

Disrupting

for Excellence



Strategic Plan

Steering Committee Meeting #5

April 25, 2024

Welcome!

Dr. Devon Q. Horton
Superintendent of Schools



Today's Focus

- Welcome and Introductions
- Review and Provide Feedback on the Proposed Foundational Language, Goal Areas, Performance Objectives, and Strategies
- Next Steps

Proposed Foundational Language

Proposed Core Beliefs

We believe in

- Meeting each student's academic, social, and emotional needs
- Supporting quality teaching and learning
- Creating equitable educational opportunities for all students
- Embracing cultural diversity as a strength

Proposed Vision

Preparing students for success as lifelong learners and responsible global citizens through enrollment, employment, entrepreneurship, and enlistment.

Proposed Mission

Promoting the academic, social, and emotional growth of each student by fostering a safe, stimulating, and supportive learning environment.

Small Group Discussion

- What do you like about the proposed core beliefs, vision, and mission?
- What changes, if any, would make them stronger?

Goal Areas, Performance Objectives and Strategies

Proposed Goal Areas

- Student Academic Success with Equity and Access
- School, Family, and Community Engagement
- Enhanced and Engaged Staff
- Culture and Climate
- Mental Health and Wellness
- Resource and Organizational Excellence

Goal 1: Student Academic Success with Equity and Access

Performance Objectives	Strategies
<p>1. Increase proficiency rates in literacy and numeracy on district and state assessments for all learners</p>	<ul style="list-style-type: none"> ● Implement a progress monitoring tool in grades K-3 focused on increasing early literacy ● Implement district-provided reading interventions for students performing below proficiency utilizing strategies such as supplemental instruction, small group support, and resources to help accelerate student learning ● Implement evidenced-based instructional strategies that have been shown to improve literacy and numeracy skills such as structured literacy, academic vocabulary development, providing explicit reading and writing instruction across the curriculum ● Implement a comprehensive math curriculum aligned to Georgia Standards of Excellence. Ensure the curriculum includes clear learning targets, success criteria, coherent sequence, and various instructional materials and resources ● Provide ongoing professional development opportunities for teachers focused on effective math instruction strategies, pedagogy, and content knowledge. Offer training on problem-solving and conceptual understanding approaches to meet students' diverse needs
<p>2. Increase the 4-year and 5-year graduation rates for all learners</p>	<ul style="list-style-type: none"> ● Implement graduation cohort protocol standard operating procedures across all cohorts ● Offer credit recovery options for failing students ● Provide targeted academic support programs for students off track, including tutoring, mentoring, academic intervention classes, and after-school programs ● Increase graduation pathway options to include alternative opportunities ● Increase the number of students meeting the requirement for 9th grade promotion

Goal 1: Student Academic Success with Equity and Access

Performance Objectives	Strategies
3. Provide access to academic and career pathways with equitable support for pathway completion	<ul style="list-style-type: none">● Implement professional development to ensure awareness of pathway sequences, course standards, and assessment blueprints● Monitor student progress in pathway courses and provide support to those at risk of being successful● Increase early exposure to pathway opportunities and make sure students understand the sequence of pathways and required assessments● Increase student guidance on pathway offerings, industry credentials, and work-based learning opportunities
4. Increase the percentage of students demonstrating moderate and high annual growth as measured by CCRPI Progress	<ul style="list-style-type: none">● Support teachers with instructional coaches and district content staff who can model best practices, provide feedback, and co-plan lessons to enhance the quality of instruction● Analyze assessment data at the district, school, grade, and individual student levels to identify trends, patterns, and areas for improvement. Provide teachers with training and tools for data analysis and interpretation to inform instructional planning and student support strategies● Provide instruction, tutoring, and academic support before, during, and after the school day

Goal 2 : School, Family, and Community Engagement

Performance Objectives	Strategies
<p>1. Increase the effectiveness of community and stakeholder engagement experiences</p>	<ul style="list-style-type: none"> ● Establish regular communication channels that are clear, accessible, and tailored to meet the needs and preferences of stakeholders ● Forge community partnerships to access resources and support for district initiatives ● Host engagements and activities to facilitate community and stakeholder connections ● Establish feedback mechanisms and evaluation processes to evaluate the effectiveness of engagement efforts
<p>2. Create opportunities for stakeholder collaboration</p>	<ul style="list-style-type: none"> ● Establish advisory councils, focus groups, and so forth to foster collaboration on district-wide initiatives and challenges ● Assist schools in securing partnerships with community organizations focused on providing impactful programs and services customized to meet the diverse needs of students ● Utilize online engagement platforms to facilitate communication and collaboration among stakeholders regardless of location and schedule ● Identify partnerships specifically for the DeKalb Foundation
<p>3. Streamline district communication for better internal and external effectiveness</p>	<ul style="list-style-type: none"> ● Identify and communicate Districtwide forms of communication (tools) ● Develop Standard Operating Procedures (SOP's) for communication ● Create a survey to measure the effectiveness of communication efforts ● Conduct a communications audit regularly and use findings to identify areas of communication deficiency within the district

