

# Disrupting

for Excellence



## Strategic Plan

Work Session - Performance  
Objectives, Strategies, & KPIs  
April 16, 2024

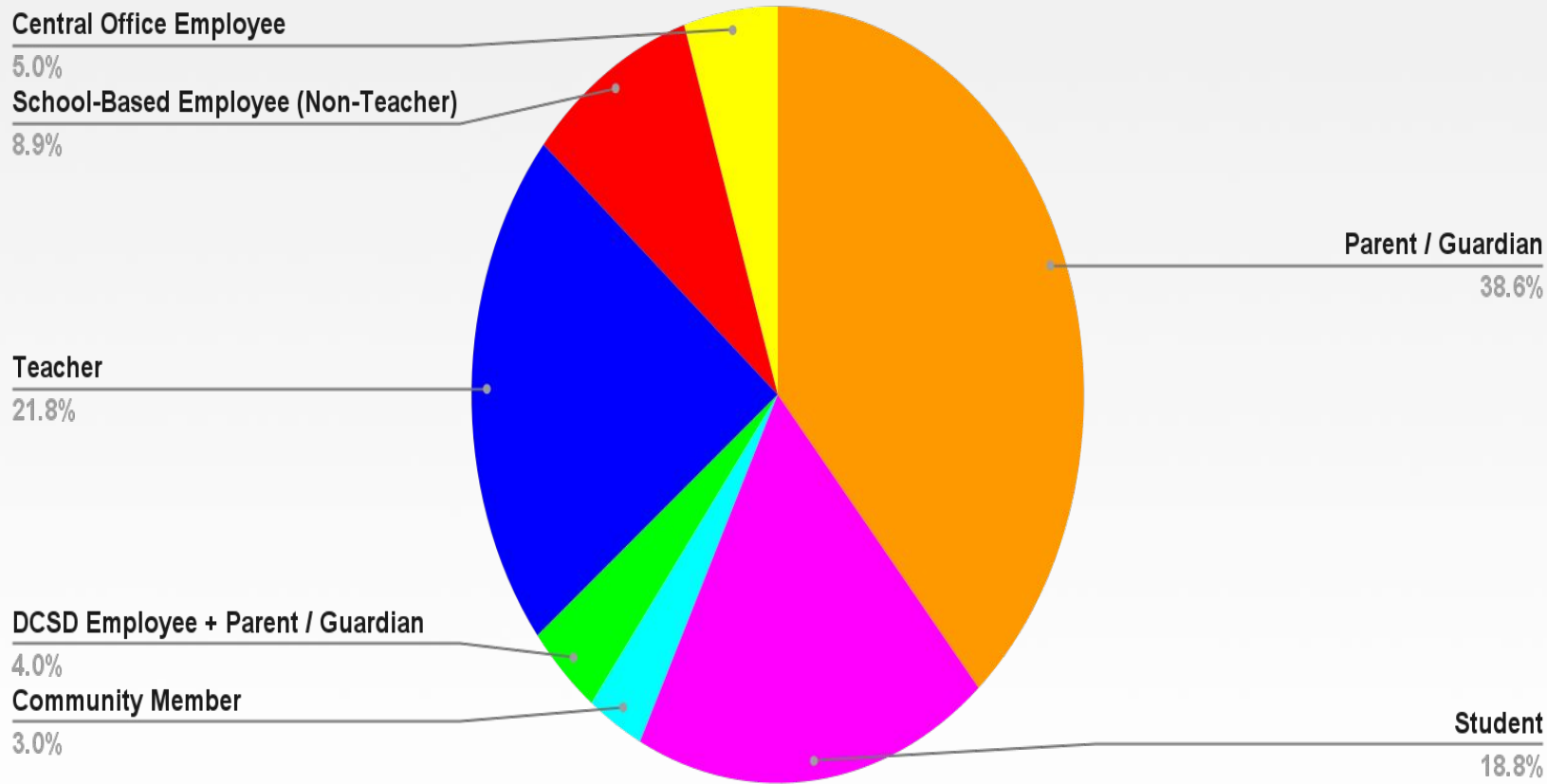
# Today's Agenda

- 11:00-11:20 Welcome and Introductions
- Strategic Planning Survey Results
- District Goal Areas / Performance Objectives
- 11:20-12:05 Work Time - Performance Objectives
- 12:05-12:20 Share Out
- 12:20-12:50 Work Time - Strategies & KPIs
- 12:50-1:00 Next Steps

