

Disrupting

for Excellence



Strategic Plan

Steering Committee Meeting #4

March 21, 2024

Welcome!

Dr. Devon Q. Horton
Superintendent of Schools



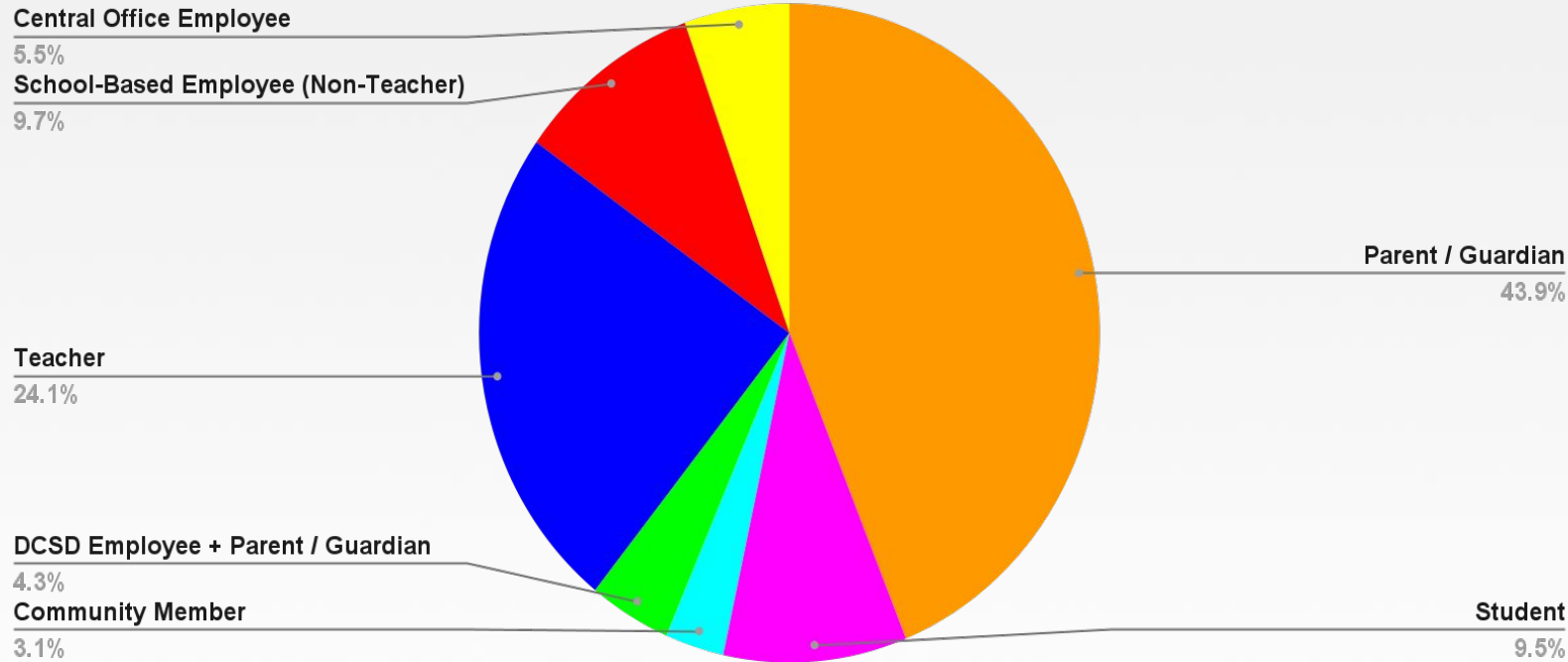
Today's Focus

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

Strategic Planning Survey Results

Survey Responses

Survey Responses

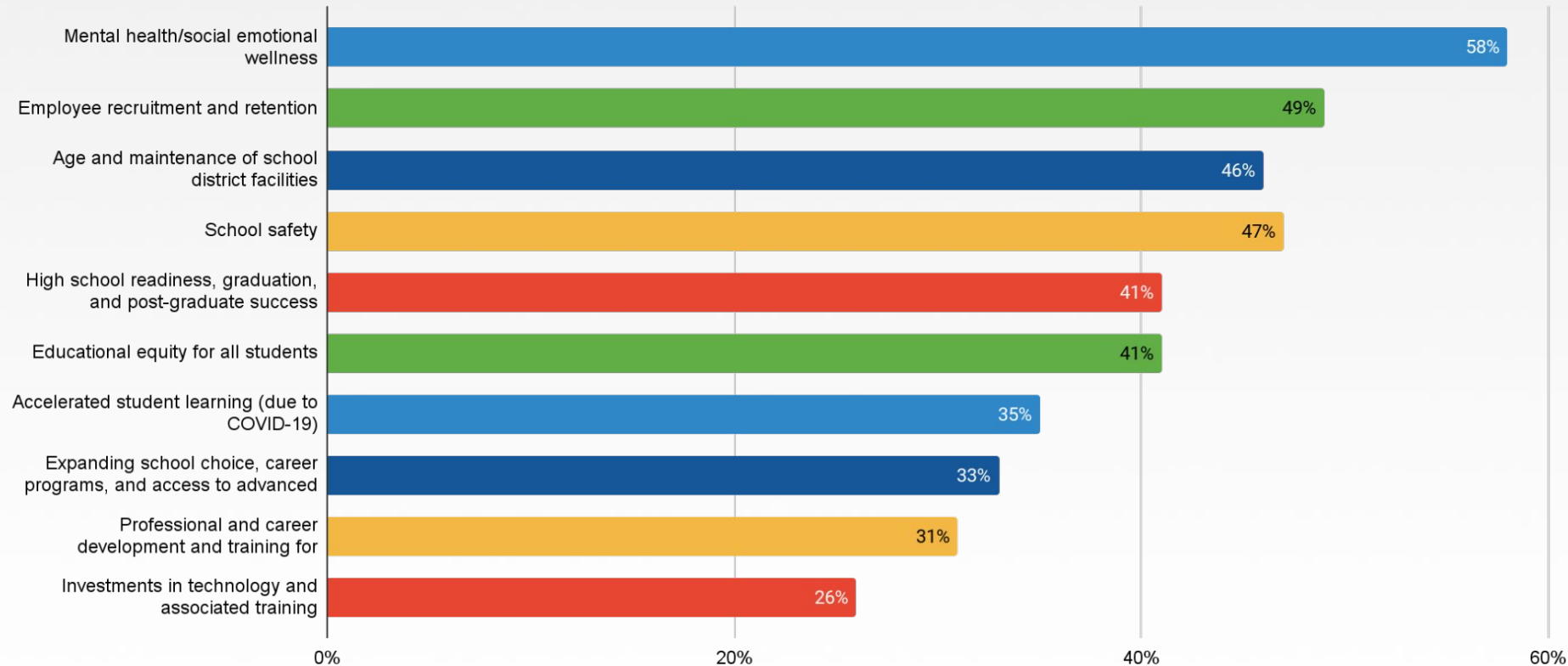


Group	Number of Respondents
Parent/Guardian	3685
Student	802
Community Member	257
DCSD Employee + Parent	359
Teacher	2022
School-Based Employee (Non-Teacher)	814
District Level Employee	460
Total	8399

