Strategic Plan

Steering Committee Meeting #3

February 22, 2024

Welcome!

Dr. Devon Q. Horton
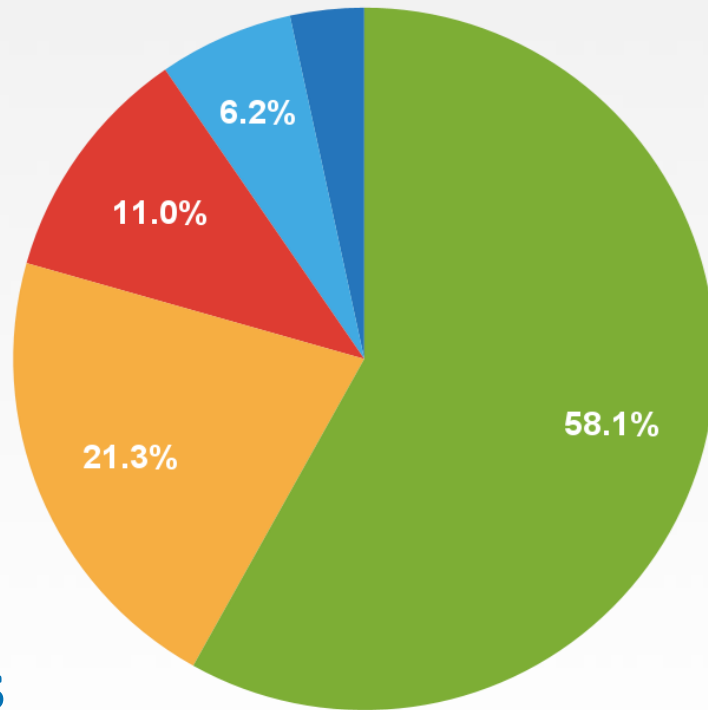Superintendent of Schools

Today's Focus

- District Data Review
- Strategic Planning Survey Results
- Goal Areas & Performance Objectives
- Closing and Next Steps

District Data Review

District Data

District Student Demographics

- 🟢 Black
- 🟠 Hispanic
- 🔴 White
- 🔵 Asian
- 🔵 Other

58.1%
21.3%
11.0%
6.2%

92,672 students

Schools

Elementary Schools	77
Middle Schools	19
High Schools	22
Program Schools (PK-12)	12
Charter Schools (K-12)	8

Students

Elementary Students	41,997
Middle Students (6-8)	18,202
High Students (9-12)	26,521
Program Schools (PK-12)	1,606
Charter Schools (K-12)	4,346

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DeKalb County School District

State Academic Data

GKIDS Readiness Check Fall 2023				
Content Area	**Not Yet Demonstrated**	**Emerging**	**Developing**	**Demonstrating**
Foundations of School Success	3%	4%	50%	43%
English Language Arts	4%	20%	37%	39%
Mathematics	5%	13%	43%	39%

** Total Students 101,307

Not Yet Demonstrated	**Emerging**	**Developing**	**Demonstrating**
A student who has **Not Yet Demonstrated** readiness within a domain indicates minimal demonstration of foundational skills across assessed activities with continuous support and guidance from adults.	**Emerging** readiness within a domain indicates partial demonstration of foundational skills across assessed activities with frequent support and guidance from adults.	**Developing** readiness within a domain indicates general demonstration of foundational skills across assessed activities with occasional support and guidance from adults.	**Demonstrating** readiness within a domain indicates independent performance of foundational skills across assessed activities with little support and guidance from adults.

District Academic Data

Proficient and Distinguished Learner				
Grade Level	Content Area	2022 Percent	2023 percent	Difference
3rd Grade	English Language Arts	28.3%	31.7%	**3.4%**
4th Grade	English Language Arts	27.9%	30.2%	**2.3%**
5th Grade	English Language Arts	34.2%	33.9%	**-0.3%**
6th Grade	English Language Arts	28.8%	31.1%	**2.3%**
7th Grade	English Language Arts	26.8%	29.6%	**2.8%**
8th Grade	English Language Arts	34.6%	35.7%	**1.1%**

Five of the 6 grade levels, above, showed improvement in Proficient and Distinguished learner from the previous year's assessment. The greatest improvement was in 3rd grade with an increase of 3.4% and the only grade level with lower proficiency was in 5th grade, with a slight decrease of .3%.