# Strategic Planning Survey Results

# Survey Responses

## Survey Responses



Group	Number of Respondents
Parent/Guardian	4006
Student	1963
Community Member	296
DCSD Employee + Parent	402
Teacher	2257
School-Based Employee (Non-Teacher)	910
District Level Employee	506
Total	10,340

# Top 10 Priorities by Group- Employees

Priority	Count	Percentage
Mental health/social emotional wellness	563	69%
Employee recruitment and retention	513	63%
School safety	416	51%
Age and maintenance of school district facilities	383	47%
Educational equity for all students	359	44%
Accelerating student learning (due to COVID-19)	299	37%
Professional and career development and training for teachers and staff	280	34%
High school readiness, graduation, and post-graduate success	269	33%
Early Childhood Education	194	24%
3rd Grade Reading	160	20%

## Top 5

1. Mental health / social emotional wellness
2. Employee recruitment and retention
3. School Safety
4. Age and Maintenance of school district facilities
5. Educational equity for all students

# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## Teacher Top 10 Trends

**Focus on student achievement:** Prioritize improvements in reading, writing, and math across all grade levels. This likely includes setting clear expectations for students and teachers, providing effective interventions for struggling learners, and offering a strong academic program.

**Teacher support and professional development:** Highlights the need for well-trained teachers and ongoing professional development. This could include providing teachers with resources, implementing programs like Orton-Gillingham, and offering training opportunities.

**Reduced class sizes:** Suggests a desire for smaller class sizes, with a focus on hiring more staff. This would allow for more individual attention and student support.

**Parental involvement and communication:** There is a call for improved communication with parents and stakeholders. This could include holding parent meetings and workshops, and fostering collaboration between the community, staff, administrators, and students.

**Equity and ensuring all students are successful:** The responses emphasize providing resources for all students, including English language learners and those needing special education services. This suggests a focus on equity and ensuring all students have the resources they need to succeed.

**Positive school climate and social-emotional learning:** There is a mention of providing social-emotional learning programs and recess for middle school students. This suggests a growing recognition of the importance of student well-being and social-emotional learning.

**Standardized testing:** There was a strong emphasis on achievement in reading, writing, and math. Teachers also indicate the need to focus on reducing standardized testing and focusing on student achievement.

**Investment in resources:** The responses highlight the need for new resources, including reading programs and differentiated instruction materials. This suggests a focus on providing teachers with the tools they need to be effective.

**Focus on a well-rounded education:** There is a mention of providing recess for middle school students and potentially arts programs. This suggests a focus on providing a well-rounded education for students.

**Data-driven decision making:** Respondents mention the importance of professional development in data analysis. This suggests a movement towards data-driven decision making to inform instructional practices and resource allocation.

# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## District and School Employee Top 10 Trends

**Focus on student achievement:** Prioritize graduating students and focus on achievement in core subjects like reading and math. This likely includes setting clear expectations for students and teachers, providing effective interventions for struggling learners, and offering a strong academic program.

**Support for all students:** Emphasize providing support for all students, including free tutoring services and teacher's assistants in elementary classrooms. This suggests a focus on equity and ensuring all students have the resources they need to succeed.

**Teacher quality and training:** Highlight the importance of hiring highly qualified teachers, providing professional development, and valuing all staff. This suggests a focus on improving teacher quality and creating a positive work environment.

**Smaller class sizes:** There is a desire for smaller class sizes, with a teacher to student ratio of 15:1. This would allow for more individual attention and student support.

**Technology integration:** There is a call for exploring new technologies and coding education. This suggests a recognition of the importance of technology in education and a desire to prepare students for the future.

