

DeKalb County School District Strategic Plan 2014-2019



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LETTER FROM SUPERINTENDENT AND BOARD CHAIRMAN

Dear DeKalb County School District community,

Each day, the DeKalb County School District takes intentional, focused, and uncompromising steps toward better graduating students that have the college and career readiness required to excel in a 21st century world. This work is vital to the future of our community, and our community requires that no stone go unturned in that pursuit.

With that commitment at the forefront, our Board of Education and district administration are pleased to share this update to the district's 2014-2019 Strategic Plan. This is our promise to you as a school district, a measure of your investment in us, and our roadmap to achieving the goals and objectives of our organization.

The plan sets clear standards and benchmarks that will enable you to follow how effectively we are meeting our commitment. Our protocol for progress checks is straightforward: "Plan. Do. Check. Act." We recognize our accountability to you, and understand that trust is only built when promises are kept.

Equally as important, this strategic blueprint documents our desire to meet students where they are educationally and socially today, and to build on that foundation for a brighter tomorrow. We will do that through rigor, relevance and relationships. This means we will challenge our students academically with deep teaching and learning, and we will encourage them through productive and supportive relationships.

As a community, you have entrusted us with your most precious resources. With this keystone in place, we intend to construct a better pathway for the success of our students.

Thank you for your continued support of the DeKalb County School District and the children of this community.

Regards,

R. Stephen Green, Ed.D.
Superintendent of Schools

Dr. Michael A. Erwin
Chair, DeKalb Board of Education

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DEKALB COUNTY SCHOOL DISTRICT PERFORMANCE FOUNDATIONS

VISION

To inspire our community of learners to achieve educational excellence.

MISSION

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



CORE BELIEFS

Based on our core beliefs, we commit to:

- Focusing on teaching and learning
- Embedding an equitable and accessible 21st century learning environment supported by the use of emerging technologies throughout the curriculum
- Providing a safe and orderly learning and working environment
- Improving organizational effectiveness
- Maintaining fiscal responsibility
- Ensuring effective district and school leadership
- Ensuring that an effective teacher instructs every class
- Communicating to stakeholders in an open, honest, and accurate manner
- Embracing our community's linguistic and cultural diversity and using it to enhance the educational environment through equity and access
- Creating an environment where all are valued and respected, encouraged to contribute, and recognized for their efforts
- Holding everyone accountable for educational excellence



EXECUTIVE SUMMARY

On August 5, 2013, the Board of Education of the DeKalb County School District voted to utilize a process developed by the Georgia School Boards Association (GSBA) and Georgia Leadership Institute for School Improvement (GLISI) to develop an updated strategic plan for the school district. This extensive process engaged the community and all stakeholder groups to create universal ownership and support for district and school improvement. Highlights of the process included:

- A comprehensive community engagement component that allowed stakeholders to have a voice in the strategic planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- An intensive planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and developing/defining the mission, vision, beliefs, goal areas and elements of the strategic plan
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan

The desired outcome of the DeKalb County School District Strategic Plan was to align the work of the district from the boardroom to the classroom for the purpose of increasing student achievement

and organizational effectiveness of the district. Specifically, the DeKalb County School District Board of Education wanted a strategic plan that would allow the district to:

1. Achieve its goals and objectives
2. Show progress towards its mission and vision
3. Meet the needs of all stakeholders
4. Measure impact and progress
5. Utilize resources efficiently and to the greatest effect
6. Work within Board policy

In December of 2013, the DeKalb County Board of Education discussed the opportunity that this strategic plan afforded the district and approved the 2014-2019 DeKalb County School District Strategic Plan in its entirety. Implementation of the plan began in earnest at the beginning of the 2014-2015 school year.

According to O'Donovan and Flower (2013), strategic planning should utilize an adaptive strategy approach. This fluid approach will allow districts to implement the plan with fidelity and sustain structures for monitoring and accountability while remaining adaptive to changing national, state and county conditions. Following this research, the DeKalb County School District has put in place a strong process for refining and updating the strategic plan.

