal areas, and elements of the Strategic Plan.

The Board of Education engaged in the plan development by monitoring progress throughout the planning year, and by providing input into the 2019-2024 vision, mission, beliefs, goal areas, and performance objectives. The Board approved the 2019-2024 DCSD Strategic Plan in July of 2019.

Facilitated meetings with district leaders occurred during the early fall of 2019 to develop the District's initiatives and action steps. An additional meeting engaged school leaders to ensure each employee of the district was prepared to implement the new plan which began with the FY20 school year.

The new 2019-2024 DCSD Strategic Plan/Balanced Scorecard resides on the school system website:
***https://www.dekalbschoolsga.org/superintendent/strategic-plan/***

# DEFINITION OF TERMS

| TERMS | DEFINITIONS |
|---|---|
| **Vision** | The ideal future desired for DeKalb County School District. |
| **Mission** | The work every DeKalb County School District stakeholder strives to achieve each day. |
| **Strategic Goal Areas** | A framework to describe the district's strategy to reach its mission and vision. |
| **Desired Results** | The anticipated achievements within the time frame of the plan in each Strategic Goal Area. |
| **Performance Objectives** | A key measurable value that demonstrates how effectively DeKalb County School District is achieving their end result. |
| **Strategy Map** | A diagram that is used to document the primary Strategic Goal Areas and Performance Objectives that are being pursued by the DeKalb County School District between 2019-2024. |
| **Performance Measures** | A measurement of outcomes and results which generates reliable data on the effectiveness and efficiency of programs. |
| **Initiatives** | The specific programs and projects assigned to collaborative teams to attain each Performance Objective. |

28th Largest School District in the Nation

3rd Largest School District in Georgia

Most Diverse School District in Georgia
(Students from 166 Different Countries)

Several Free Teacher Endorsements/PRIDE Induction Program
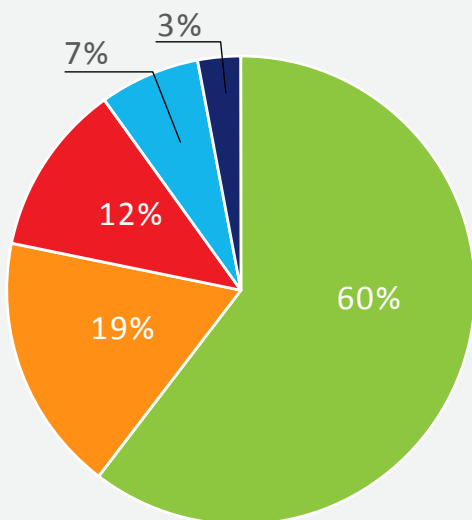
**SCHOOLS & CENTERS**
# 139

**STUDENTS**
# 98,957

**EMPLOYEES**
# 16,242

**SPOKEN LANGUAGES**
# 178

## RACIAL BREAKDOWN



- 3%
- 7%
- 12%
- 19%
- 60%

- Black (58,912)
- Hispanic (19,114)
- White (11,457)
- Asian (6,872)
- Other (2,602)

## SCHOOLS

| | |
|---|---|
| Elementary Schools | **76** |
| Middle Schools | **19** |
| High Schools | **22** |
| Program Schools (PK-12) | **14** |
| Charter Schools (K-12) | **8** |

## STUDENTS

| | |
|---|---|
| Elementary Students | **46,306** |
| Middle Students (6-8) | **19,924** |
| High Students (9-12) | **26,524** |
| Program Schools (PK-12) | **1,898** |
| Charter Schools (K-12) | **4,305** |

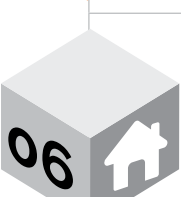## HIGHLIGHTS

✔ DeKalb County School District's graduation rate is 73.41%,

✔ Climbing CCRPI Scores at 75.4%

✔ 13+ schools recognized by Governor's Office of Student Achievement

✔ Six high schools ranked among the top 100 in the state of Georgia

# STRATEGY MAP

The Strategy Map is a strategic communications tool in the form of a diagram that is used to capture and communicate how the Strategic Goal Areas are being pursued by DeKalb County School District. The Strategy Map links the Strategic Goal Areas and Performance Objectives in cause and effect relationships with each other. Utilizing the Strategy Map, the alignment among divisions and schools is established and effective implementation of the DeKalb County School District Strategic Plan is realized.