**Parental involvement:** Responses mention providing more resources for parents. This could be part of a larger effort to increase parental involvement and communication between parents and the school district.

**Mental health support:** Responses mention the need for mental health support services. This suggests a growing recognition of the importance of social-emotional learning and student well-being.

**Standardized testing:** There is an emphasis on improving achievement in reading, writing, and math which indicates a focus on reducing standardized testing and concentrating on student achievement.

**Summer programs:** Responses highlight the need for mandatory summer remediation and enrichment programs. This suggests a concern about learning loss during the summer months.

**Curriculum resources:** There is a mention of investing in district-wide digital programs. This suggests a focus on providing teachers with high-quality curriculum materials and resources.

# Top 10 Priorities by Group- Parents/Guardians

Priority	Count	Percentage
Mental health/social emotional wellness	2,122	58%
School safety	1,900	52%
High school readiness, graduation, and post-graduate success	1,740	47%
Age and maintenance of school district facilities	1,637	44%
Educational equity for all students	1,519	41%
Expanding school choice, career programs, and access to advanced coursework (honors-level, International Baccalaureate, Advanced Placement)	1,460	40%
Employee recruitment and retention	1,438	39%
Accelerating student learning (due to COVID-19)	1,383	38%
Professional and career development and training for teachers and staff	1,176	32%
Investments in technology and associated training	1,085	29%

## Top 5

1. Mental health / social emotional wellness
2. School Safety
3. High School readiness, graduation, and post-graduate success
4. Age and Maintenance of school district facilities
5. Educational equity for all students



# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## Parent/Guardian Top 10 Trends

**Focus on equitable and healthy learning environments:** Respondents emphasize ensuring all schools are equitable and healthy learning environments. This likely includes improvements to ventilation and addressing concerns about aging facilities.

**Redistricting for fairness and access:** The responses mention redistricting in a way that is fair and gives all students access to community resources. This suggests a concern about equity and ensuring all students have access to quality schools.

**More remote learning options:** There is a call for more remote learning options. This could be a way to address overcrowding, a way to provide additional options for students who need a different type of school setting, or a way to enable access to courses that a school is not currently able to offer.

**Improved discipline and classroom management:** The responses mention cracking down on discipline and classroom disruptions. This suggests a focus on creating a positive learning environment for all students.

**Teacher pay and support:** There is a concern for teacher well-being. This includes paying teachers and therapists more and providing them with the resources they need to be successful.

**Focus on core curriculum:** There is a call for focusing on comprehensive learning, reading, math, and critical thinking skills. This suggests a move away from a focus on social issues.

**Smaller class sizes:** There is mention of ending overcrowding and filling schools with children from the neighborhoods the schools were built for. While not explicitly calling for smaller class sizes, this suggests a recognition of the benefits of smaller class sizes.

**Improved facilities maintenance:** There is a mention of properly functioning HVAC and roofing. This highlights a focus on improving the condition of existing school buildings.

**New school construction:** The respondents mention building more schools. This is likely a response to overcrowding in existing schools.

**Support for counselors and resources for parents:** There is mention of supporting counselors and providing resources for parents. This suggests a recognition of the importance of social-emotional learning and parent involvement.

# Top 10 Priorities by Group- Employees who are also Parents/Guardians

Priority	Count	Percentage
Mental health/social emotional wellness	228	64%
Employee recruitment and retention	222	62%
Educational equity for all students	165	46%
School safety	161	45%
Age and maintenance of school district facilities	152	42%
High school readiness, graduation, and post-graduate success	146	41%
Professional and career development and training for teachers and staff	120	33%
Expanding school choice, career programs, and access to advanced coursework (honors-level, International Baccalaureate, Advanced Placement)	104	29%
Accelerating student learning (due to COVID-19)	102	28%
Early Childhood Education	88	25%

## Top 5

1. Mental health / social emotional wellness
2. Employee recruitment and retention
3. Educational equity for all students
4. School Safety
5. Age and Maintenance of school district facilities
6. High School readiness, graduation, and post-graduate success

# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## Employees Who Are Parents/Guardians Top 10 Trends

**Focus on student achievement:** The responses highlight a strong focus on improving student achievement and academic excellence. This likely includes setting clear expectations for students and teachers, providing effective interventions for struggling learners, and offering a strong academic program.