District Academic Data

Proficient and Distinguished Learner				
Grade Level	Content Area	2022 Percent	2023 percent	Difference
3rd Grade	Mathematics	29.5%	33.8%	**4.3%**
4th Grade	Mathematics	27.2%	33.9%	**6.7%**
5th Grade	Mathematics	24.3%	25.3%	**1.0%**
6th Grade	Mathematics	17.5%	19.7%	**2.2%**
7th Grade	Mathematics	19.1%	20.2%	**1.1%**
8th Grade	Mathematics	26.2%	23.4%	**-2.8%**

Five of the 6 grade levels, above, showed improvement in Proficient and Distinguished learner from the previous year's assessment. The greatest improvement was in 3rd grade (4.3%) and 4th grade (6.7%). The only grade level with lower proficiency was in 8th grade, with a decrease of 2.8%.
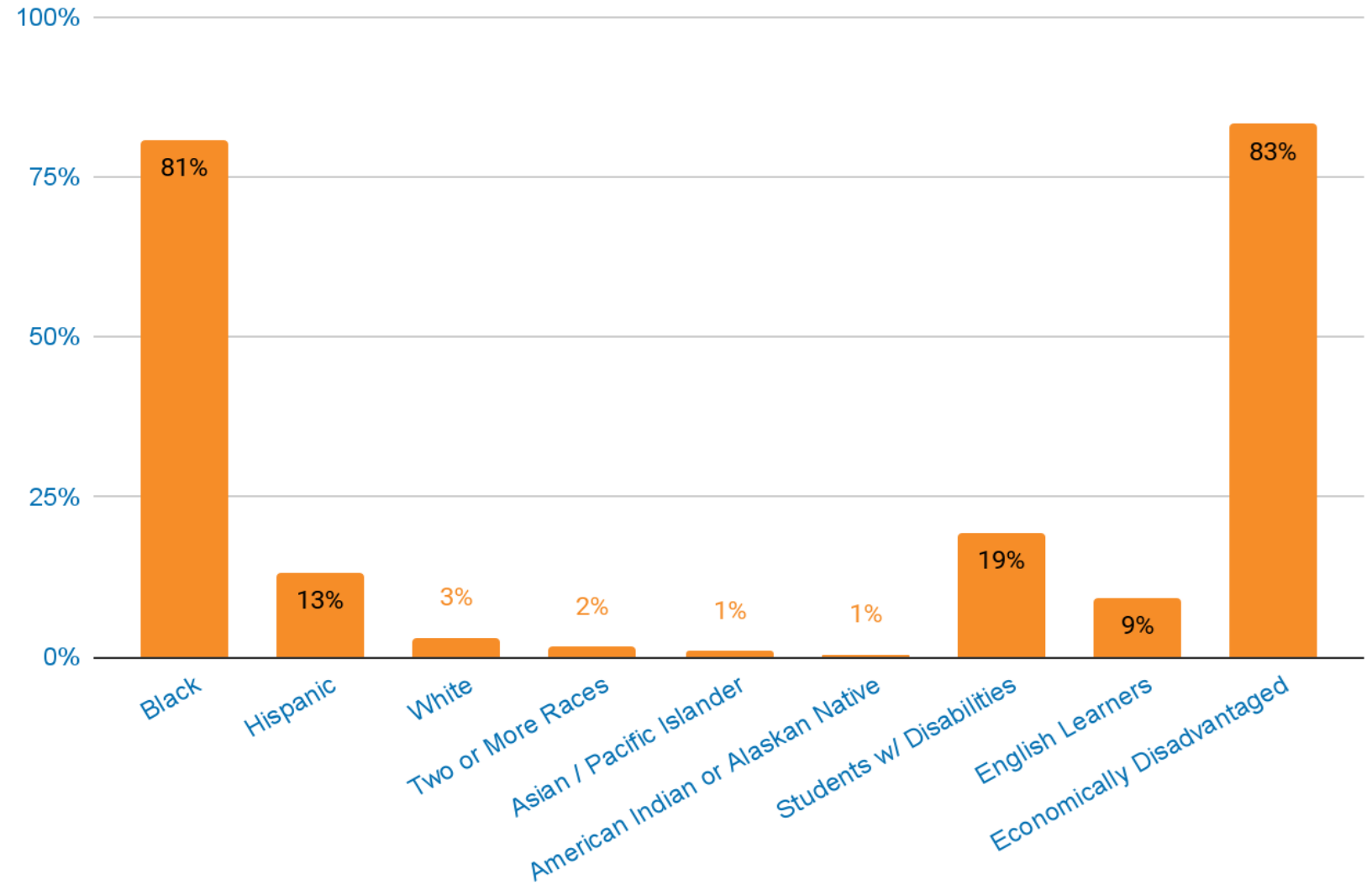
District Academic Data