A quarterly monitoring and data collection process for the district's plan has been developed with each of the DeKalb County School District divisions. This quarterly monitoring and data collection process encourages ongoing district improvement, provides evidence of impact of their work, and provides an informed basis for decision-making and planning. Each division provides reports on the continuous improvement cycle of the plan. The protocol used for the progress checks includes the following:

Plan: Explain each goal area, performance objectives and initiatives that your division is working on and report current progress.

Do: Outline the next steps for implementation.

Check: Analyze any barriers to reaching performance targets and desired results.

Act: Identify any additional initiatives and actions that need to be made to the strategic plan to ensure future success on the desired results.

At the school level, principals have led their school teams using the strategy and framework of the district's strategic plan to create school Continuous School Improvement Plans (CSIP). The teams have conducted comprehensive needs assessments to validate the need for improvement, clarify purpose, goals and measures, adopt evidence-based strategies, and establish structures and processes for improvement. A CSIP review and feedback process is under way to strengthen and sustain continuous improvement efforts at all schools. This process is provided by a CSIP Peer Review Committee and includes district and school leaders.

DeKalb County School District has established a robust strategic planning process to ensure high quality teaching, learning and continuous improvement. We are currently engaging the community, Board of Education, students, parents and staff in the development of the DCSD Strategic Plan that will further increase our achievement and efficiency throughout 2019-2024.





DEFINITION OF TERMS

Vision	The ideal future desired for DeKalb County School District.
Mission	The work every DeKalb County School District stakeholder strives to achieve each day.
Core Beliefs	The values that guide the DeKalb County School District.
Strategic Goal Areas	The Strategic Goal Areas provide 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	The strategy map is 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 2014-2019.
Performance Measures	A measurement of outcomes and results which generates reliable data on the effectiveness and efficiency of programs.
Initiatives	Specific programs and projects assigned to collaborative teams to attain each Performance Objective.



DeKalb County

School District



28th Largest School District in the Nation



3rd Largest School District in the State of Georgia



Most Diverse Student Population in the State of Georgia



Several Free Teacher Endorsements/PRIDE Induction Program



137 Schools & Centers



163 Spoken Languages



15,500 Employees



101,482 Students

Schools		Employees		Students	
High	22	Certified	8,131	Elementary	48,958
Middle	19	Classified	7,614	Middle	19,331
Elementary	76	Full-Time	13,297	High	27,204
Charter	10	Part-Time	2,448	Other	1,884
Centers/Alternative	10	Substitutes	1,325	Charter	4,105
Theme Schools: 6 ES/ 1 MS	7				
Conversion Charters	2				
S.T.E.M.	10				
Student Demographics		Graduation Rate ✓ DeKalb County School District's graduation rate is 75 percent, marking a 15 percent increase since 2013 and 1 percent increase since 2017. Twelve of the district's 22 high schools surpass or meet the state graduation average of 81.6 percent.			
African American	63,737	✓ New Heights The new Early Learning Center at Terry Mill offers public education to more than 200 three-year-old, pre-kindergarten students.			
Hispanic	17,613	✓ On the Rise More than 3,700 DeKalb County School District students took the SAT in 2018, increasing the district's average by 18 points since 2017.			
White	11,143				
Asian	6,675				
Multiracial	1,885				
Other	288				
Pacific Islander	135				

STRATEGIC GOAL AREAS AND DESIRED RESULTS

1

GOAL AREA



Student Success with
Equity and Access

Desired Result 1: All DeKalb County School District students will graduate college and career ready.

2

GOAL AREA



Stakeholder
Engagement

Desired Result 2: The entire DeKalb community will be engaged and supportive of the DeKalb County School District.

3

GOAL AREA



Staff Efficacy
and Excellence

Desired Result 3: World-class faculty and staff will teach and support DeKalb County School District children.