**Smaller Class Sizes:** There is a clear emphasis on reducing class sizes. This could be to allow for more individual attention and student support.

**Teacher Support:** Responses show a concern for teachers. This includes ensuring they have the skills they need to be effective educators, addressing their needs and concerns, and providing them with professional development opportunities.

**Parental Involvement:** There is a call for increased parental involvement and better communication between parents and the school district. This could include holding parent meetings and workshops, and fostering collaboration between the community, staff, administrators, and students.

**Improved Communication:** Improved communication is a recurring theme. This encompasses transparent communication between all levels of the school district, including teachers, staff, parents, and the community.

**Positive school climate:** There is a focus on creating a safe and supportive learning environment. This likely includes promoting mental health awareness and social-emotional learning.

**Data-driven decisions:** The responses suggest a movement towards data-driven decision making to inform instructional practices, resource allocation, and school improvement efforts.

**Standardized testing:** There is too much of an emphasis on standardized testing and there needs to be more of a focus on student achievement in reading and math.

**Focus on reading and math:** There is a specific mention of reinforcing math and reading skills.

**Equity:** There were some responses about ensuring equity across all schools in the district. This likely includes allocating resources fairly and providing support for diverse learners.

# Top 10 Priorities by Group- Students

Priority	Count	Percentage
School safety	505	63%
Mental health/social emotional wellness	493	61%
Expanding school choice, career programs, and access to advanced coursework (honors-level, International Baccalaureate, Advanced Placement)	479	60%
High school readiness, graduation, and post-graduate success	451	56%
Educational equity for all students	327	41%
Accelerating student learning (due to COVID-19)	252	31%
Age and maintenance of school district facilities	246	31%
Investments in technology and associated training	232	29%
Professional and career development and training for teachers and staff	193	24%
Early Childhood Education	174	22%

## Top 5

1. School Safety
2. Mental health / social emotional wellness
3. Expanding school choice, career programs, and access to advanced coursework
4. High School readiness, graduation, and post-graduate success
5. Educational equity for all students

# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## Student Top 10 Trends

**Mental Health and Well-Being:** Students mention providing more mental health services and mental health awareness programs. It would also help to reduce workload and incorporate breaks throughout the day.

**Real-World Skills and College/Career Prep:** Responses call for courses in practical skills and career and technical education (ex. welding, mechanics, etc.). There is also a need for courses on post-graduate life skills.

**Improved Learning Environment:** There are multiple requests for smaller class sizes and more engaging and relevant curriculum. Students would like interactive activities and better quality textbooks with applicable information.

**Teacher Quality and Support:** Responses suggest hiring and retaining qualified and passionate teachers. There is a call for more training and support for teachers but also better pay and benefits for teachers.

**Student Agency and Voice:** Students mention DeKalb County should have more student choice in coursework. Students would like more opportunities for feedback and input so that coursework can reflect needs and interests.

**Technology in the classroom:** Educational technology plays an increasingly important role, encompassing online learning platforms, adaptive learning tools, educational games, and virtual reality applications.

**Equity and Access:** Respondents mentioned that smaller class sizes allow for more individualized attention. Support for students with learning disabilities and free/reduced lunch will give all students more access to school resources.

**Safe and Secure Environment:** Respondents mentioned school security should be improved and there needs to be an increase in addressing bullying and behavioral issues.

**Facilities and Maintenance:** There is mention of improving building conditions (repairs and cleanliness) and allowing more access to basic amenities such as bathrooms and water fountains.

**Schedule and Flexibility:** There is a mention of shorter school days and more breaks throughout the day. Students would also like more flexible learning options such as online learning.