Proficient and Distinguished Learner Winter and Spring Combined				
Grade Level	**Content Area**	**2022 Percent**	**2023 percent**	**Difference**
Middle	Physical Science	61.7%	63.7%	**2.0%**
Middle	Coordinate Algebra/Algebra	81.5%	78.2%	**-3.3%**
High	Coordinate Algebra/Algebra	15.3%	17.2%	**1.9%**
High	American Literature	34.1%	30.9%	**-3.2%**
High	Biology	32.6%	32.6%	**0.0%**
High	United States History	28.1%	27.0%	**-1.1%**

The results, above, show combined winter and spring administrations of the end-of-course-assessment results. Results show growth in only 2 state assessments showed growth, Physical Science (2.0%) and Coordinate Algebra/Algebra (1.9%). The most significant decreases came from middle school Coordinate Algebra/Algebra (-3.3%) and high school American Literature (-3.2%). There was no change in Biology.
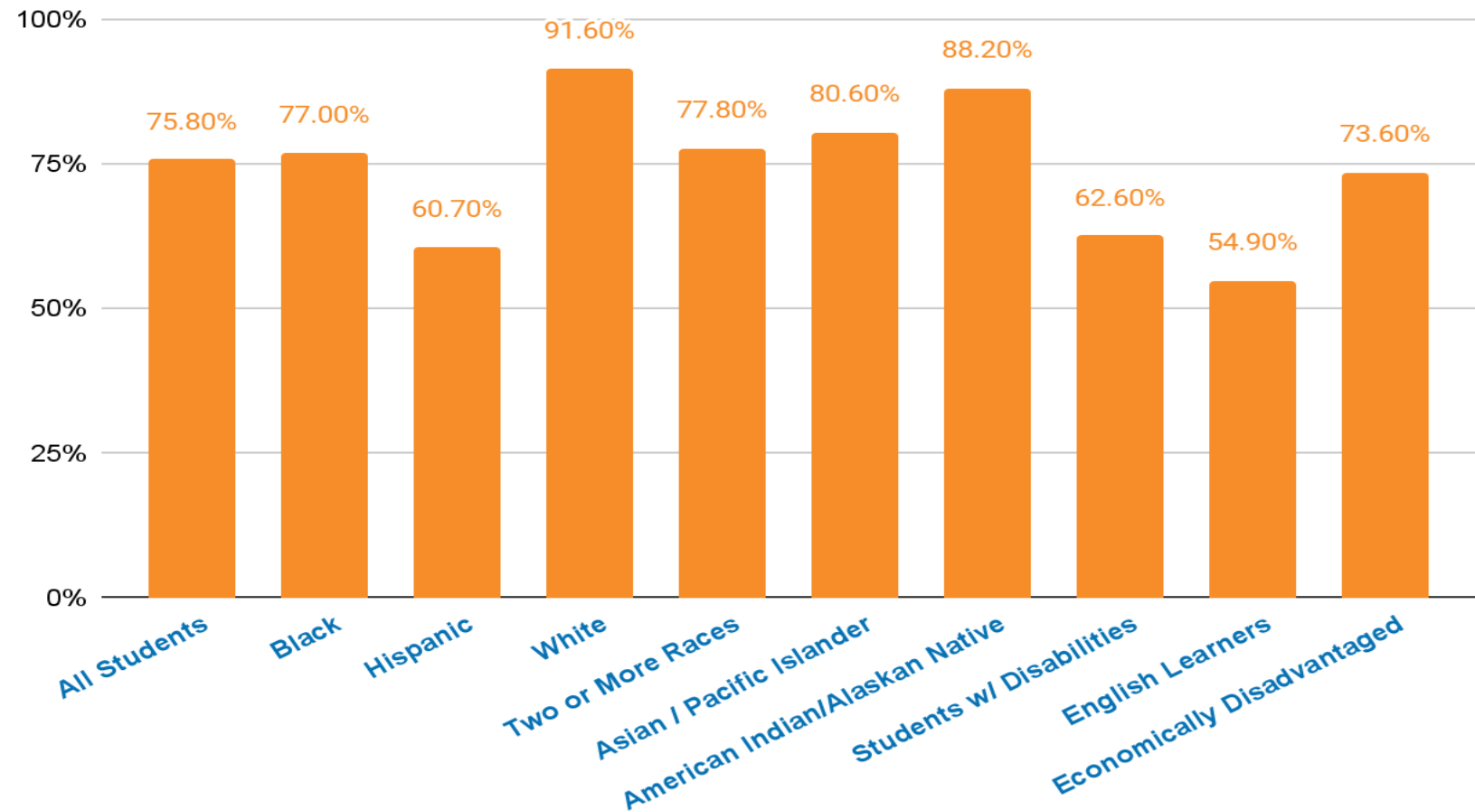
District Discipline Data