4

GOAL AREA



Internal and External
Communication

Desired Result 4: All DeKalb County School District employees, parents, students, business and community members will have up-to-date and transparent communication of the school district.

5

GOAL AREA



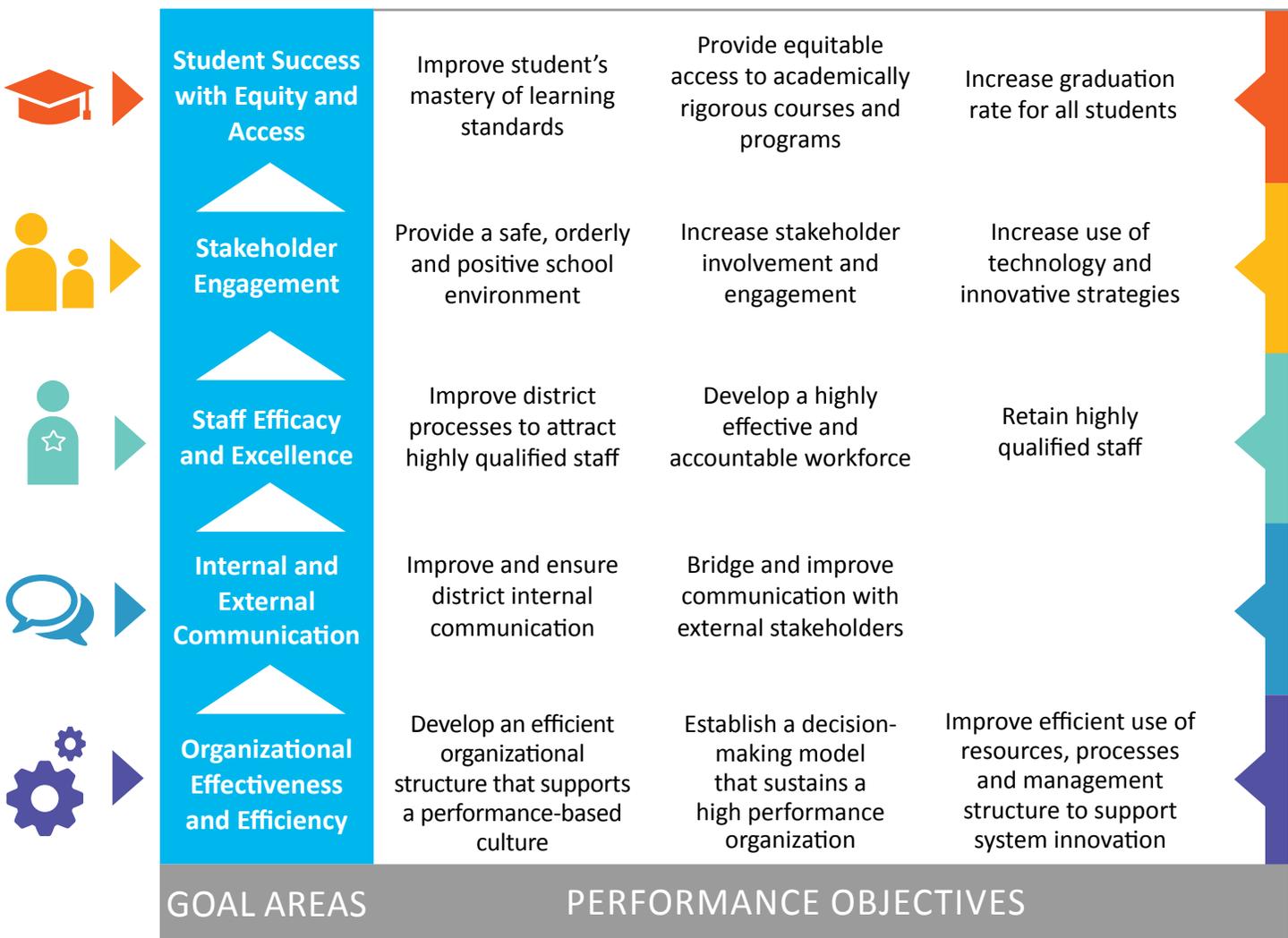
Organizational
Effectiveness and
Efficiency

Desired Result 5: Fiscal responsibility and outstanding processes will be the way DCSD does business.



