

# Disrupting

for Excellence



## Strategic Plan

Board Work Session

May 29, 2024

# Today's Focus

- Review Proposed Core Beliefs, Vision, and Mission
- Review Proposed Portrait of a Graduate
- Review Proposed Goal Areas and Performance Objectives
- Next Steps

# District Project Plan

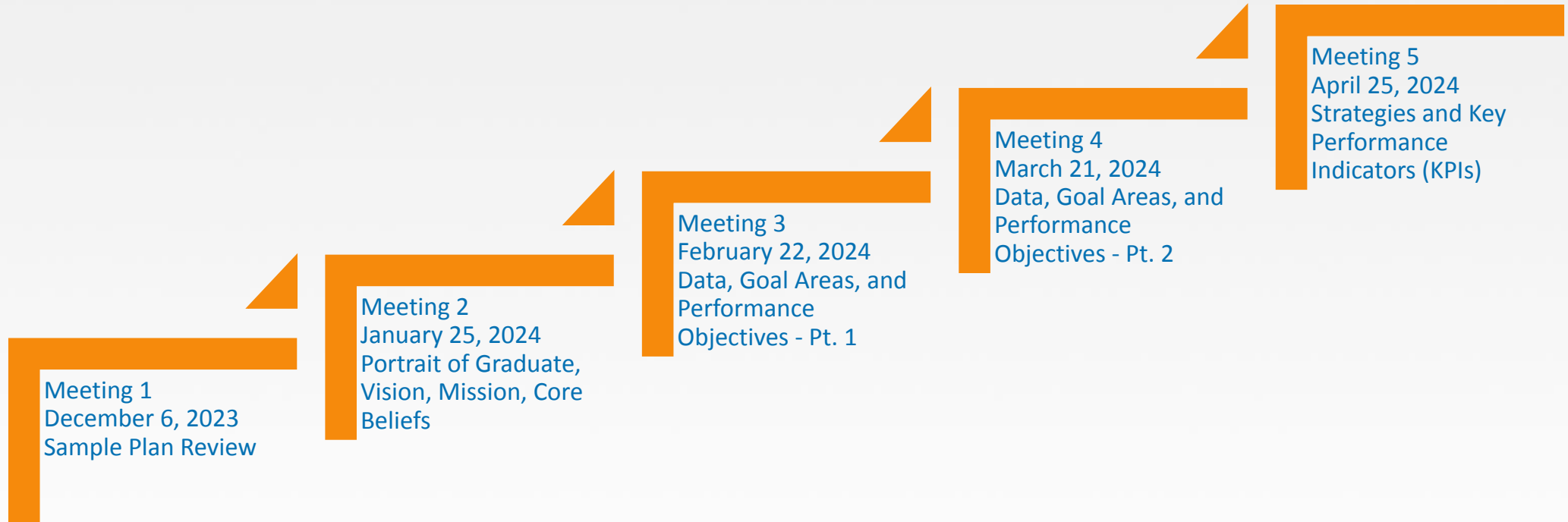
OCT	NOV/DEC	JAN	FEB	MAR	APR	MAY	JUN
Project Planning							
	Steering Committee Meetings						
		Data Analysis					
		Stakeholder Surveys					
			District Leadership Drafts Sections for Feedback				
				Focus Groups			
				Data Analysis			
					Draft Shared		
	Board Work Session		Board Work Session		Board Work Session		Final Plan to the Board

# Steering Committee

33 members selected based on their individual knowledge and skills, as well as their affiliations to particular stakeholder groups