Percentage of Discipline Incident Occurrences

Category	Percentage
Black	81%
Hispanic	13%
White	3%
Two or More Races	2%
Asian / Pacific Islander	1%
American Indian or Alaskan Native	1%
Students w/ Disabilities	19%
English Learners	9%
Economically Disadvantaged	83%

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DeKalb County School District

District Graduation Data

DCSD's graduation rate is 76.2%

2023 Graduation Rates by Subgroup

Subgroup	Graduation Rate
All Students	75.80%
Black	77.00%
Hispanic	60.70%
White	91.60%
Two or More Races	77.80%
Asian / Pacific Islander	80.60%
American Indian/Alaskan Native	88.20%
Students w/ Disabilities	62.60%
English Learners	54.90%
Economically Disadvantaged	73.60%

Data Review Activity

1. Individually review the data provided and list observations in participant guide.

2. Discuss your observations and, as a group, record any implications for the strategic plan in the recorder packet.

3. What considerations do the data raise for priorities and goals of the district?

What other data would be helpful in considering priorities and goals for the district's next strategic plan? (Record as a group.)
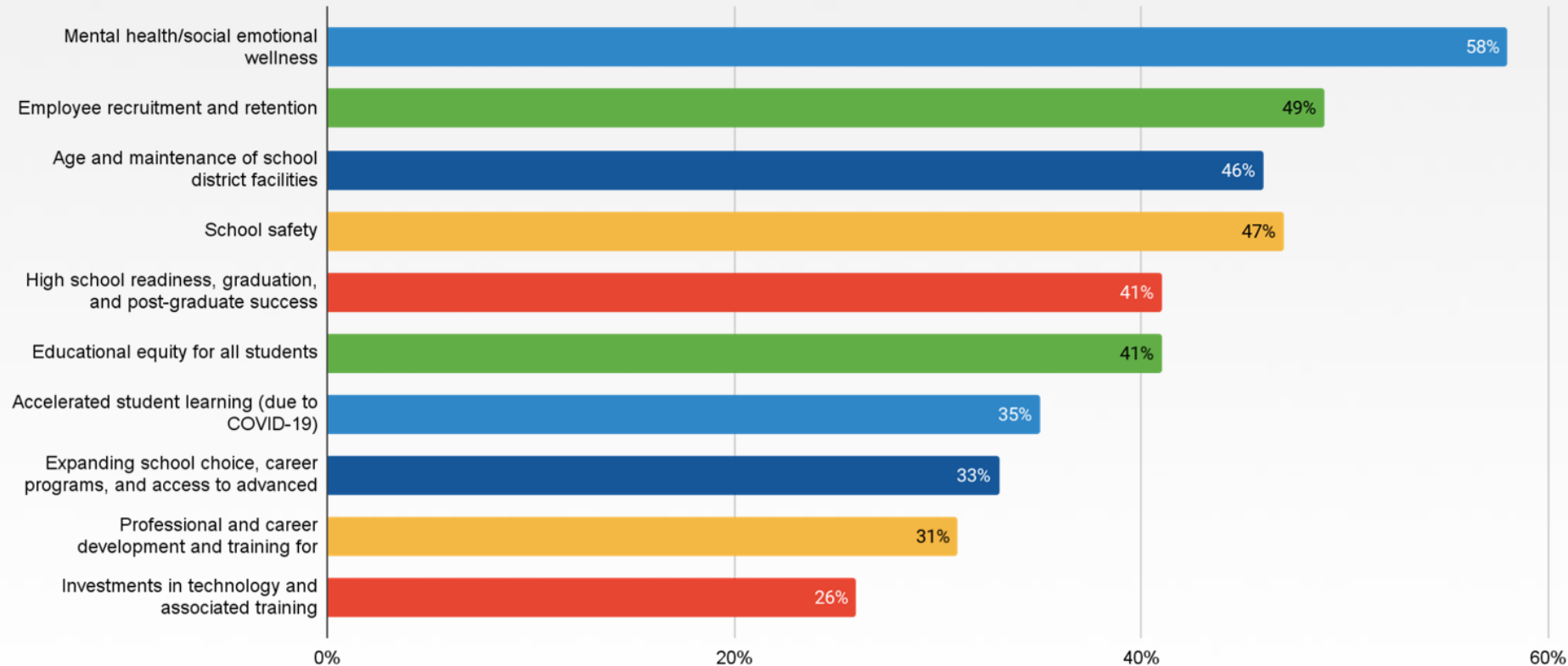
Strategic Planning Survey Results