# Top 10 Priorities by Group- Community Members

Priority	Count	Percentage
Mental health/social emotional wellness	162	63%
Educational equity for all students	133	52%
Age and maintenance of school district facilities	103	40%
Expanding school choice, career programs, and access to advanced coursework (honors-level, International Baccalaureate, Advanced Placement)	103	40%
High school readiness, graduation, and post-graduate success	97	38%
Employee recruitment and retention	89	35%
School safety	86	33%
Investments in technology and associated training	83	32%
Professional and career development and training for teachers and staff	71	28%
Accelerating student learning (due to COVID-19)	66	26%

## Top 5

1. Mental health / social emotional wellness
2. Educational equity for all students
3. Age and Maintenance of school district facilities
4. Expanding school choice, career programs, and access to advanced coursework
5. High School readiness, graduation, and post-graduate success

# What should DeKalb County School District start doing in order to provide a high-quality education to all students? (Open response)

## Community Member Top 10 Trends

**Focus on student achievement and academic excellence:** This includes setting clear expectations for students and teachers, providing effective interventions for struggling learners, offering a strong academic program, and holding students accountable for their performance.

**Improved communication and collaboration:** This involves establishing transparent communication between district leaders, teachers, staff, parents, and the community, fostering open communication, and valuing the perspectives of all stakeholders.

**Staff well-being and professional development:** This trend highlights the importance of addressing staff concerns, providing competitive compensation and benefits, creating a positive work environment, and investing in professional development opportunities for teachers and staff.

**Equity and inclusion:** This encompasses allocating resources fairly, providing support for diverse learners, promoting a respectful and inclusive work environment for staff, and ensuring equitable access to services for students with special needs.

**Family and community engagement:** This trend features promoting parental involvement, holding parent meetings and workshops, and fostering collaboration between the community, staff, administrators, and students.

**Positive school climate and social-emotional learning:** This involves creating a safe and supportive learning environment, promoting mental health awareness, integrating social-emotional learning into the curriculum, and providing resources for students struggling with mental health challenges.

**Data-driven decision making:** This trend highlights the importance of analyzing data to inform instructional practices, resource allocation, and school improvement efforts.

**Smaller class sizes:** This data suggests a focus on reducing class sizes, possibly to allow for more individual attention and student support.

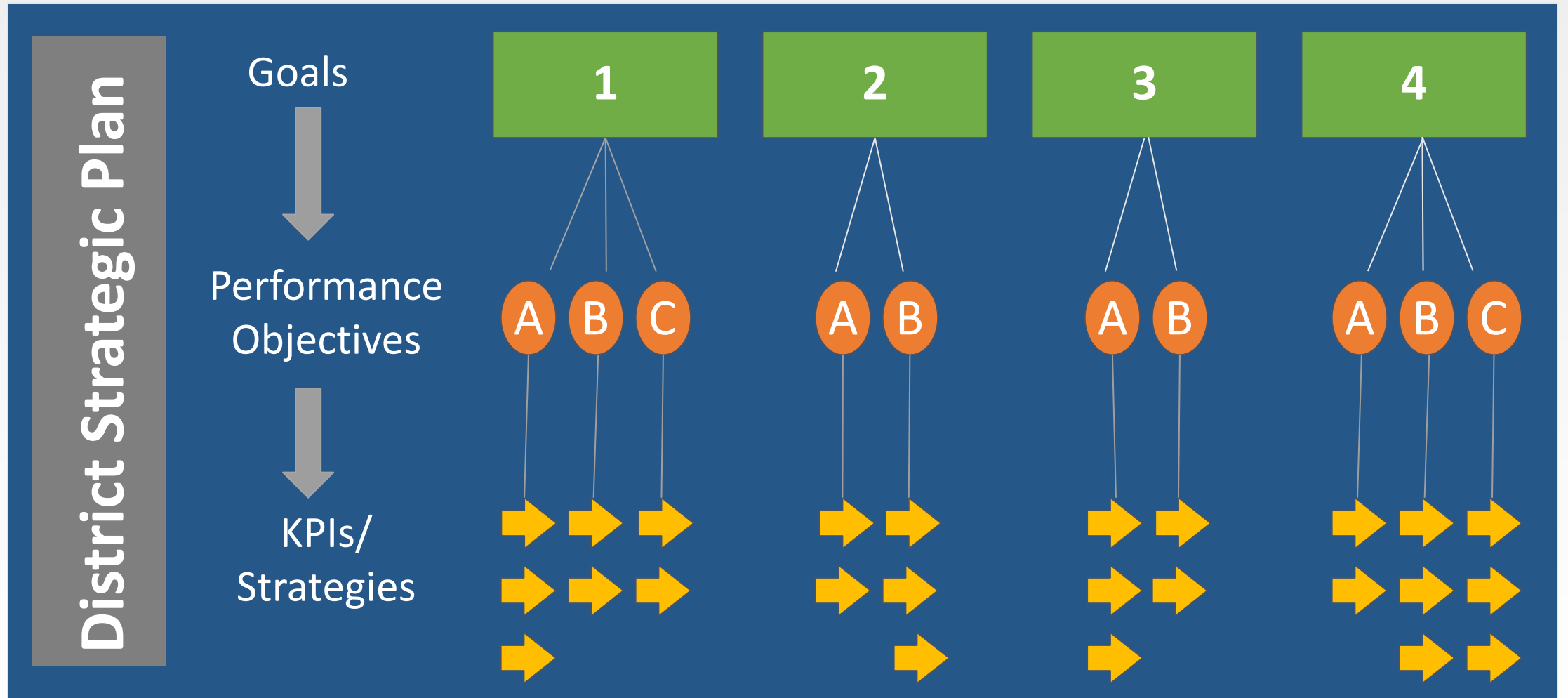
**Enrichment programs for high-achieving students:** This includes offering programs like AP, IB, or honors courses to challenge and motivate advanced learners.