| GOAL AREAS | PERFORMANCE OBJECTIVES | | | |
|---|---|---|---|---|
| **01** Student Success with Equity and Access | Improve student mastery of learning standards | Provide academically rigorous courses and/or pathways | Increase graduation rate | |
| **02** Stakeholder Engagement and Communication | Increase the effectiveness of stakeholder engagement experiences | Improve opportunities for innovative stakeholder collaboration | Improve and ensure effective district internal and external communication | |
| **03** Staff Effectiveness | Recruit highly qualified staff | Develop high performing staff | Retain highly effective staff | |
| **04** Culture and Climate | Create and maintain a safe, orderly, positive learning environment for all | Establish and maintain clear and high expectations for excellence for all stakeholders | Cultivate culturally responsive learning environments for all | Provide support for social and emotional learning for all |
| **05** Organizational Excellence | Ensure excellent financial management | Ensure efficient use of resources | | |
| **06** Facilities | Improve and maintain facility conditions | Ensure that educational facilities meet programmatic needs | Develop and increase sustainable funding for facilities | |

**Performance Objective 1.1:** Improve student mastery of learning standards

**Performance Measures 1.1:**
- Increase % of elementary, middle, and high school students achieving content mastery in English Language Arts (ELA), math, science, and social studies (proficient or above) as measured by CCRPI
- Increase the % of elementary, middle, and high school students achieving progress in ELA and math (SGP 41) as measured by the CCRPI
- Increase the % of elementary, middle, and high school students achieving progress (moving one band or more) in English Language Proficiency as measured by the CCRPI
- Increase % of elementary, middle, and high school students demonstrating readiness in literacy as measured by the CCRPI
- Increase % of elementary, middle, and high school students demonstrating readiness in student attendance as measured by the CCRPI
- Increase % of elementary and middle school students demonstrating readiness in beyond the core as measured by the CCRPI
- Increase % of high school students demonstrating readiness in accelerated enrollment, pathway completion, and college and career readiness as measured by the CCRPI

**Performance Objective 1.2:** Provide academically rigorous courses and/or pathways

**Performance Measures 1.2:**
- Increase the % of students accessing and participating in accelerated enrollment (Advanced Placement, International Baccalaureate, and Dual Enrollment) as measured by the CCRPI
- Increase the evidence-based reading and writing mean scaled score on the Scholastic Aptitude Test (SAT)
- Increase the math mean scaled score on the Scholastic Aptitude Test (SAT)
- Increase the average composite score on the American College Test (ACT)

**Performance Objective 1.3:** Increase graduation rate

**Performance Measures 1.3:**
- Increase the graduation rate of the 4-year cohort
- Increase the graduation rate of the 5-year cohort
- Increase the 4- and 5-year graduation rate (CCRPI component)

## STRATEGIC GOAL 2
### Stakeholder Engagement and Communication

**02**

**Performance Objective 2.1:** Increase the effectiveness of stakeholder engagement experiences

**Performance Measure 2.1:**
• Increase the percentage of parents who somewhat agree or strongly agree that the engagement experiences are of value to them as measured by the Georgia Parents School Climate Survey

**Performance Objective 2.2:** Improve opportunities for innovative stakeholder collaboration
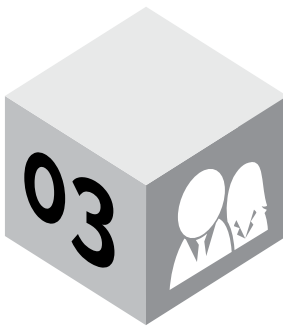
**Performance Measure 2.2:**
• Increase the number of district grants received annually