Survey Responses

Survey Responses

- Central Office Employee — 5.5%
- School-Based Employee (Non-Teacher) — 9.7%
- Parent / Guardian — 43.9%
- Teacher — 24.1%
- DCSD Employee + Parent / Guardian — 4.3%
- Community Member — 3.1%
- Student — 9.5%
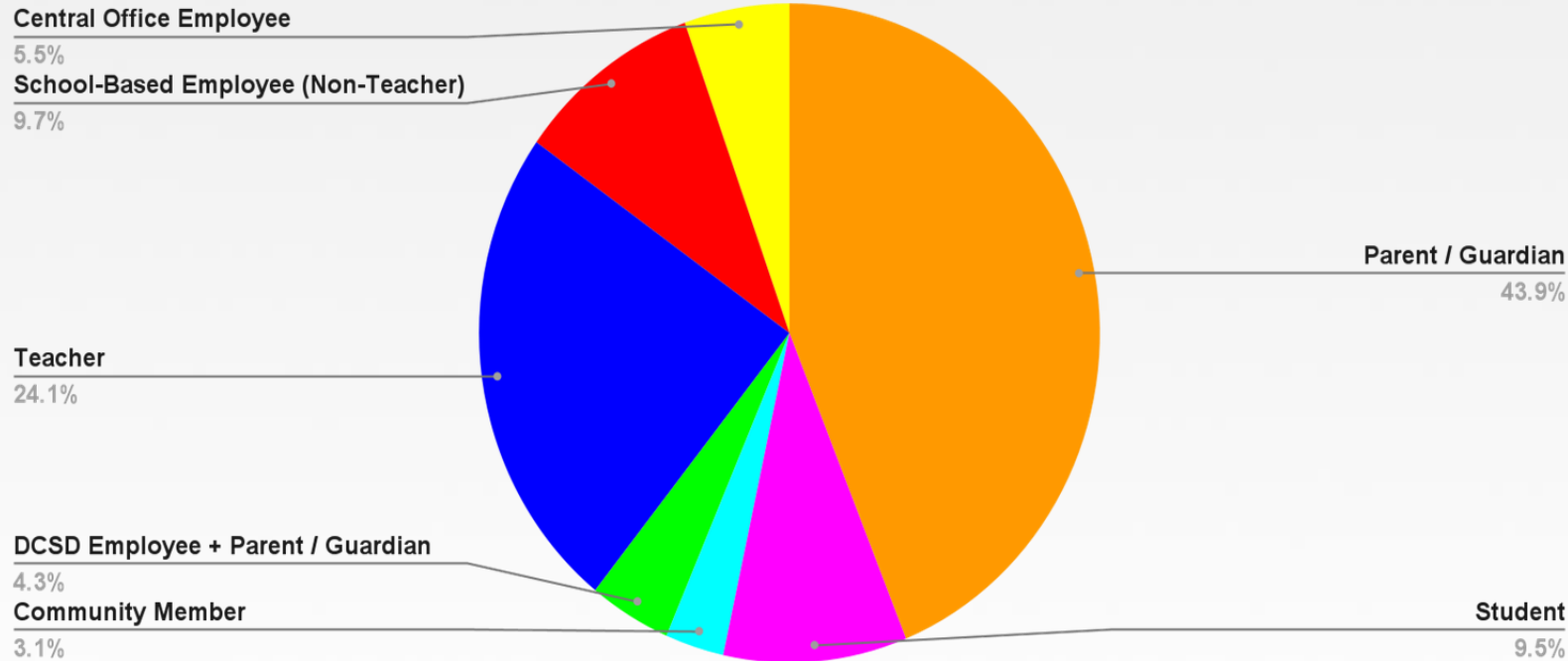
Group	Number of Respondents
Parent/Guardian	3685
Student	802
Community Member	257
DCSD Employee + Parent	359
Teacher	2022
School-Based Employee (Non-Teacher)	814
District Level Employee	460
Total	8399

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?
All Respondents Top 10 Priorities

Top 10 Priorities

Priority	Percentage
Mental health/social emotional wellness	58%
Employee recruitment and retention	49%
Age and maintenance of school district facilities	46%
School safety	47%
High school readiness, graduation, and post-graduate success	41%
Educational equity for all students	41%
Accelerated student learning (due to COVID-19)	35%
Expanding school choice, career programs, and access to advanced	33%
Professional and career development and training for	31%
Investments in technology and associated training	26%