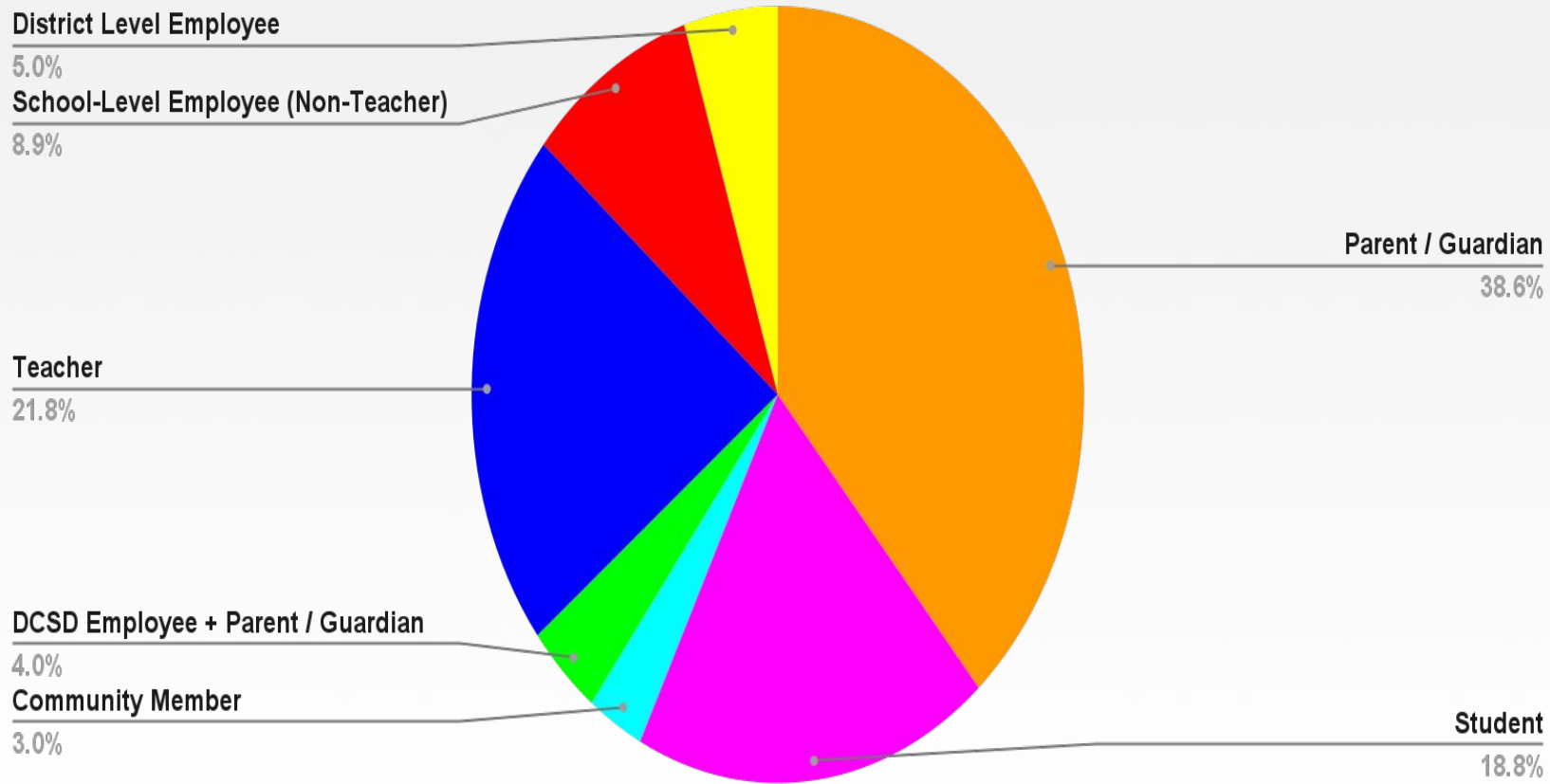
- district and school staff and leadership;
- students;
- parents;
- community members and leaders; and
- other key partners

# Steering Committee's Meetings



# Survey Responses

## Survey Responses



Group	Number of Respondents
Parent/Guardian	4024
Student	1975
Community Member	333
DCSD Employee + Parent	403
Teacher	2262
School-Based Employee (Non-Teacher)	916
District Level Employee	508
<b>Total</b>	<b>10,421</b>

# Focus Groups by the Numbers

**70**

## Total Focus Group Meetings

42 in person  
28 virtual

**54**

## Staff Groups

28 in person  
26 Virtual

**1200+**

## Participants

Admin, Instructional Staff, Central Office Staff, Satellite Staff, Support Staff, HS Students, Parents, Community/Business, Transportation, Nutritional Services

**11**

## Parent/Community Groups

7 in person  
4 virtual

**14**

## In-Person Sites

10 groups/day over 4 days; 2 groups on day 5  
Chamblee, Cross Keys, Dunwoody, Briar Vista, Columbia, Tucker, McNair, Oak Grove, Southwest DeKalb, Stone Mountain, Fairington, Clarkston, Rowland, Central Office

**7**

## HS Student Groups

7 in person

# Core Beliefs



# Proposed Core Belief Statements

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

# Vision

# Proposed Vision Statement

To prepare students for success as lifelong learners and responsible global citizens through enrollment, employment, entrepreneurship, or enlistment

# Mission

# Proposed Mission Statement

To promote the academic, social, and emotional growth of each student by fostering a safe, supportive, and engaging learning environment