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 explicit 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.





MEASURING SUCCESS

STRATEGIC GOAL AREA 1: Student Success with Equity and Access



Key Performance Measures:

- Improve K-12 Georgia Milestones in ELA, math, science and social studies
- Increase graduation rate
- Increase schools with CCRPI score over 60
- Decrease the percentage of students scoring Beginning Learners on Georgia Milestones
- Increase AP participation and scores
- Increase SAT and ACT scores
- Increase students participating in ACCEL, HOPE Grant, Dual Enrollment, Early College, Gateway to College, Advanced Placement courses or International Baccalaureate courses
- Increase percentage of students scoring at or above the grade level Lexile band

STRATEGIC GOAL AREA 2: Stakeholder Engagement



Key Performance Measures:

- Increase the percentage of students, parents, and teachers who “strongly agree” or “somewhat agree” that they have a safe school
- Increase the number of parents attending district-wide events/training
- Decrease the number of K-12 discipline incidents
- Decrease the number of K-12 discipline suspensions
- Increase the percentage of schools receiving 4 stars or higher on the College and Career Ready Performance Index (CCRPI) School Climate Star Rating
- Increase the number of Parent Portal accounts

To see a complete listing of DCSD’s achievements, visit the Strategic Plan/
Balanced Scorecard located on : www.dekalbschoolsga.org

STRATEGIC GOAL AREA 3: Staff Efficacy and Excellence



Key Performance Measures:

- Increase the percentage of instructional and non-instructional vacancies filled by the first day of school
- Increase the retention rate of certified employees scoring proficient or above on their evaluation instrument (excludes retirements)
- Increase the retention rate of certified staff (1-5 years of experience) who score proficient or above on their evaluation instrument
- Increase professional learning hours offered for distinct/school-based leaders through Leadership Development Academies
- Increase the district's ranking in salary structure among neighboring Metro Atlanta school districts
- Increase the percentage of employees who participate in the exit interview process when leaving the district

STRATEGIC GOAL AREA 4: Internal and External Communication



Key Performance Measures:

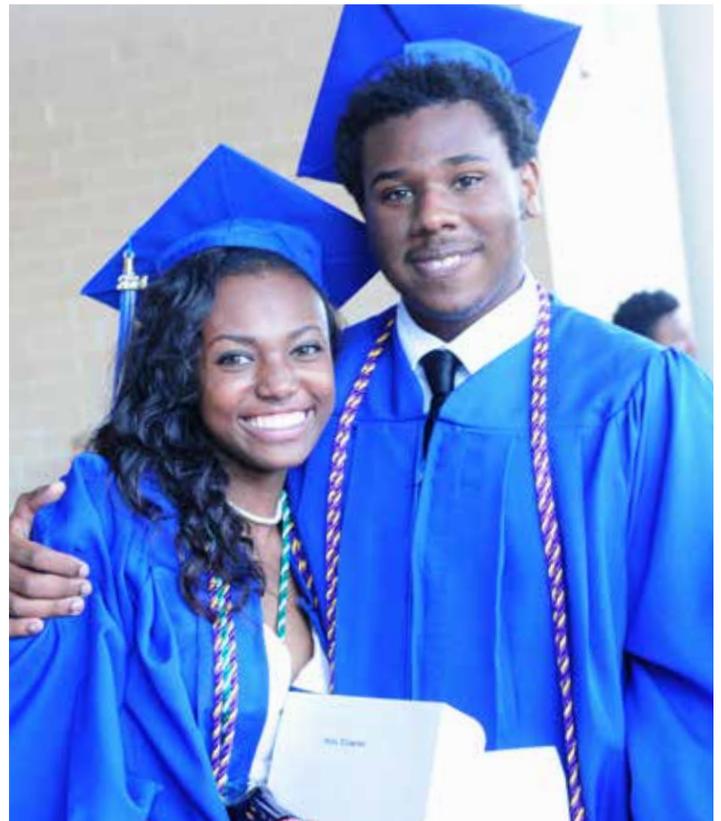
- Increase the number of curriculum-based DCSD programming aired by PDS-TV24
- Increase the number of co-branded campuses
- Produce and distribute the Public Quarterly Marketing magazine
- Increase the number of template tools (District & Co-Brand) available to employees that include the correct district graphic standards
- Increase the number of recipients who receive the district's online quarterly newsletter
- Increase the total number of followers of social media and online social networks