**Arts and a well-rounded education:** This data suggests a focus on providing arts programs, alongside academics, to offer a well-rounded education for students.

# Preliminary Goal Area Identification









# Goal Setting Structure



# Goal Areas

- Broad focus areas for the district
  - Typically there are 3-5 goal areas
- Aligned to state requirements and district vision
- Capture the district's core functions. Examples:
  - Academics (Ensure Excellent Schools)
  - Human Resources (Recruitment / Retention)
  - Social Emotional Learning (Educate the Whole Child)
  - Operations & Finance (Continuously Improve Efficiency)
  - Families & Communities (Engage Families & Community)
- Include a short description of each goal area and its importance

# DeKalb County School District Current Strategy Map

GOAL AREAS		PERFORMANCE OBJECTIVES			
01 	<b>Student Success with Equity and Access</b>	Improve student mastery of learning standards	Provide academically rigorous courses and/or pathways	Increase graduation rate	
02 	<b>Stakeholder Engagement and Communication</b>	Increase the effectiveness of stakeholder engagement experiences	Improve opportunities for innovative stakeholder collaboration	Improve and ensure effective district internal and external communication	
03 	<b>Staff Effectiveness</b>	Recruit highly qualified staff	Develop high performing staff	Retain highly effective staff	
04 	<b>Culture and Climate</b>	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 	<b>Organizational Excellence</b>	Ensure excellent financial management	Ensure efficient use of resources		
06 	<b>Facilities</b>	Improve and maintain facility conditions	Ensure that educational facilities meet programmatic needs	Develop and increase sustainable funding for facilities	

# New Goal Areas for 2024-2029

- Student Academic Success with Equity and Access
- Stakeholder Engagement and Communication
- Staff Effectiveness
- Culture and Climate
- Mental Health and Wellness
- Organizational Excellence

# Example from Durham Public Schools



## Goal Area **PRIORITY 1** Increase Academic Achievement

### Performance Objective 1A

**Objective 1A**  
**BY 2023, at least 90 percent of all Durham Public Schools will meet or exceed standards for year-to-year academic growth as measured by the state model.**

#### % DPS schools meeting/exceeding growth

2019	2020	2021	2022	2023
75% (39 of 52)	79% (41 of 52)	83% (43 of 52)	87% (45 of 52)	90% (47 of 52)

Baseline: 75 percent of DPS schools (39 of 52) met or exceeded growth in 2016-17.