Goal 2 : School, Family, and Community Engagement

Performance Objectives	Strategies
4. Establish streamlined communication channels that accommodate multiple languages to ensure inclusive and effective engagement with multilingual families	<ul style="list-style-type: none">● Invite Interpreters to virtual and in-person events as a standard● Translate documents, emails, etc. in various languages● Research platforms to assist in multilingual translations, as new and improved platforms become available● Create a survey to evaluate effective engagement with multilingual families

Goal 3 : Enhanced and Engaged Staff

Performance Objectives	Strategies
1. Recruit a highly impactful and diverse workforce	<ul style="list-style-type: none">● Increase investments in marketing, (social media presence, AI), recruitment, selection, and hiring for all employees● Increase traditional and non-traditional university partnerships and programs to foster a comprehensive community-based recruitment strategy● Increase the pool of qualified candidates to fill vacancies across the district at all schools and positions.● Partner with organizations to advertise job openings on a variety of platforms to create recruitment events targeting diverse mental health professionals● Improve student-teacher placement process to accelerate and simplify the application and hiring process● Provide a competitive compensation structure and employee incentive program● Increase the diversity, stability, and quality of the teaching workforce through the IGNITE Residency Program

Goal 3 : Enhanced and Engaged Staff

Performance Objectives	Strategies
<p>2. Develop high performing staff</p>	<ul style="list-style-type: none"> ● Provide competency-based, rigorous, and relevant professional development for all positions (develop a Tier system) ● Provide differentiated orientation, induction, and mentoring support to new SPED teachers and paraprofessionals ● Implement high-quality, differentiated, and ongoing data-driven professional development and coaching for all employees ● Develop diverse learning opportunities for all employees (workshops, seminars, mentoring) ● Provide targeted and personalized professional development for instructional staff ● Provide job-embedded professional development to expand opportunities for non-teaching staff ● Create and provide flexible, self-paced opportunities to accommodate diverse schedules and preferences (online courses, peer learning groups, modules, evening, and weekend workshops) ● Develop an enhanced evaluation process for professional learning to gauge participant satisfaction and effectiveness of implementation ● Provide mandatory training for all leaders and instructional specialists focused on coherence, accountability, equity-centered capacity building and relational trust ● Implement a system to recognize and reward employees who are actively engaged in professional development activities and demonstrate growth and improvement in their role ● Provide targeted and personalized professional development opportunities for Assistant Principals, Principals and District Leaders ● Ensure 100% of leaders receive engagement and performance management training when hired into supervisory positions

Goal 3 : Enhanced and Engaged Staff

Performance Objectives	Strategies
<p>3. Retain highly effective staff</p>	<ul style="list-style-type: none"> ● Establish intentional and focused strategies to increase the retention of effective teachers, non-instructional staff, and administrators ● Develop programs to elevate, celebrate, and recognize employee accomplishments and contributions ● Develop and cultivate a responsive program to promote staff health and wellness through affirming practices for all employees ● Increase supplemental, confidential mental health and counseling services to all employees ● Enhance retention initiatives and provide a competitive compensation structure to retain employees ● Annually survey staff on their perceptions of the climate and culture within their school and job satisfaction level with district departments, schools, programs' support, and responsiveness to various concerns ● Utilize exit survey data to inform and create retention strategies which leverage employee feedback to improve and increase systems that affect job satisfaction ● Monitor turnover trends and identify factors (i.e. exit interviews/ surveys/resignations) contributing to turnover ● Ensure leader/managers have access to workforce data and create engagement activities to involve staff
<p>4. Create sustainable pipelines, growth opportunities, and succession plans for all employees</p>	<ul style="list-style-type: none"> ● Create new and promotional pathways for staff to become proficient or certified in specialized classifications and areas of need ● Increase the number of residency programs to strengthen the teacher pipeline and address workforce shortages ● Create career pathways for students to transition to District careers, including high-demand areas such as paraprofessionals, teaching and nursing ● Increase the number of endorsement programs to support diverse employee needs ● Grow and develop current and future high-quality employees to plan their professional learning based on their desired career pathway

Goal 4 : Culture and Climate

Performance Objectives	Strategies
<p>1. Ensure a safe, orderly, positive school environment and learning culture by reducing major disciplinary incidents and bullying</p>	<ul style="list-style-type: none"> ● Implement professional learning sessions for schools to develop consistent discipline practices ● Provide school level training on de-escalation training using Crisis Prevention Intervention (CPI) and Mindset Training ● Provide training for school level staff to implement restorative practices district-wide ● Provide Tier 1 PBIS implementation training for new school cohorts
<p>2. Ensure all schools have restorative practice structures in place and increase the number of PBIS schools annually</p>	<ul style="list-style-type: none"> ● Train the Trainer for district personnel on restorative practice ● Train school-level personnel on implementing restorative practices ● Provide PBIS overview interest sessions for school leadership ● Provide Tier 1 PBIS implementation training for new school cohorts
<p>3. Improve the chronically absent attendance rate of scholars</p>	<ul style="list-style-type: none"> ● Develop school-wide and district-wide attendance celebration plans ● Create community attendance awareness campaigns to improve attendance rates ● Provide tangible attendance incentives ● Use data to develop attendance action plans to improve attendance for all subgroups