# Feedback

## 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

## Proposed Vision:

To prepare students for success as lifelong learners and responsible global citizens through enrollment, employment, entrepreneurship, or enlistment

## Proposed Mission:

To promote the academic, social, and emotional growth of each student by fostering a safe, supportive, and engaging learning environment

# Portrait of a Graduate

# Proposed Portrait of a Graduate

- Effective Communicator
- Effective Collaborator
- Creative & Emerging Learner
- Globally Competitive Citizen
- Prepared & Resilient Learner



# Proposed Portrait of a Graduate

## Effective Communicator

- I can articulate and share ideas clearly with respect
- I can utilize different platforms to express ideas and thoughts
- I can use technology effectively and responsibly
- I can actively listen with an open mind and respect other ideas

## Effective Collaborator

- I can work with a diverse group to accomplish a common goal
- I can give and receive meaningful feedback I can own personal responsibility for team outcomes
- I can value and appreciate varying opinions and viewpoints of others to arrive at the better option

# Proposed Portrait of a Graduate

## Creative & Emerging Learner

- I can demonstrate curiosity, originality, inventiveness, and innovative problem-solving to create new things
- I can dive deeply into an issue and consider multiple perspectives when addressing problems and developing new processes
- I can take the appropriate risks and make adjustments based on success and failure I can evaluate information, challenge the thinking of peers and me
- I can generate questions and elaborate on ideas to identify new solutions

## Globally Competitive Citizen

- I can explore community and global issues from the perspectives of those most impacted and develop plausible solutions I can employ a neutral and democratic process to arrive at decisions
- I can exercise compassion and empathy towards others
- I can respect different cultures, perspectives, and beliefs

# Proposed Portrait of a Graduate

## Prepared & Resilient Learner

- I can demonstrate knowledge of content skills and standards
- I can evaluate potential outcomes of my actions by reflecting on successes, challenges, and make the appropriate shifts to accomplish personal and academic goals I can hold myself accountable by utilizing organization and project management to achieve growth
- I can persevere through productive failures and challenges to improve
- I can demonstrate readiness to matriculate to the next grade level and plan for success beyond graduation

# Feedback

## Proposed Portrait of a Graduate:

- Effective Communicator
- Effective Collaborator
- Creative & Emerging Learner
- Globally Competitive Citizen
- Prepared & Resilient Learner

DeKalb County School District  
**Student Success Skills**

**SKILL 01**  
**Effective Communicator**

- I can articulate and share ideas clearly with respect.
- I can utilize different platforms to express ideas and thoughts.
- I can use technology effectively and responsibly.
- I can actively listen with an open mind and respect other ideas.

**SKILL 02**  
**Effective Collaborator**

- I can work with a diverse group to accomplish a common goal.
- I can give and receive meaningful feedback.
- I can own personal responsibility for team outcomes.
- I can value and appreciate varying opinions and viewpoints of others to arrive at the better option.

**SKILL 03**  
**Creative & Emerging Learner**

- I can demonstrate curiosity, originality, inventiveness, and innovative problem-solving to create new things.
- I can dive deeply into an issue and consider multiple perspectives when addressing problems and developing new processes.
- I can take the appropriate risks and make adjustments based on success and failure.
- I can evaluate information, challenge the thinking of peers and me.
- I can generate questions and elaborate on ideas to identify new solutions.

**SKILL 04**  
**Globally Competitive Citizen**

- I can explore community and global issues from the perspectives of those most impacted and develop plausible solutions.
- I can employ a neutral and democratic process to arrive at decisions.
- I can exercise compassion and empathy towards others.
- I can respect different cultures, perspectives, and beliefs.

**SKILL 05**  
**Prepared & Resilient Learner**

- I can demonstrate knowledge of content skills and standards.
- I can evaluate potential outcomes of my actions by reflecting on successes, challenges, and make the appropriate shifts to accomplish personal and academic goals.
- I can hold myself accountable by utilizing organization and project management to achieve growth.
- I can persevere through productive failures and challenges to improve.
- I can demonstrate readiness to matriculate to the next grade level and plan for success beyond graduation.