Top 5

1. Mental health / social emotional wellness
2. Employee Recruitment and Retention
3. Age and Maintenance of school district facilities
4. School Safety
5. High School readiness, graduation, and post-graduate success

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DeKalb County School District

Top 10 Priorities by Group- Parent/Guardian

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

Top 10 Priorities by Group- Employee

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

Top 10 Priorities by Group- Employee and Parent/Guardian

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

Top 10 Priorities by Group- Student

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
1. Educational equity for all students

Top 10 Priorities by Group- Community Member

Top 5

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%

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

Goal Setting Structure
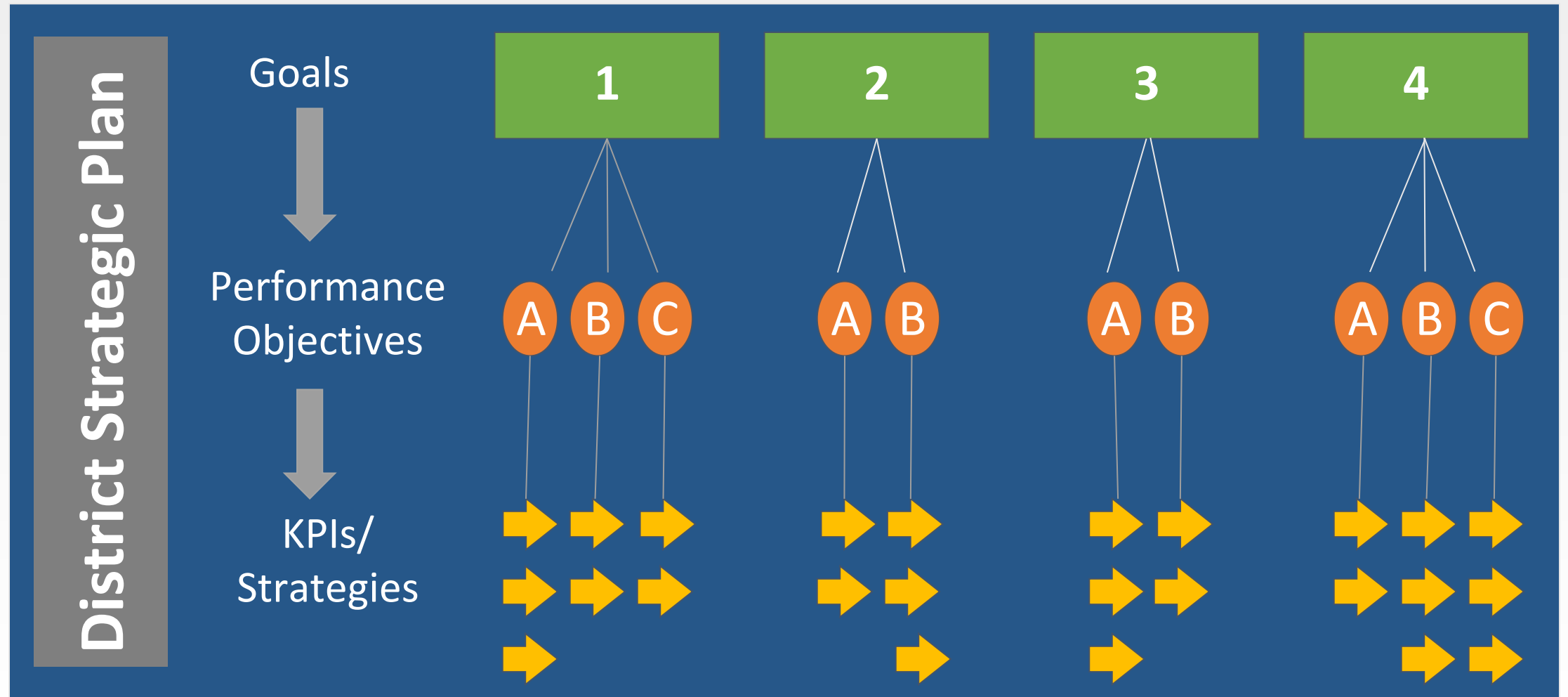
DeKalb County School District Current Strategic Plan

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	

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

Goal Area Example

Goal Area: **Human Resources**

Description: Our staff is comprised of talented, effective people reflecting the diversity of our community. Our employees are cared for, valued and respected and in turn, they care for, value and respect our students and families.