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



Top 5

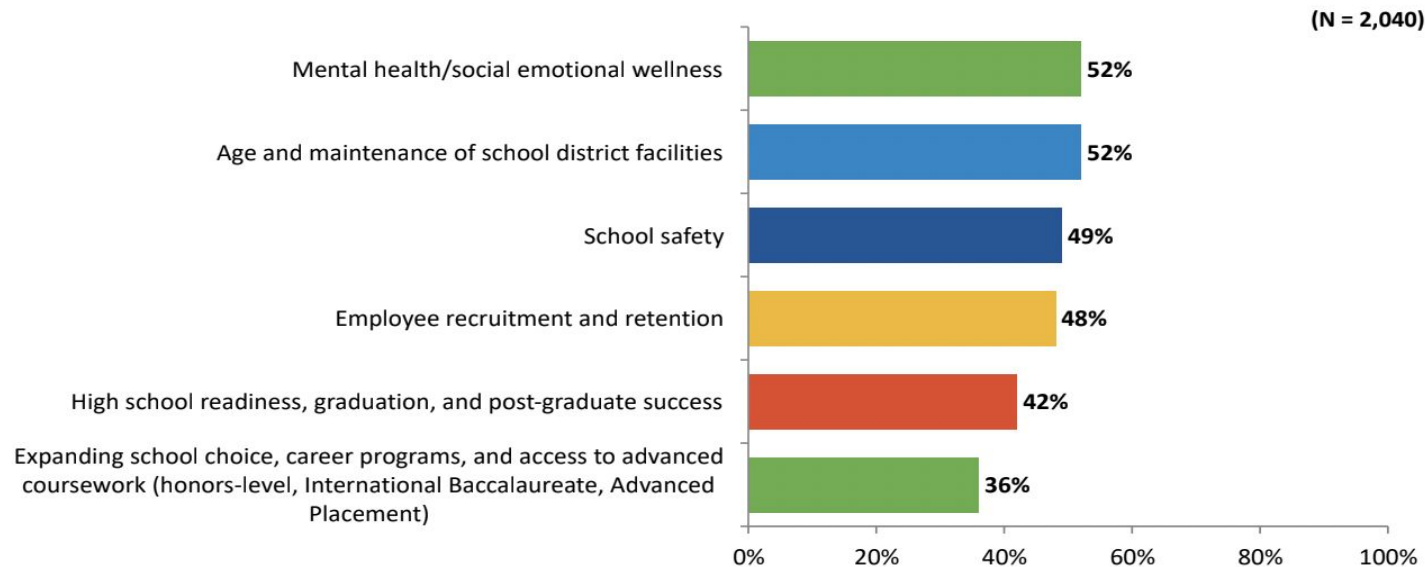
1. Mental health / social emotional wellness
2. Employee Recruitment and Retention
3. Age and Maintenance of school district facilities
4. School Safety
5. High School readiness, graduation, and post-graduate success

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 1

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

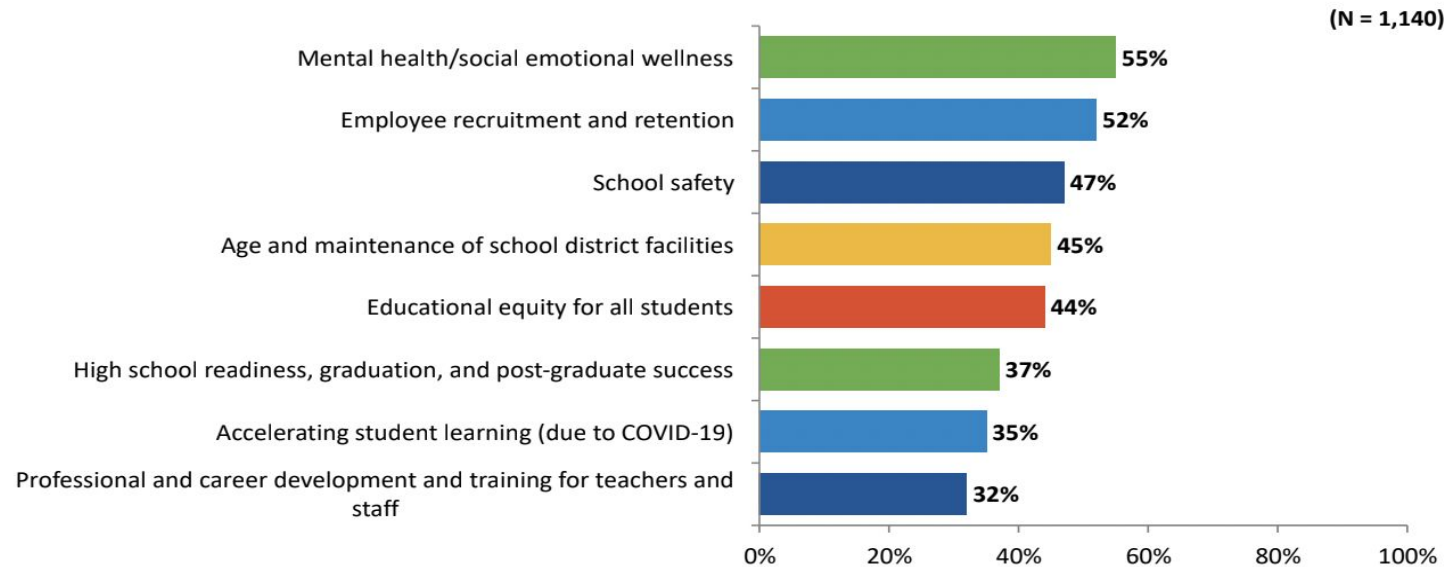
1. Mental health / social emotional wellness
2. Age and Maintenance of school district facilities
3. School Safety
4. Employee Recruitment and Retention
5. High School readiness, graduation, and post-graduate success

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 2

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

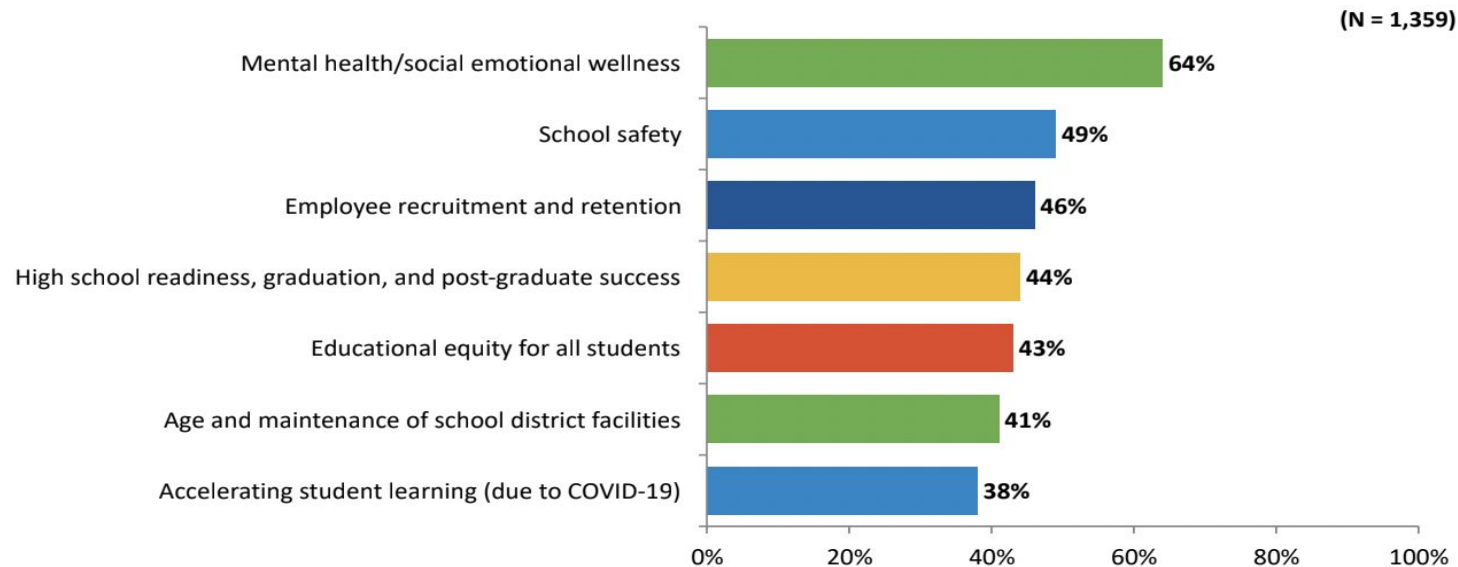
1. Mental health / social emotional wellness
2. Employee Recruitment and Retention
3. School Safety
4. Age and Maintenance of school district facilities
5. Educational Equity for all Students