Goal 4 : Culture and Climate

Performance Objectives	Strategies
4. Ensure all schools have at least 3-5 staff members trained in de-escalation / Crisis Prevention Intervention (CPI)	<ul style="list-style-type: none">● Develop a Train the Trainer implementation to train key district level staff in CPI● Individual schools will identify 3-5 staff members to be trained on CPI● A district training calendar will be created to designate specific training dates● CPI trained district staff will be assigned to train various areas/schools across the district

Goal 5 : Mental Health and Wellness

Performance Objectives	Strategies
<p>1. Create safe and supportive spaces for open conversations that promote mental health and wellness</p>	<ul style="list-style-type: none"> ● Implement a standardized needs assessment for staff and students ● Provide SEL training to create safe, inclusive, and supportive spaces for students ● Support students' mental health and wellness by implementing the SEL curriculum ● Enhance the mental health awareness of staff by offering training opportunities
<p>2. Promote awareness of mental health stressors to create a well-managed, supportive, and equitable learning environment</p>	<ul style="list-style-type: none"> ● Establish an email/social media campaign to increase awareness of mental health stressors ● Facilitate an annual mental health awareness month initiative ● Share educational resources with schools to raise awareness among students and adults about stress management strategies ● Promote work-life balance, flexible schedules, and stress management programs for staff
<p>3. Increase access to mental health support for staff and students</p>	<ul style="list-style-type: none"> ● Establish a dedicated mental health department to create a system of mental health support ● Provide schools with access to school-based mental health support ● Utilize external partners to provide school based mental health support ● Encourage and promote regular exercise and healthy eating options to relieve stress, improve mood, and maintain good physical health

Goal 5 : Mental Health and Wellness

Performance Objectives	Strategies
4. Improve DCSD employees' familiarity and understanding of EAP services and accessibility by promoting health and wellness assistance	<ul style="list-style-type: none">● Improve staff awareness of the mental health and wellness services available by implementing visible signage in schools and central offices● Foster partnerships with external health and wellness agencies to provide opportunities for staff to expand their knowledge on wellness● Create a required mental health and wellness support module for staff● Create a module on workload management, prioritization and time management for staff

Goal 6 : Resource and Organizational Excellence

Performance Objectives	Strategies
<p>1. Facilities: Provide safe and equitable spaces, where instructional excellence can occur for each student</p>	<ul style="list-style-type: none"> • A minimum of twice a month coordination between the division's procurement and the program manager to reconcile timelines, budgets, and rate of expenditures to ensure efficient use and reporting of SPLOST • Capital Projects will come in on time and within budget as evidenced by adherence to project plans and financial review • Monthly assessment and education of school-based custodial staff with cleaning techniques and equipment
<p>2. Student Assignment Project: Develop a Student Assignment Plan (SAP) that connects the district and community goals</p>	<ul style="list-style-type: none"> • By fall 2024, create a 5-year SAP that aligns the values of the community and district to assign students to schools and programs, review boundary lines, and determine school opening or closing
<p>3. Operations: Deliver reliable transportation and nutritional support throughout the district</p>	<ul style="list-style-type: none"> • Increase school bus transportation efficiency and service • Improve School Nutrition Services productivity, cost efficiency, and service levels

Goal 6 : Resource and Organizational Excellence

Performance Objectives	Strategies
<p>4. Technology: Cultivate a secure and accessible digital learning and work environment supported by innovative technology for all stakeholders</p>	<ul style="list-style-type: none"> ● Device Management: Adhere to refresh district cycle by replacing 100% of devices for all students and identified staff ● Infrastructure: Improve the resolution time of infrastructure-related incidents by 30% ● Security Posture: Implement a system by 2025 to monitor adherence to cybersecurity policies for 100% of district users, including password complexity, data handling procedures, and reporting suspicious activity
<p>5. Finance: Ensure efficient and effective financial management of district Resources</p>	<ul style="list-style-type: none"> ● Maintain a clean DCSD audit report annually ● Quarterly, review policy, systems, controls, and procedures to obtain a “Low Risk” designation ● Maintain a general fund fund balance of at least 15% throughout the year ● Improve relationships with vendors by reducing vendor payment processing time ● Planning, monitoring ● Allocate human and fiscal resources to increase student achievement/growth

Proposed Goal Areas, Performance Objectives, & Strategies

- What do you like about the proposed goal areas, performance objectives, and strategies?
- What are considerations for improvement?
- What ideas do you have for how the district should measure progress on the goals? (Key Performance Indicators)

Next Steps

Steering Committee Meeting #6

- May 16, 2024
- Focus
 - Final Content Review



Q & A