**Performance Objective 2.3:** Improve and ensure effective district internal and external communication

**Performance Measure 2.3:**
• Increase the number of followers on major social media platforms

# STRATEGIC GOAL 3
## Staff Effectiveness

**03**

**Performance Objective 3.1:** Recruit highly qualified staff

**Performance Measures 3.1:**
- Increase the % of hired fully-certified candidates
- Increase the % of certified vacancies filled by the first day of school
- Increase the % of classified vacancies filled by the first day of school
- Increase the % of substitute fill rate for teacher absences

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**Performance Objective 3.2:** Develop a high performing staff

**Performance Measures 3.2:**
- Increase the % of certified staff with proficient or higher evaluation ratings annually
- Increase the % of classified staff with proficient or higher evaluation ratings annually

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**Performance Objective 3.3:** Retain highly effective staff

**Performance Measures 3.3:**
- Increase the % of teachers retained after two years of employment
- Increase the % of teachers retained after five years of employment
- Increase the % of classified employees retained after two years of employment
- Increase the % of classified employees retained after five years of employment

# STRATEGIC GOAL 4
## Culture and Climate

**04**

**Performance Objective 4.1:** Create and maintain a safe, orderly, and positive learning environment for all

**Performance Measures 4.1:**
- Increase the % of schools scoring 95% and above on the Safe Schools audit rating
- Decrease the number of in-school suspensions for all students
- Decrease the number of out-of-school suspensions for all students

**Performance Objective 4.2:** Establish and maintain clear and high expectations of excellence for all stakeholders

**Performance Measure 4.2:**
- Increase the % of schools receiving four stars or higher on the CCRPI School Climate Star rating

**Performance Objective 4.3:** Cultivate culturally responsive learning environments for all

**Performance Measure 4.3:**
- Increase the % of elementary, middle, and high school students who meet achievement rate improvement targets as measured in the closing gaps component of the CCRPI

**Performance Objective 4.4:** Provide support for social and emotional learning for all

**Performance Measures 4.4:**
- Increase the % of staff trained in mental health awareness
- Increase the % of staff trained in cultural competency and cultural awareness

## STRATEGIC GOAL 5
### Organizational Excellence

**05**

**Performance Objective 5.1:** Ensure excellent financial management

**Performance Measures 5.1:**
- Ensure a general fund balance of a minimum of 7% of the total budget
- Maintain and improve the district's overall credit rating

**Performance Objective 5.2:** Ensure efficient use of resources

**Performance Measures 5.2:**
- Increase the % of budget integrity as measured by an analysis of the % of budget to actual expenditures
- Increase the % of school-based expenditures to budget (teacher based)
- Increase the % of budget units and line items that are under-expended within budget (non-school based)
- Increase the % of breakfast and lunch participation rate at all school levels
- Increase the % of on-time bus arrival
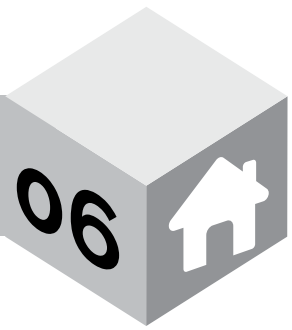
**Performance Objective 6.1:** Improve and maintain facility conditions

**Performance Measures 6.1:**
- Reduce the cumulative total number of open work orders in the system
- Reduce the average number of days work orders are open
- Increase the % of work orders closed within 30 days

**Performance Objective 6.2:** Ensure that educational facilities meet programmatic needs

**Performance Measures 6.2:**
- Increase the % of schools that meet 100% of key educational specifications
- Reduce the number of portable classrooms
- Reduce the number of schools that are over capacity
- Reduce the number of schools that are under capacity

**Performance Objective 6.3:** Develop and increase sustainable funding for facilities

**Performance Measures 6.3:**
- Increase funding revenue for strategic facilities repair or system replacement
- Increase funding for facilities maintenance staffing

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DeKalb County
School District