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 3

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

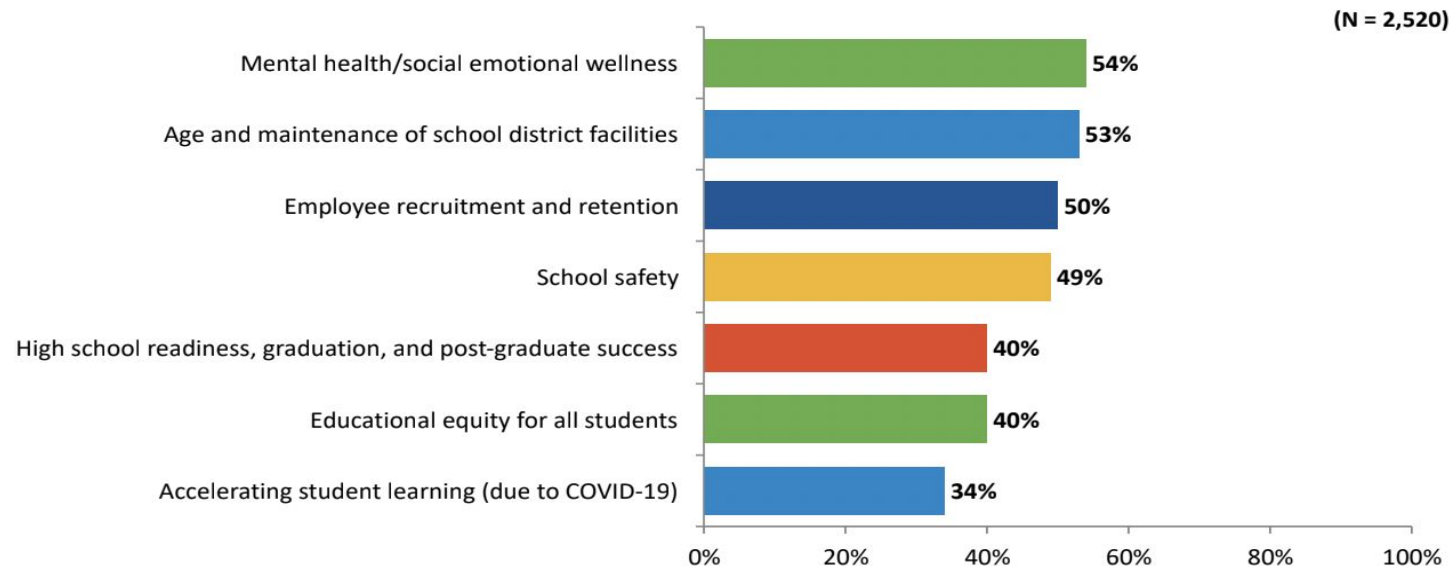
1. Mental health / social emotional wellness
2. School Safety
3. Employee Recruitment and Retention
4. High School readiness, graduation, and post-graduate success
5. Educational Equity for all Students

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 4

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

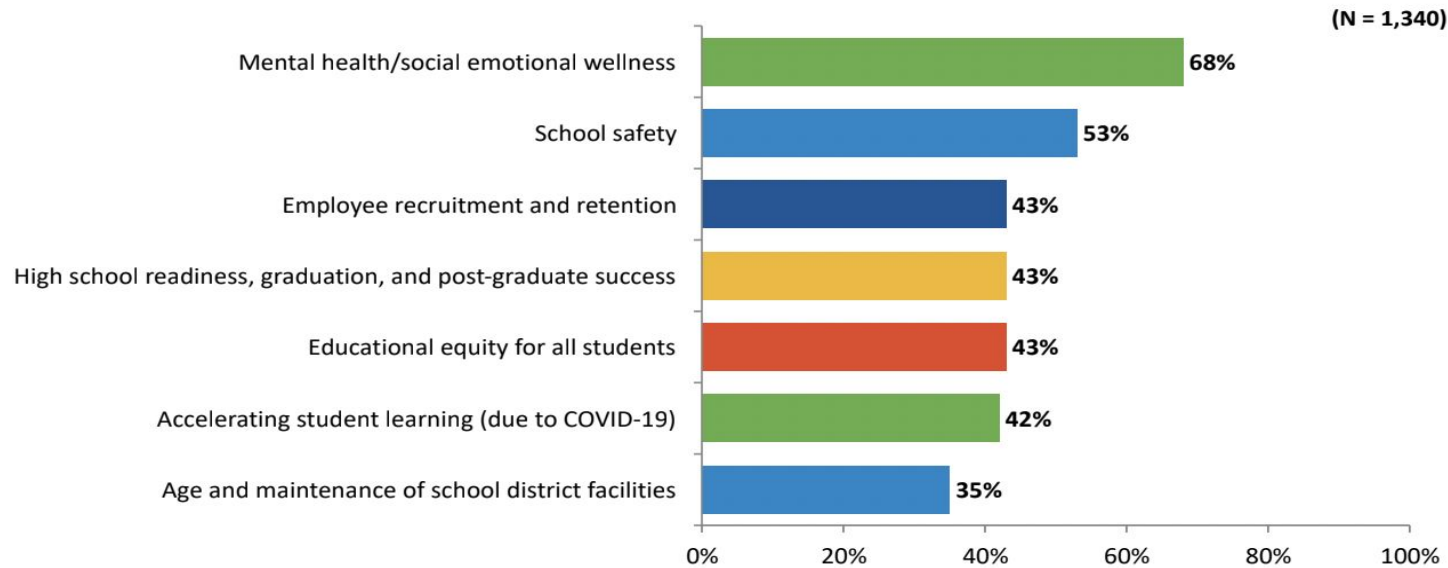
1. Mental health / social emotional wellness
2. Age and Maintenance of school district facilities
3. Employee Recruitment and Retention
4. School Safety
5. High School readiness, graduation, and post-graduate success

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 5

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

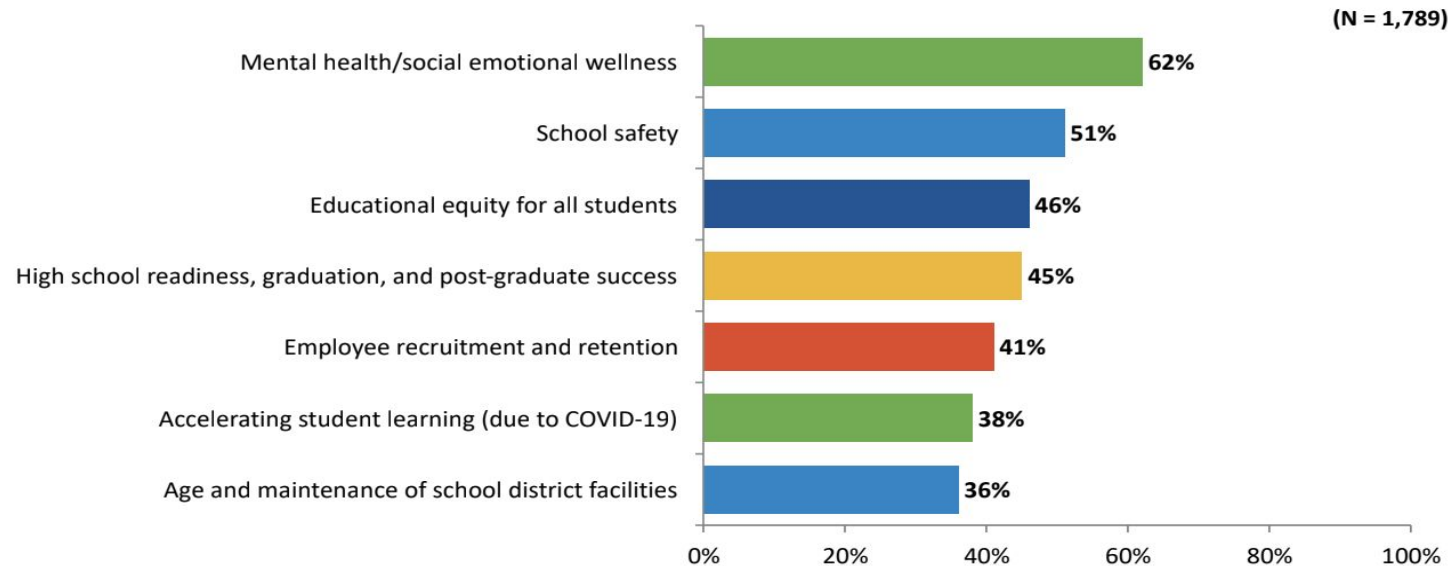
1. Mental health / social emotional wellness
2. School Safety
3. Employee Recruitment and Retention
4. High School readiness, graduation, and post-graduate success
5. Educational Equity for all Students