Jackson Goal Areas

- Strong Start / Early Learning

- Innovative Teaching & Learning

- Talented & Empowered Teams

- Joyful Learning Environments

- Culture of Accountability & Excellence
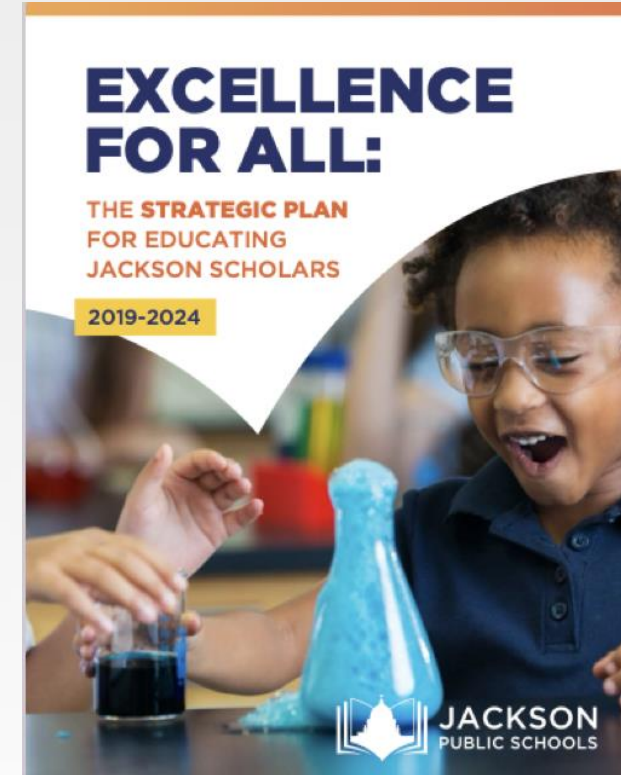
Alexandria Goal Areas

- Systemic Alignment

- Instructional Excellence

- Student Accessibility and Support

- Strategic Resource Allocation
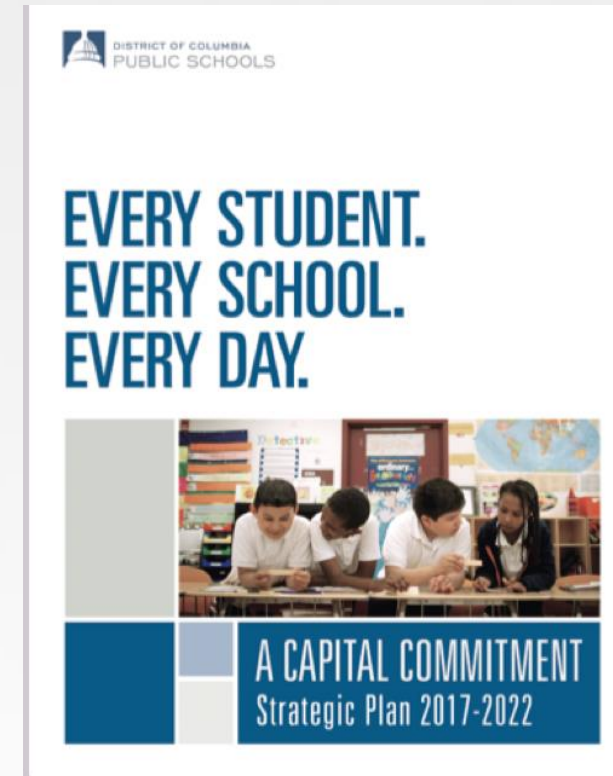
- Family & Community Engagement
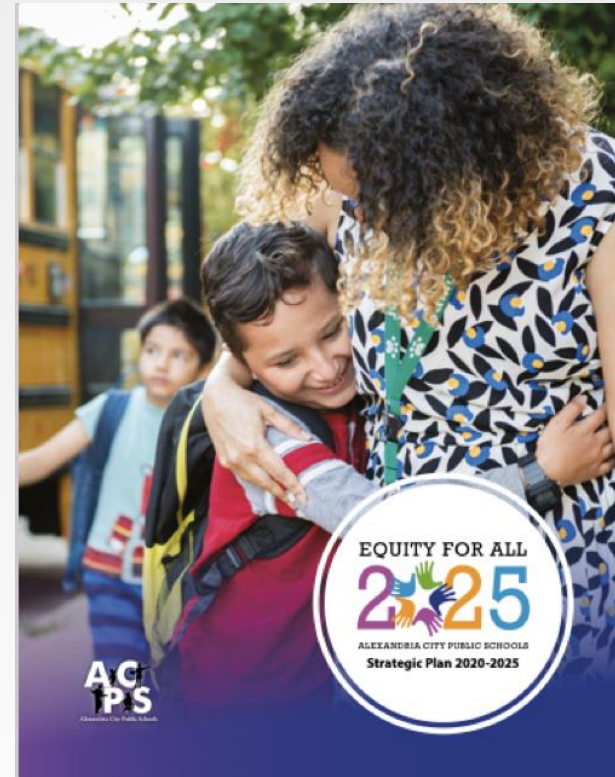
Boston Goal Areas