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# Goal Areas and Performance Objectives

# Proposed Goal Areas

- Student Academic Success with Equity and Access
- School, Family, and Community Engagement
- Recruit, Develop, and Retain Talent
- Culture and Climate
- Mental Health and Wellness
- Organizational Excellence

# Goal Area 1: Student Academic Success with Equity and Access

## Performance Objectives:

- 1.1 Increase proficiency rates in literacy and numeracy on district and state assessments for all students.
- 1.2 Increase the 4- and 5-year cohort graduation rates.
- 1.3 Ensure all students have equitable access to and support for academic programs and career pathways.
- 1.4 Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).
- 1.5 Enhance student proficiency in digital literacy skills using innovative technology.

# Goal Area 2: School, Family, and Community Engagement

## Performance Objectives:

- 2.1 Strengthen family, school, and community engagement
- 2.2 Create opportunities for collaboration between the district, parents, community partners, and businesses.
- 2.3 Improve internal and external communication processes with stakeholders.
- 2.4 Establish clear communication channels to effectively engage multilingual families



# Goal Area 3: Recruit, Develop, and Retain Talent

## Performance Objectives:

- 3.1 Recruit and hire a diverse and highly qualified workforce.
- 3.2 Develop high performing staff.
- 3.3 Retain highly effective staff in critical needs positions.
- 3.4 Develop employee pipelines for key staff positions.

# Goal Area 4: Culture and Climate

## Performance Objectives:

- 4.1 Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.
- 4.2 Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year.
- 4.3 Improve student attendance by creating a positive and engaging school experience.
- 4.4 Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies.

# Goal Area 5: Mental Health and Wellness

## Performance Objectives:

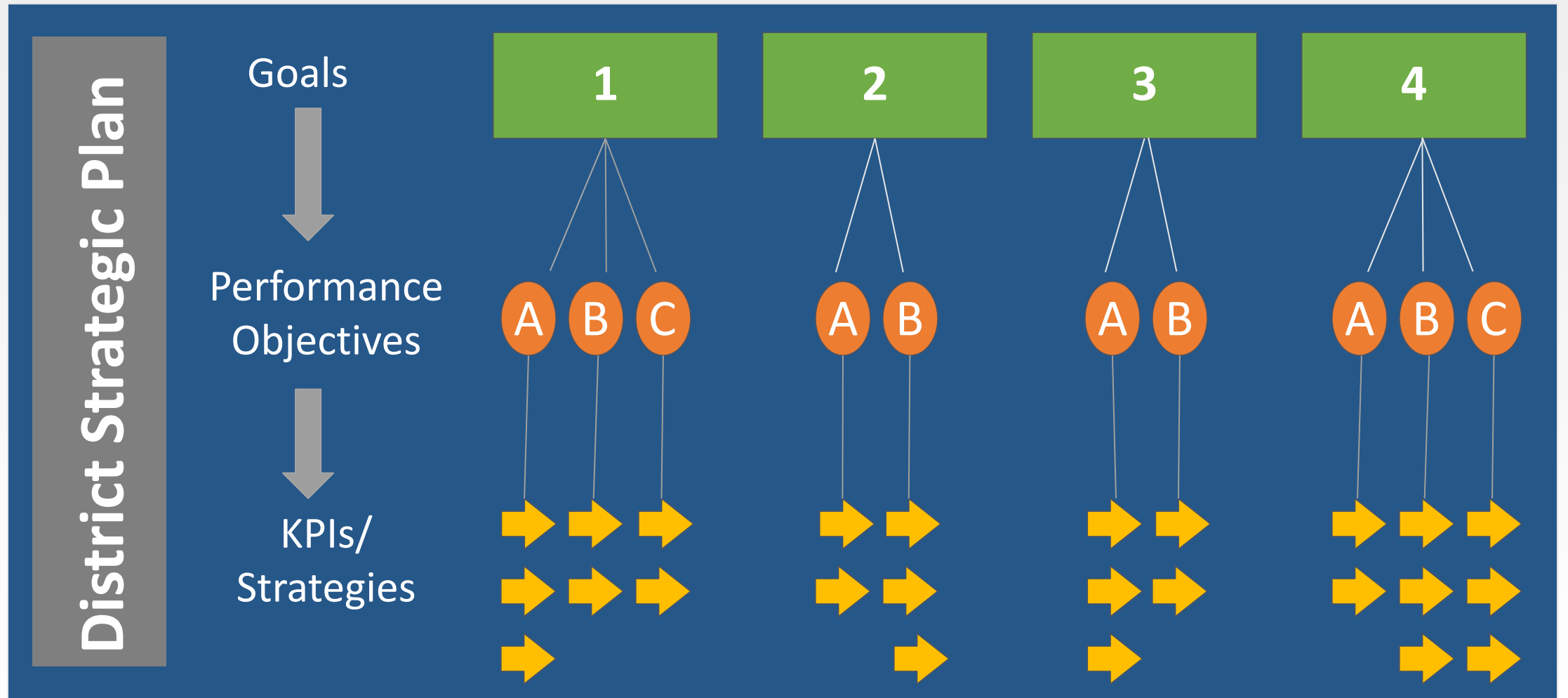
- 5.1 Create safe and supportive environments that promote positive mental health and wellness.
- 5.2 Increase awareness of factors that can impact mental health to foster well-managed learning environments.
- 5.3 Increase mental health support staff to improve classroom behavior and peer relationships
- 5.4 Expand staff participation in mental health professional learning opportunities