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 6

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

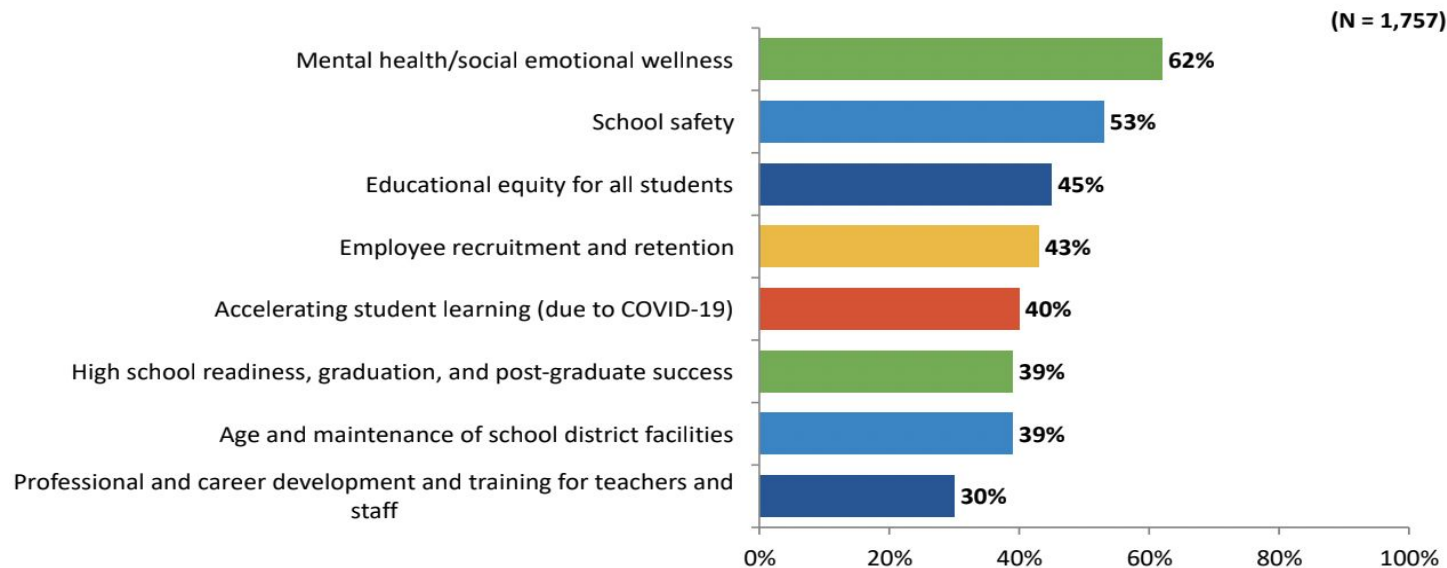
1. Mental health / social emotional wellness
2. School Safety
3. Educational Equity for all Students
4. High School readiness, graduation, and post-graduate success
5. Employee Recruitment and Retention

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Top Priorities- Board Region 7

What should DeKalb County prioritize in the next 3-5 years as part of their next Strategic Plan?

Select five priorities from the list of sixteen.



Top 5

1. Mental health / social emotional wellness
2. School Safety
3. Educational Equity for all Students
4. Employee Recruitment and Retention
5. Accelerating student learning (due to COVID-19)

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: While not explicitly mentioned, the emphasis on achievement in reading, writing, and math may indicate a focus on standardized testing.

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: While not explicitly mentioned, the emphasis on achievement in reading and math may indicate a focus on standardized testing.

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 days: There is a call for more remote learning days. This could be a way to address overcrowding or a response to the pandemic.

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: While not explicitly mentioned, the emphasis on achievement may indicate a focus on standardized testing.

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.

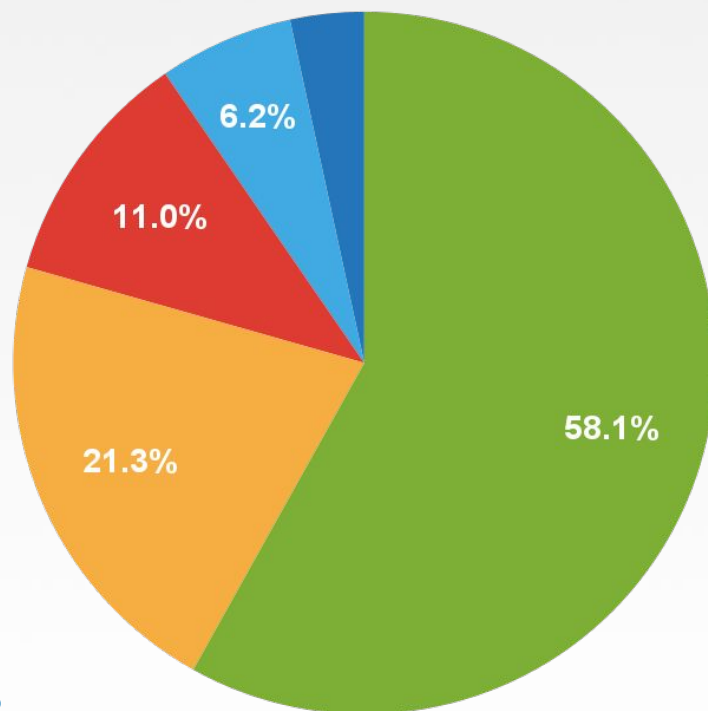
Arts and a well-rounded education: This data suggests a focus on providing arts programs, alongside academics, to offer a well-rounded education for students.