#### STRATEGIES

- 1. Implement** a school-based support model including literacy, math, and teaching and learning coaches to increase school accountability and improvement efforts.
- 2. Provide** teachers with rich, standards-based core curricula that are culturally reflective of student demographics as well as coaching and professional development to ensure high quality instruction for all students.
- 3. Deliver** robust, differentiated, culturally responsive, and customized professional learning to strengthen and sustain leadership capacity among principals and all staff.
- 4. Develop** diverse and robust career pathways for all students and provide increased guidance and resources for equitable access for all students.
- 5. Provide** all district and school leaders as well as instructional staff with updated technology and professional development on how to use technological devices for blended learning opportunities.



## Goal Area 1 Increase Academic Achievement

### Performance Objective 1A

#### GOAL 1A

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- Implement** a school-based support model including literacy, math, and teaching and learning coaches to increase school accountability and improvement efforts.
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- Deliver** robust, differentiated, culturally responsive, and customized professional learning to strengthen and sustain leadership capacity among principals and all staff.
- Develop** diverse and robust career pathways for all students and provide increased guidance and resources for equitable access for all students.
- Provide** all district and school leaders as well as instructional staff with updated technology and professional development on how to use technological devices for blended learning opportunities.

### Performance Objective 1B

#### GOAL 1B

**BY 2023, at least 60 percent of all DPS students will achieve grade level proficiency as measured by End-of-Grade and End-of-Course testing.**

#### % of DPS students achieving EOG/EOC grade level proficiency

2019	2020	2021	2022	2023
49%	51%	54%	57%	60%

Baseline: 46.4 percent of students achieved grade level proficiency in 2016-17.

#### STRATEGIES

- Adopt** and implement with fidelity in all schools a reading, math, and science curriculum with equitable access to print and electronic resources.
- Establish** and monitor individual student achievement goals using a centralized data dashboard and design instruction to accelerate growth for every student.
- Increase** school based instructional support utilizing literacy, math, and teaching and learning coaches to ensure the fidelity of curriculum implementation for all students.
- Create** and implement a tiered plan of support that provides standardized intervention strategies that are designed to supplement or enhance core instruction.

Our schools and students' academic performance is evaluated by the state in two ways. **PROFICIENCY** is a measure of whether our students are meeting the standards of success in grades, subjects, or courses. **GROWTH** is a measure of how much progress has been made from year to year regardless of whether standards have been met.

### Performance Objective 1C

#### GOAL 1C

**BY 2023, the DPS four-year graduation rate for students who start with DPS in ninth grade will be at least 90 percent.**

#### % DPS four-year cohort graduation rate

2019	2020	2021	2022	2023
82.4%	84.4%	86.4%	88.4%	90%

Baseline: The 2016-17 four-year graduation rate is 81.4 percent. The 2016-17 graduation rate for Black males is 77 percent, for Hispanic males is 63.9 percent, and for Hispanic females is 77.5 percent.

#### STRATEGIES

- Identify** barriers to graduation for Black males and Hispanic males and females.
- Develop** a centralized Early Warning Tracking System, beginning at elementary school, that identifies students who are at risk of disconnecting from school.
- Implement** systems, structures, and processes related to students and staffing to dismantle barriers to graduation.
- Ensure** every student develops a four-year plan upon entry into high school. Regular advisement will be provided and the plan will be revised as appropriate based on multiple data points.
- Increase** the number of Career & Technology Education (CTE) completers in all high schools.

### Performance Objective 1D

#### GOAL 1D

**BY 2023, 100 percent of all teachers, leaders, and staff will use technology as a tool for accelerating and personalizing student learning.**

#### % using technology to accelerate/personalize student learning

2019	2020	2021	2022	2023
establish	↑	↑	↑	100%







Baseline: During the 2018-19 school year, DPS will systematically collect data to determine the baseline measure for the use of technology in accelerating and personalizing student learning and establish a tool to assess ongoing progress toward the 2023 goal.