# Goal Area 6: Organizational Excellence

## Performance Objectives:

- 6.1 Provide clean, safe, and efficient school facilities for all students.
- 6.2 Deliver safe and efficient transportation services to all students
- 6.3 Deliver efficient school nutrition services and healthy meals to all students
- 6.4 Improve and maintain a secure, accessible, and equitable digital learning environment for all students.
- 6.5 Ensure excellent financial management of district resources.

# Goal Setting Structure



# Implementation Process

- School improvement plans and Miracles priorities will be aligned with the district strategic plan
- Each goal area will have an assigned district lead who will coordinate and communicate the strategies and progress associated with each performance objective.
- Each goal area will have an implementation team consisting of individuals from various departments.
- Progress towards the goal areas will be regularly reviewed and communicated at the district level in the monthly Miracles workshops.
- Progress towards the goal areas will be communicated to the board and community on a regular basis.

# Implementation Tool

Goal Area	Sponsor	Performance Objectives	Strategies	Milestones (Activities)		Scorecard (Impact)			Link to Scorecard
				On-Track	Off-Track	On-Track	Off-Track	N/A	
Goal Area 1: Student Academic Success with Equity and Access		Performance Objective 1.1: Increase proficiency rates in literacy and numeracy on district and state assessments for all students.	Strategy 1.1a: Implement a progress monitoring tool in grades K-3 focused on increasing early literacy skills and provide professional learning for teachers on how to use the tool.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.1b: Implement district-provided reading interventions for students performing below grade level, using supplemental instruction, small group support, and resources to accelerate student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.1c: Implement evidenced-based instructional strategies that have been shown to improve literacy and numeracy skills such as structured literacy, academic vocabulary development, and explicit reading and writing instruction across the curriculum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.1d: Teach a comprehensive math curriculum aligned to Georgia Standards of Excellence. Ensure the curriculum includes clear learning targets, success criteria, a coherent sequence of instruction, and a variety of instructional materials and resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.1e: 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 the diverse needs of students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Performance Objective 1.2: Increase the 4- and 5-year cohort graduation rates.	Strategy 1.2a: Implement and monitor consistent standard operating procedures (SOPs) across all cohorts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.2b: Offer a variety of targeted academic support programs to students, such as tutoring, mentoring, academic intervention classes, credit recovery opportunities, and after-school programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.2c: Increase the number of graduation pathway options by incorporating alternative opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.2d: Implement strategies to increase the number of students meeting the requirements for 9th-grade promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Performance Objective 1.3: Ensure all students have equitable access to and support for academic programs and career pathways.	Strategy 1.3a: Implement professional development to ensure educators are familiar with pathway sequences, course standards, and assessment blueprints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.3b: Monitor student progress in pathway courses and provide targeted support for those at risk of not completing pathways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.3c: Ensure early exposure to pathway opportunities for students. Make certain they understand the sequence of courses within each pathway and the required assessments for completion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.3d: Offer comprehensive student guidance on pathway offerings, industry credentials, and work-based learning opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Performance Objective 1.4: Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).	Strategy 1.4a: Conduct districtwide formative assessments to monitor students' academic progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.4b: Analyze assessment data to identify trends, patterns, and areas where instruction can be improved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Strategy 1.4c: Provide teachers with training and tools for data analysis and interpretation to inform instructional planning and student support strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Strategy 1.4d: Provide tutoring and academic support for students before, during, and after the school day.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

# Next Steps

- Strategic plan will be brought to the board for approval on June 10th along with the Strategic Plan Report, Draft Vision, Mission, Core Beliefs, and Draft Strategy Map.
- District staff will work with the graphic designer to finalize the print and web-based versions of the strategic plan.
- District staff will work with Insight to develop the Communications strategy and campaign for rolling out the plan



# Q & A