District Data Review

District Data

District Student Demographics

- Black
- Hispanic
- White
- Asian
- Other



92,672
students

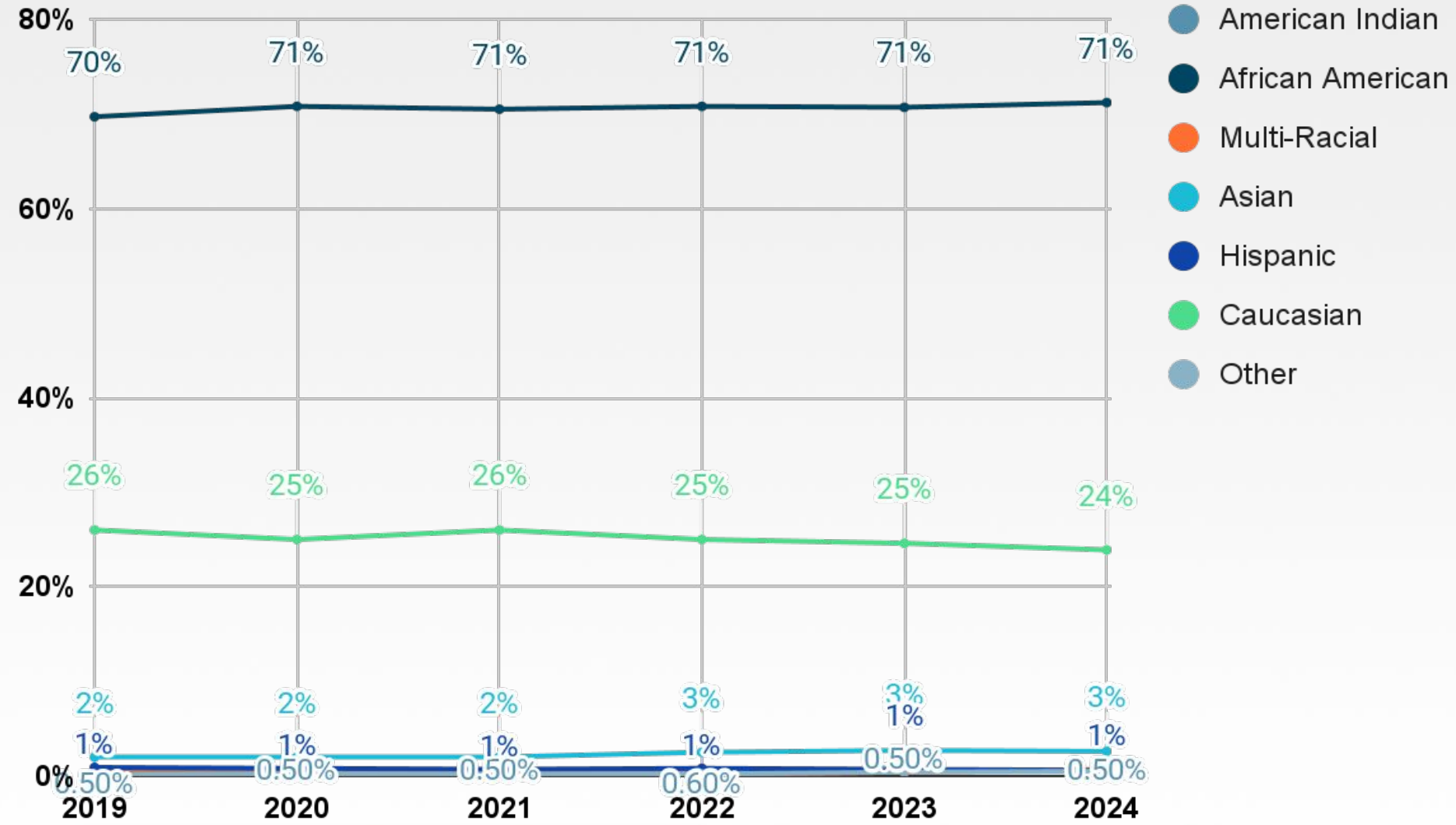
Schools

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

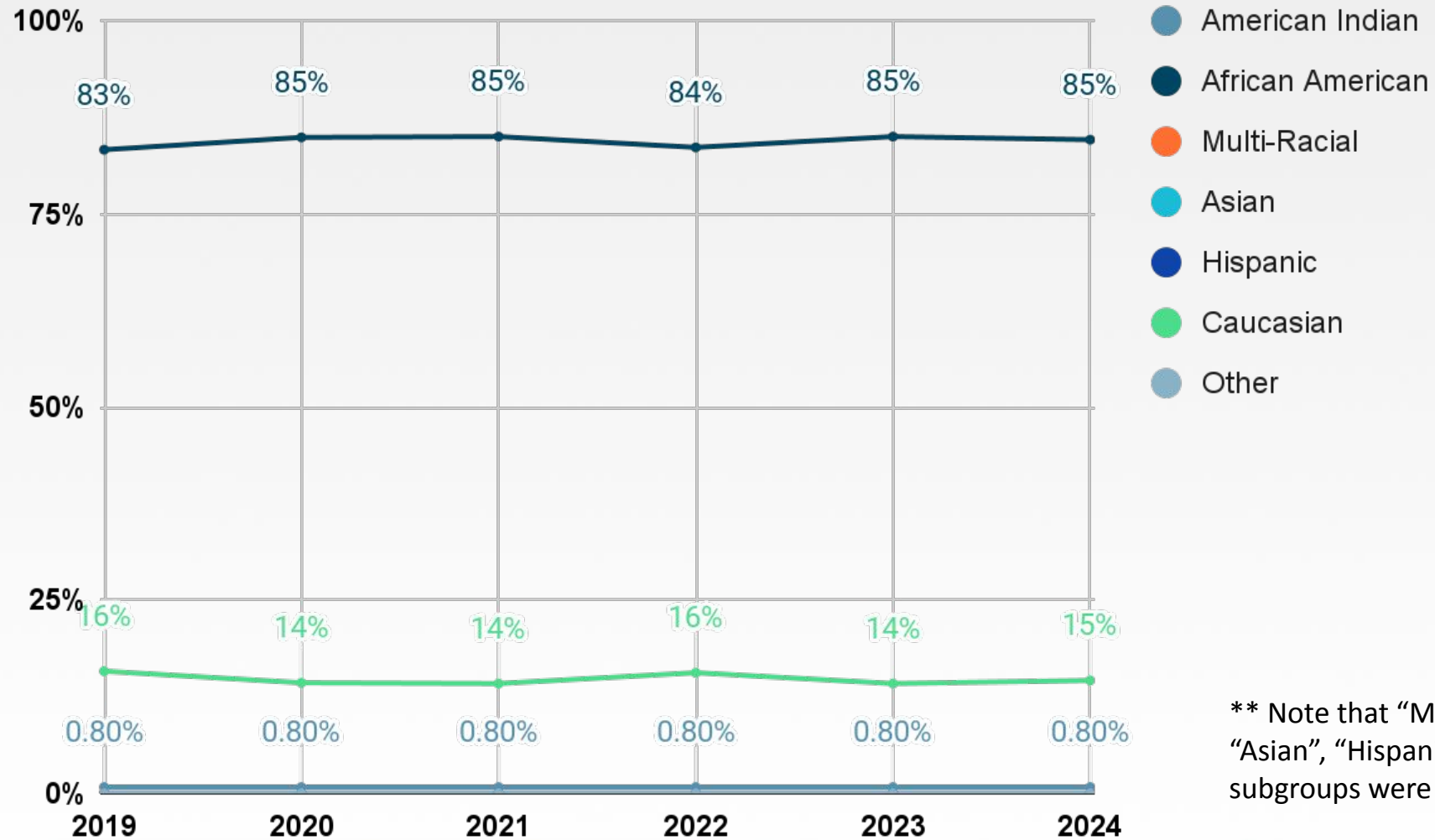
Students

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

Teacher Demographic Longitudinal Data

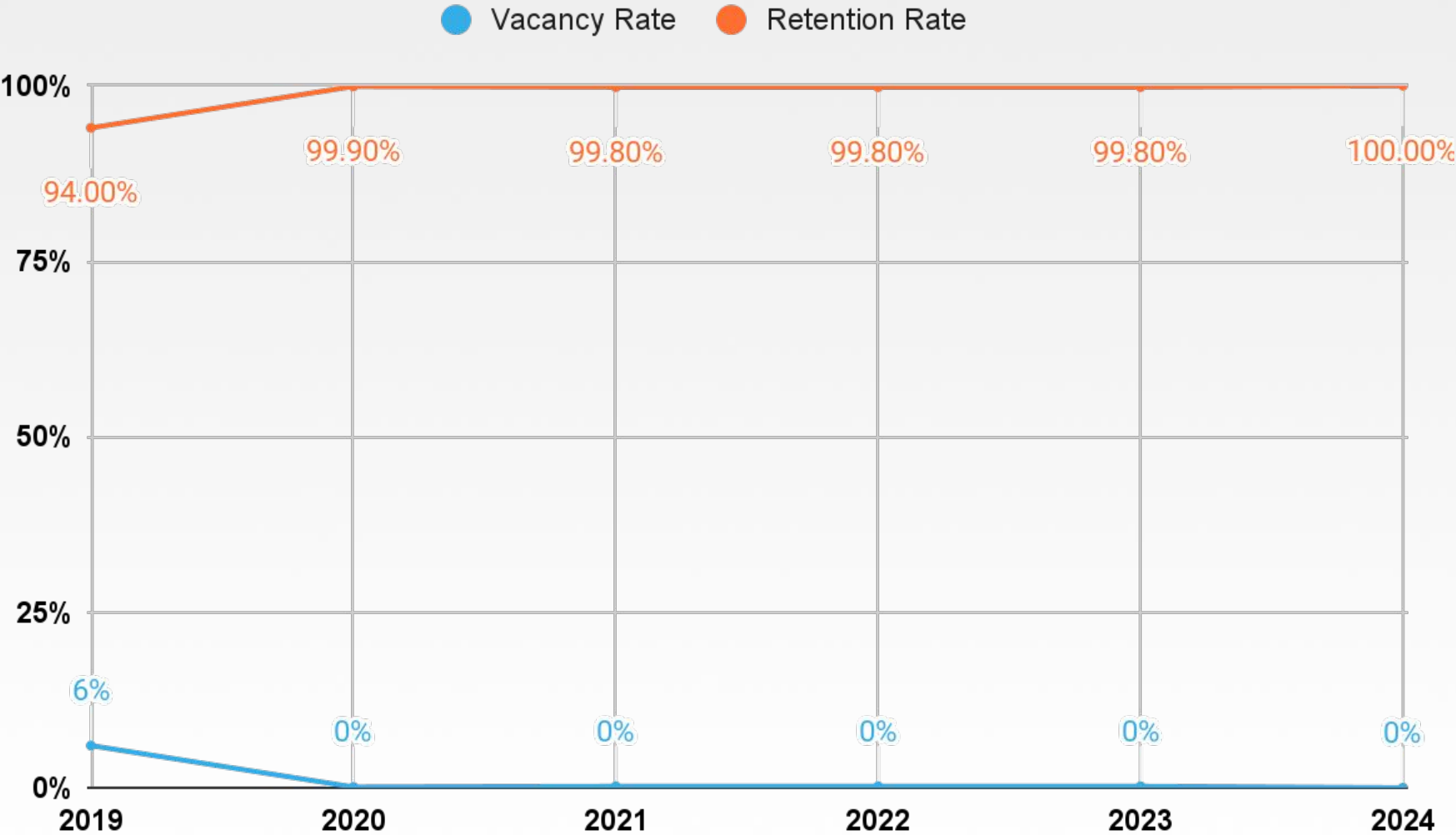


School Leader Demographic Longitudinal Data



** Note that "Multi-Racial", "Asian", "Hispanic", and "Other" subgroups were at 0%.

Teacher Vacancy and Retention Longitudinal Data



Resignations by year:

2019: 1,004
2020: 638
2021: 958
2022: 999
2023: 887
2024: 90

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%.

2023 Elementary Content Mastery in ELA by subgroup

Content Mastery in ELA for Elementary students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	English Language Arts	56.2	52.52
American Indian/Alaskan Native	English Language Arts	50.53	47.24
Asian/ Pacific Islander	English Language Arts	80.10	76.80
Black	English Language Arts	48.52	44.52
Hispanic	English Language Arts	41.84	38.90
White	English Language Arts	100+	90
Multi-Racial	English Language Arts	79.13	74.44
Economically Disadvantaged	English Language Arts	45.35	41.58
English Learners	English Language Arts	39.28	36.82
Students w/Disabilities	English Language Arts	34.63	33.57

2023 Middle School Content Mastery in ELA by subgroup

Content Mastery in ELA for Middle School students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	English Language Arts	55.66	52.30
American Indian/Alaskan Native	English Language Arts	52.63	59.55
Asian/ Pacific Islander	English Language Arts	76.38	73.73
Black	English Language Arts	49.66	45.75
Hispanic	English Language Arts	43.76	42.65
White	English Language Arts	99.66	90.00
Multi-Racial	English Language Arts	79.13	74.44
Economically Disadvantaged	English Language Arts	46.75	43.60
English Learners	English Language Arts	38.98	37.64
Students w/Disabilities	English Language Arts	30.93	29.03

2023 High School Content Mastery in ELA by subgroup

Content Mastery in ELA for High School students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	English Language Arts	52.76	55.90
American Indian/Alaskan Native	English Language Arts	44.74	41.51
Asian/ Pacific Islander	English Language Arts	64.27	67.42
Black	English Language Arts	45.48	49.52
Hispanic	English Language Arts	44.93	45.19
White	English Language Arts	97.39	90.00
Multi-Racial	English Language Arts	66.01	70.91