- 2019** Determine the baseline percentage of teachers, leaders, and staff currently using technology as a tool for accelerating and personalizing student learning, and establish equal-increment benchmarks for 2020-2022 in order to reach 100 percent by 2023.
- 2020-2022** Meet incremental benchmark based on 2019 calculation.
- 2023** Demonstrate that 100 percent of all teachers, leaders and staff are using technology as a tool for accelerating and personalizing student learning.

#### STRATEGIES

- Professional Development:** Establish and implement professional learning opportunities designed to support the new NC Digital Learning Competencies licensure requirement for all certified staff.
- Professional Learning:** Offer ongoing professional learning opportunities to increase the engagement of students with technology to support learning across all content areas.
- Leadership:** Implement a process to standardize technology devices for every certified staff member.
  - School-Based: administrators and teachers
  - Central Office: directors and above
- Content and Instruction:** Fully implement with fidelity the use of the district identified Learning Management System (LMS) for staff and students.
- Technology Infrastructure and Devices:** Ensure that our technology and infrastructure are supported with sufficient networking capacity.
- Data and Assessment:** Utilize the measures of the NC Digital Learning Plan progress rubric to ensure every student engages with technology to support learning during the school day.

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GOAL AREAS		PERFORMANCE OBJECTIVES			
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03 	<b>Staff Effectiveness</b>	Recruit highly qualified staff	Develop high performing staff	Retain highly effective staff	
04 	<b>Culture and Climate</b>	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 	<b>Organizational Excellence</b>	Ensure excellent financial management	Ensure efficient use of resources		
06 	<b>Facilities</b>	Improve and maintain facility conditions	Ensure that educational facilities meet programmatic needs	Develop and increase sustainable funding for facilities	

# Work Time - 45 minutes

- Work with your team to write/refine 4 draft performance objectives for your assigned goal area. Record your goals [here](#) and on a poster to share out. You have examples from other districts at your table.
- Determine whether you would like to make any changes to the name for your goal area.
- If you finish early, begin working on identifying strategies and KPIs for each performance objective.
- Each group will share their 4 performance objectives at the end of the work time.



# Example from Durham Public Schools



## Goal Area **PRIORITY 1** Increase Academic Achievement

### Performance Objective 1A

**Objective 1A**  
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Baseline: 75 percent of DPS schools (39 of 52) met or exceeded growth in 2016-17.

#### STRATEGIES

- 1. Implement** a school-based support model including literacy, math, and teaching and learning coaches to increase school accountability and improvement efforts.
- 2. Provide** teachers with rich, standards-based core curricula that are culturally reflective of student demographics as well as coaching and professional development to ensure high quality instruction for all students.
- 3. Deliver** robust, differentiated, culturally responsive, and customized professional learning to strengthen and sustain leadership capacity among principals and all staff.
- 4. Develop** diverse and robust career pathways for all students and provide increased guidance and resources for equitable access for all students.
- 5. Provide** all district and school leaders as well as instructional staff with updated technology and professional development on how to use technological devices for blended learning opportunities.

# Work Time - 30 minutes

- Work with your team to write/refine strategies and KPIs for each performance objective. Record your strategies and KPIs [here](#). You have examples from other districts at your table.

# Next Steps

- The lead Cabinet member will bring your final performance objectives and draft strategies to Cabinet for the team to review on April 22nd.
- Performance objectives and strategies will be shared with the Steering Committee on April 25th.
- If your department needs help, email me for assistance:
  - Aurora Lora - [lora@insighteducationgroup.com](mailto:lora@insighteducationgroup.com)

The image features a graphic design with a background divided into four colored sections: a yellow section on the far left, a green section, an orange section, and a blue section on the far right. The sections are separated by diagonal lines. Centered across these sections is the text "Q&A" in a white, sans-serif font. The letter "Q" is positioned in the green section, the ampersand "&" is in the orange section, and the letter "A" is in the orange section. The text is large and prominent.

Q&A