- Eliminate Opportunity & Achievement Gaps

- Accelerate Learning

- Amplify All Voices

- Expand Opportunity

- Cultivate Trust

- Activate Partnerships
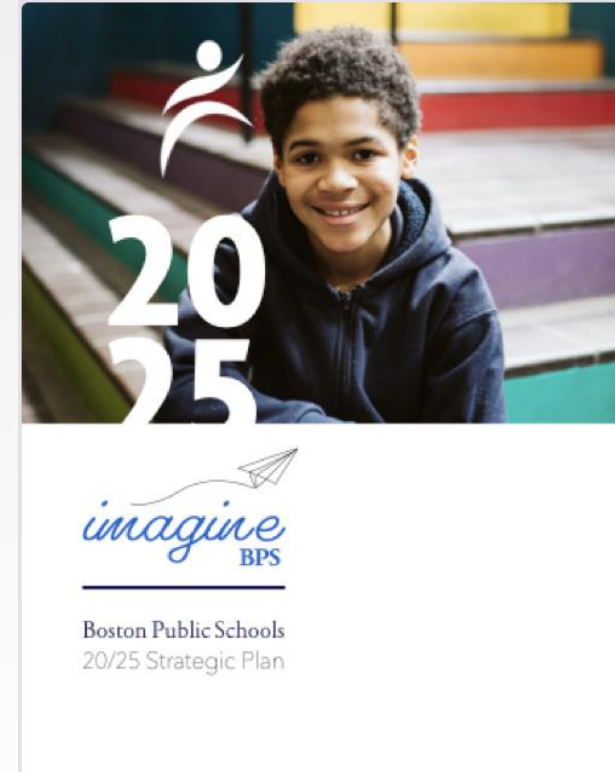
Washington, DC Goal Areas

- Promote Equity

- Empower People

- Ensure Excellent Schools

- Educate the Whole Child

- Empower Families

DeKalb County School District Goal Areas

- Student Success with Equity and Access

- Stakeholder Engagement and Communication

- Staff Effectiveness

- Culture and Climate

- Organizational Excellence

- Facilities

DeKalb County
School District
Strategic Plan
2019-2024
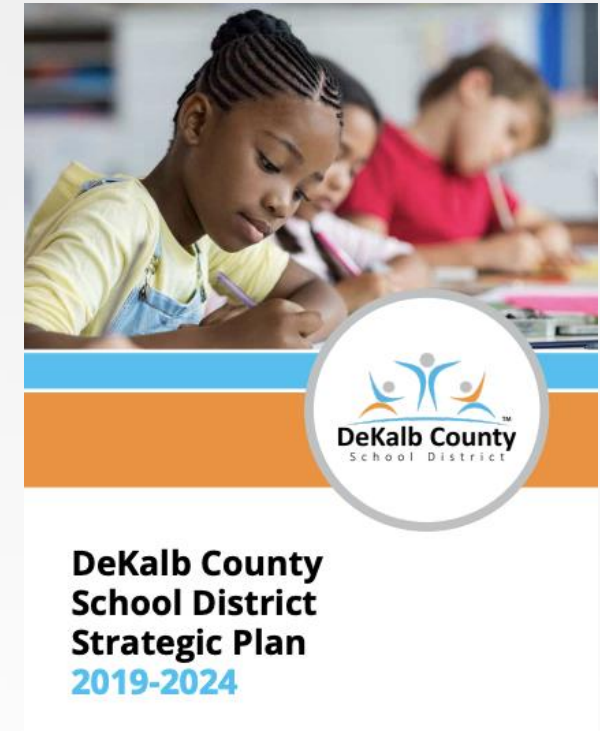
Goal Area Identification Activity

Review the considerations raised by your review of the data and stakeholder responses. Individually, record the top 3-5 trends you see as most pressing for the district.

In small groups, discuss your group's top 3-6 goal areas for the district overall and record them.

Next Steps

Steering Committee Meeting #4

- March 21, 2024

- Focus
  - Data Review - Part II
  - Goal Areas & Performance Objectives

Meeting Feedback

I appreciate...

I wonder...

Q&A