Economically Disadvantaged	English Language Arts	42.78	46.46
English Learners	English Language Arts	19.67	20.91
Students w/Disabilities	English Language Arts	27.91	28.95

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%.

2023 Elementary Content Mastery in Math by subgroup

Content Mastery in Mathematics for Elementary students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	Mathematics	57.25	50.88
American Indian/Alaskan Native	Mathematics	52.07	51.20
Asian/ Pacific Islander	Mathematics	87.42	80.54
Black	Mathematics	47.27	40.83
Hispanic	Mathematics	46.63	42.20
White	Mathematics	100.00+	90.00
Multi-Racial	Mathematics	78.47	65.86
Economically Disadvantaged	Mathematics	46.34	40.15
English Learners	Mathematics	45.87	41.95
Students w/Disabilities	Mathematics	37.75	35.55

2023 Middle School Content Mastery in Math by subgroup

Content Mastery in Mathematics for Middle School students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	Mathematics	47.39	44.74
American Indian/Alaskan Native	Mathematics	43.43	40.76
Asian/ Pacific Islander	Mathematics	71.51	70.91
Black	Mathematics	39.25	35.87
Hispanic	Mathematics	39.16	38.41
White	Mathematics	94.68	90.00
Multi-Racial	Mathematics	65.66	70.00
Economically Disadvantaged	Mathematics	38.14	35.49
English Learners	Mathematics	36.01	34.41
Students w/Disabilities	Mathematics	26.88	25.94

2023 High School Content Mastery in Math by subgroup

Content Mastery in Mathematics for High School students in DeKalb County			
Subgroup	Content Area	Indicator Score	Target
All Students	Mathematics	41.13	36.79
American Indian/Alaskan Native	Mathematics	58.00	51.46
Asian/ Pacific Islander	Mathematics	65.98	62.33
Black	Mathematics	33.18	28.90
Hispanic	Mathematics	34.90	33.45
White	Mathematics	89.71	81.73
Multi-Racial	Mathematics	65.12	47.09
Economically Disadvantaged	Mathematics	32.76	28.73
English Learners	Mathematics	25.74	24.62
Students w/Disabilities	Mathematics	20.06	19.35

2023 Elementary Progress in ELA by subgroup

District Progress in ELA for DeKalb County		
Subgroup	Content Area	Indicator Score
All Students	English Language Arts	89.73
American Indian/Alaskan Native	English Language Arts	91.38
Asian/ Pacific Islander	English Language Arts	100.00+
Black	English Language Arts	88.38
Hispanic	English Language Arts	86.55
White	English Language Arts	93.20
Multi-Racial	English Language Arts	99.25
Economically Disadvantaged	English Language Arts	88.56
English Learners	English Language Arts	89.36
Students w/Disabilities	English Language Arts	76.40