STRATEGIC GOAL AREA 5: Organizational Effectiveness and Efficiency



Key Performance Measures:

- Increase direct classroom expenditures based on state standards (65% rule)
- Increase school based expenditures to budget
- Improve district's overall credit ratings
- Increase the fleet in service
- Decrease the average age of school bus fleet (years)
- Increase the claim closure within 12 months of injury
- Decrease the average work order completion (days)
- Increase the percentage of district buildings that recycle
- Increase the elementary and secondary breakfast and lunch participation rate
- Increase the 24-hour contact with injured worker, school, and medical provider following the first report of injury





STRATEGIC INITIATIVES FOR 2018-2019

1. Develop and enhance our “Circle of Care”
2. Develop and embed our Restorative Practice efforts
3. Extend and embed our Tech Plan and Digital Dreamers Initiative
4. Increase aggressive and creative practices to attract top teachers and administrators
5. Improve and enhance our financial stability
6. Focus on Deep Teaching and Learning by refining new curriculum and implementing NWEA, MAP and Illuminate formative instructional practices
7. Implement Strategic Attack Team 2.0

Commitments for Student Success

The DeKalb County School District is dedicated to deep teaching and learning. Through deep teaching and learning, we teach students to think critically, solve problems, communicate, and collaborate effectively to be successful in college, career, and life. To achieve this, we will focus on the following commitments:

Commitment to Rigorous Curriculum

Implement the comprehensive curriculum management system.

Conduct curriculum audits and K-12 curriculum re-writes.

Implement proactive Student Code of Conduct/Restorative Practices.

Develop and implement wraparound services for students and families that support academic growth and social-emotional development.

Commitment to High-level Assessment

Use a variety of assessments and performance-based tasks that are aligned to the standards.

Use a variety of data to identify needs, plan instruction, and monitor student success.

Provide frequent and meaningful feedback on student work.

Assess attendance and discipline data.

Commitment to Strategic Innovation

Design and implement Early Childhood Community Learning Systems.

Design and implement Academy for Overage/Underachieving students.

Develop and implement Turnaround Plans for Challenged Schools.

Create, implement and monitor Strategic Attack Team initiatives.

Improve attendance and discipline through proactive, restorative practices.

Establish partnerships with families through open, frequent, and meaningful collaboration.

Deepen and sustain customer service engagement.

Provide decentralized autonomy.

Commitment to Effective Instruction

Provide instruction that is engaging, rigorous, and aligned to the curriculum.

Create a student-centered learning environment.

Utilize technology to support student learning.

Utilize project-based learning, such as STEM, as a catalyst for applying strategies and skills of communication, critical thinking, creativity, and collaboration.

Provide professional learning to support continuous school improvement goals.

Commitment to Individual Accountability

Establish and articulate district priorities through the Strategic Plan.

Align Continuous School Improvement Plans to the district's strategic goals and objectives.

Develop, implement and monitor Continuous School Improvement Plans.

Increase student growth in all academic content areas.

Reverse disproportionality.

Conduct and monitor Learning Walks.

Utilize Collaborative Conversations for continuous improvement efforts.

Increase fiscal accountability and transparency.



BOARD OF EDUCATION AND SUPERINTENDENT

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Dr. Joyce Morley
District 7

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