2023 Middle School Progress in ELA by subgroup

District Progress in ELA for DeKalb County		
Subgroup	Content Area	Indicator Score
All Students	English Language Arts	87.80
American Indian/Alaskan Native	English Language Arts	81.52
Asian/ Pacific Islander	English Language Arts	90.77
Black	English Language Arts	88.27
Hispanic	English Language Arts	83.68
White	English Language Arts	92.92
Multi-Racial	English Language Arts	86.93
Economically Disadvantaged	English Language Arts	86.63
English Learners	English Language Arts	82.26
Students w/Disabilities	English Language Arts	77.49

2023 Elementary Progress in Math by subgroup

District Progress in Mathematics for DeKalb County		
Subgroup	Content Area	Indicator Score
All Students	Mathematics	88.97
American Indian/Alaskan Native	Mathematics	70.70
Asian/ Pacific Islander	Mathematics	100.00+
Black	Mathematics	85.91
Hispanic	Mathematics	87.04
White	Mathematics	96.90
Multi-Racial	Mathematics	93.70
Economically Disadvantaged	Mathematics	86.64
English Learners	Mathematics	90.52
Students w/Disabilities	Mathematics	80.19

2023 Middle School Progress in Math by subgroup

District Progress in Mathematics for DeKalb County		
Subgroup	Content Area	Indicator Score
All Students	Mathematics	82.72
American Indian/Alaskan Native	Mathematics	86.31
Asian/ Pacific Islander	Mathematics	91.71
Black	Mathematics	82.04
Hispanic	Mathematics	76.86
White	Mathematics	92.90
Multi-Racial	Mathematics	87.95
Economically Disadvantaged	Mathematics	80.19
English Learners	Mathematics	76.63
Students w/Disabilities	Mathematics	71.99

2023 High School Progress in Math by subgroup

District Progress in Mathematics for DeKalb County		
Subgroup	Content Area	Indicator Score
All Students	Mathematics	83.42
American Indian/Alaskan Native	Mathematics	73.70
Asian/ Pacific Islander	Mathematics	84.41
Black	Mathematics	82.57
Hispanic	Mathematics	80.66
White	Mathematics	95.98
Multi-Racial	Mathematics	93.12
Economically Disadvantaged	Mathematics	81.45
English Learners	Mathematics	79.63
Students w/Disabilities	Mathematics	69.93

2023 Progress Towards English Language Proficiency

Progress Towards English Language Proficiency		
Grade Level	Subgroup	Indicator Score
Elementary	English Learners	99.89
Middle School	English Learners	49.62
High School	English Learners	57.3

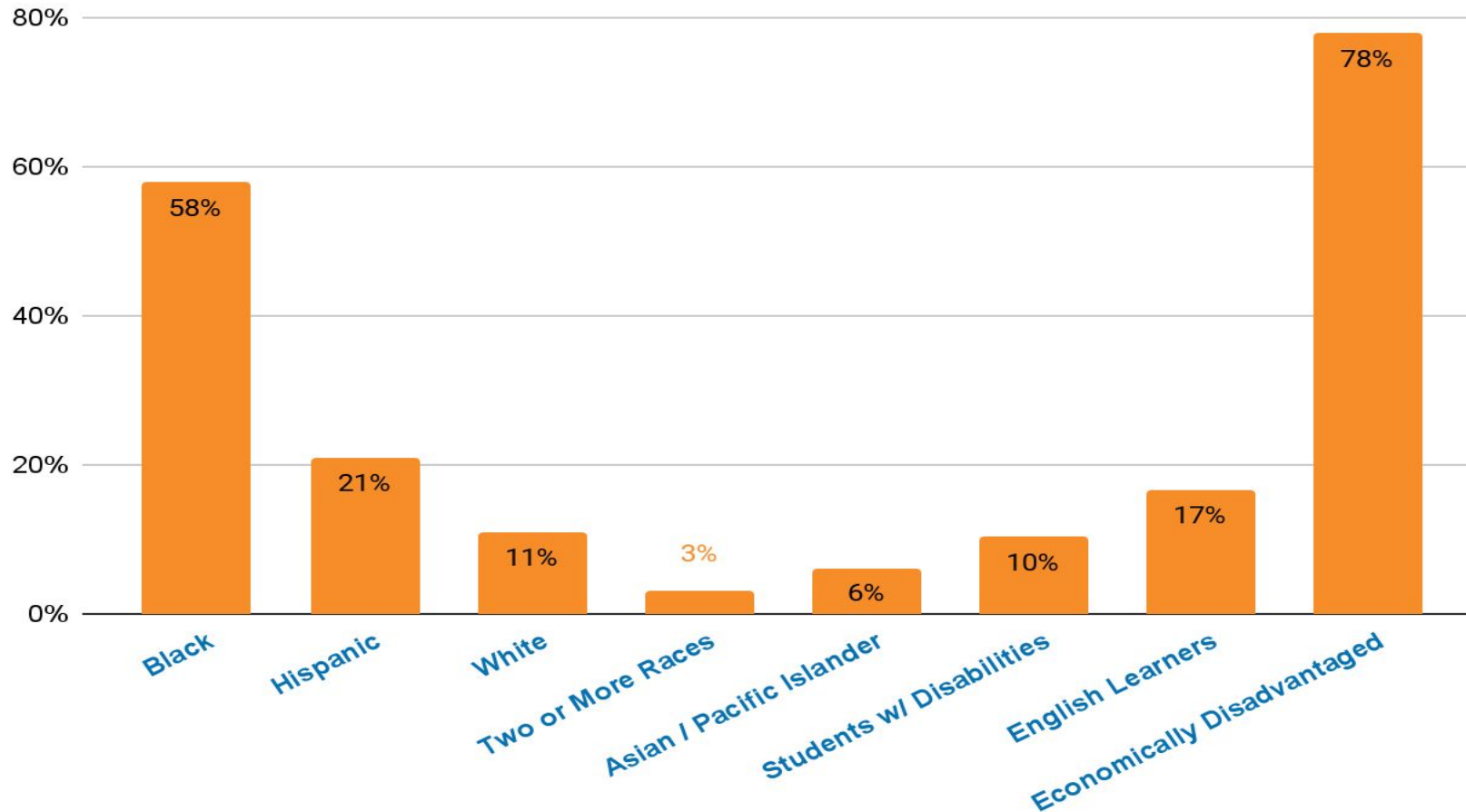
District Academic Data

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.

2022-2023 FTE Enrollment by Subgroup

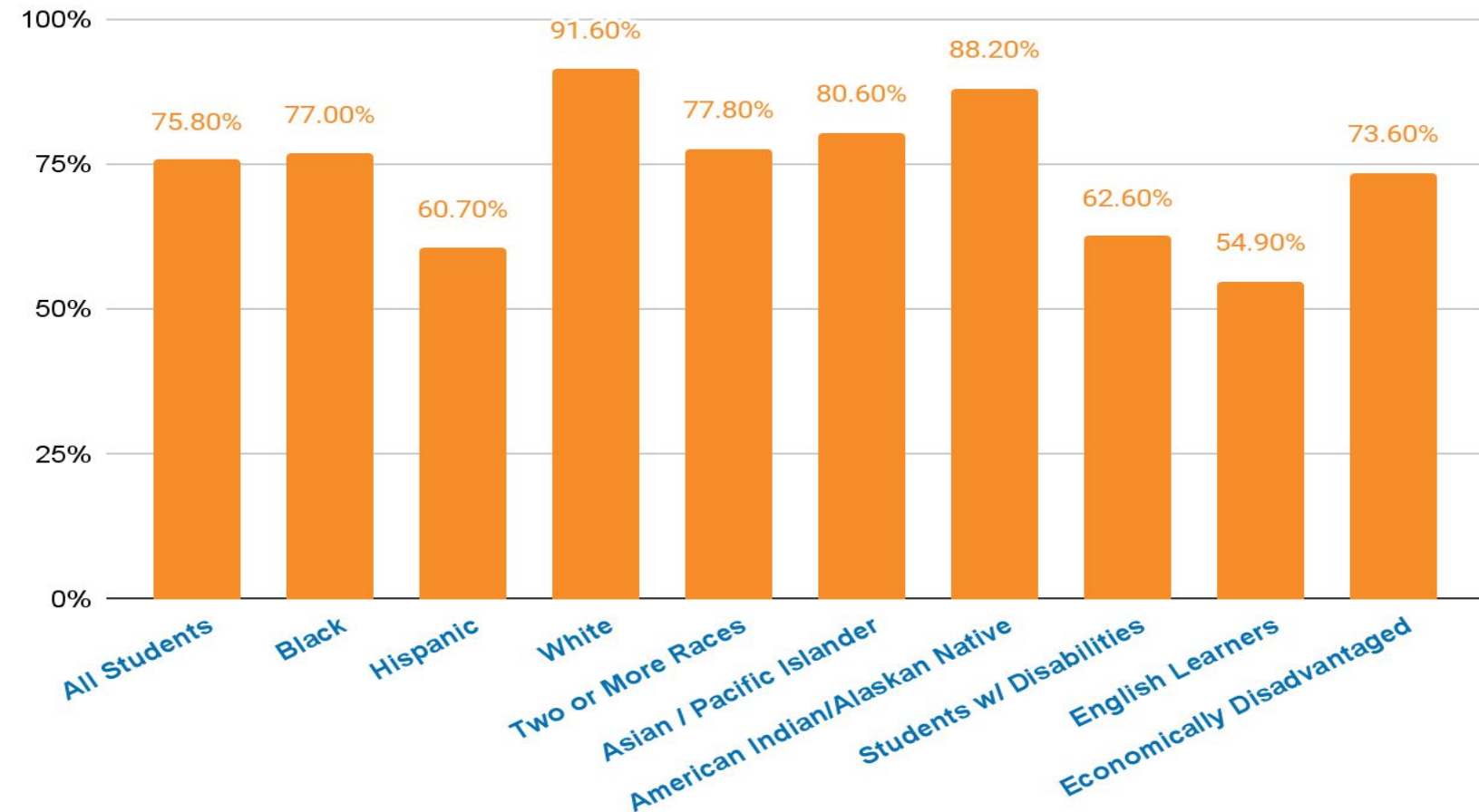
FTE Enrollment by Subgroup



District Graduation Data

DCSD's
graduation
rate is 76.2%

2023 Graduation Rates by Subgroup

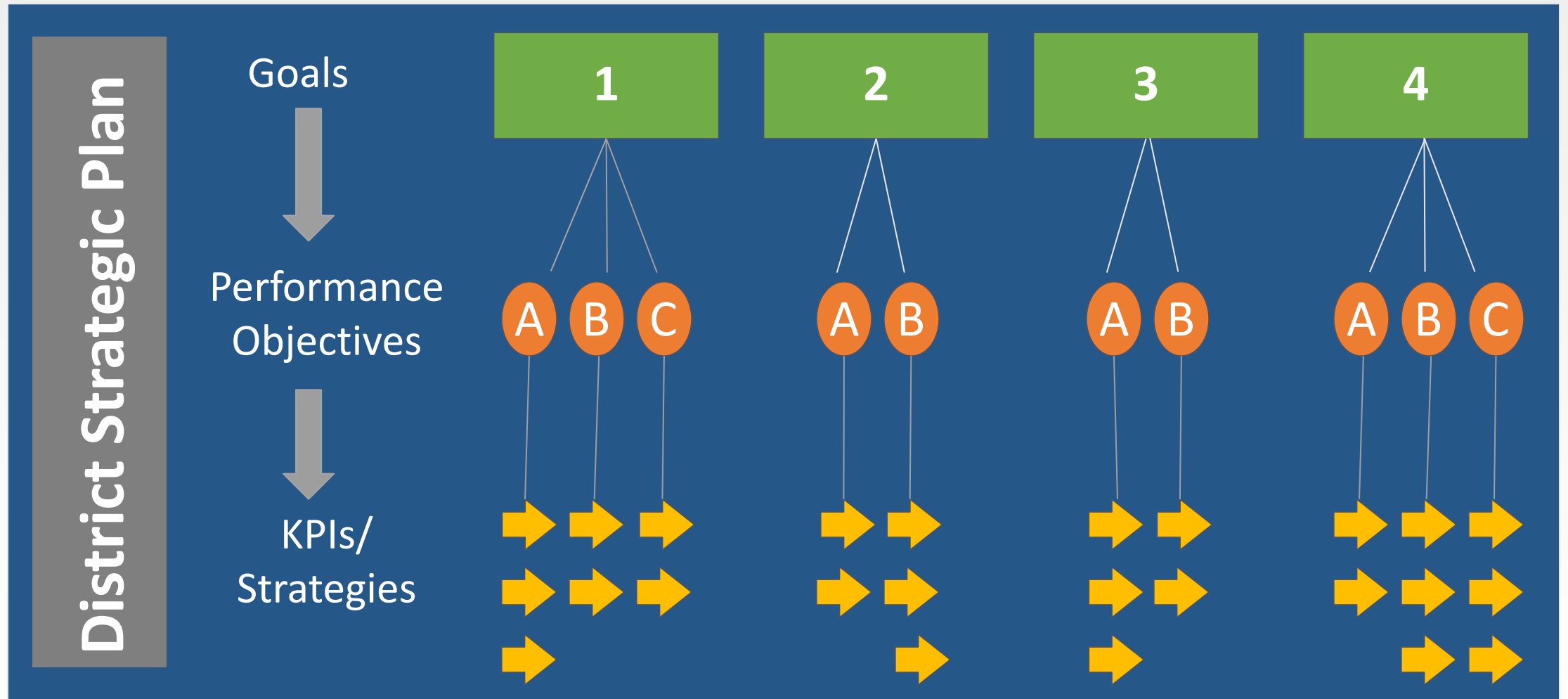


Data Review Discussion







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?

Preliminary Goal Area Identification

Goal Setting Structure



DeKalb County School District Current Strategy Map

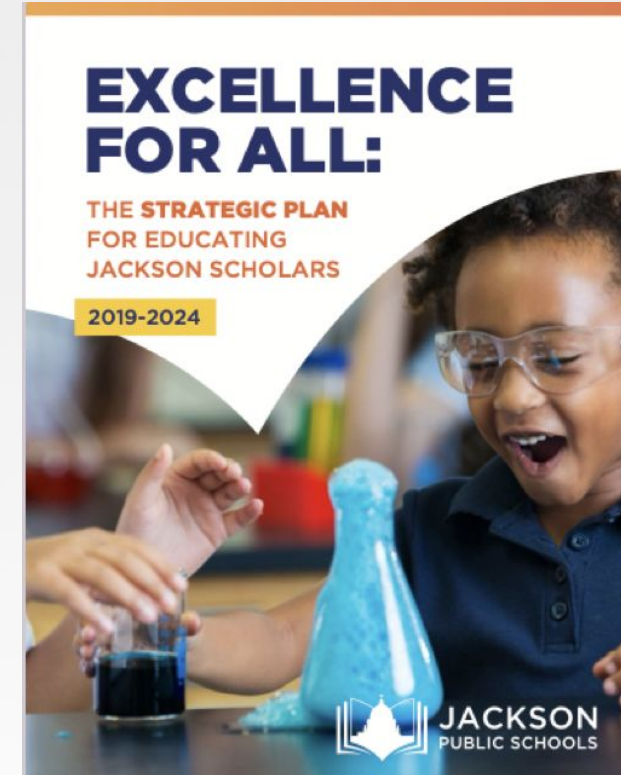
GOAL AREAS		PERFORMANCE OBJECTIVES		
01 	Student Success with Equity and Access	Improve student mastery of learning standards	Provide academically rigorous courses and/or pathways	Increase graduation rate
02 	Stakeholder Engagement and Communication	Increase the effectiveness of stakeholder engagement 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

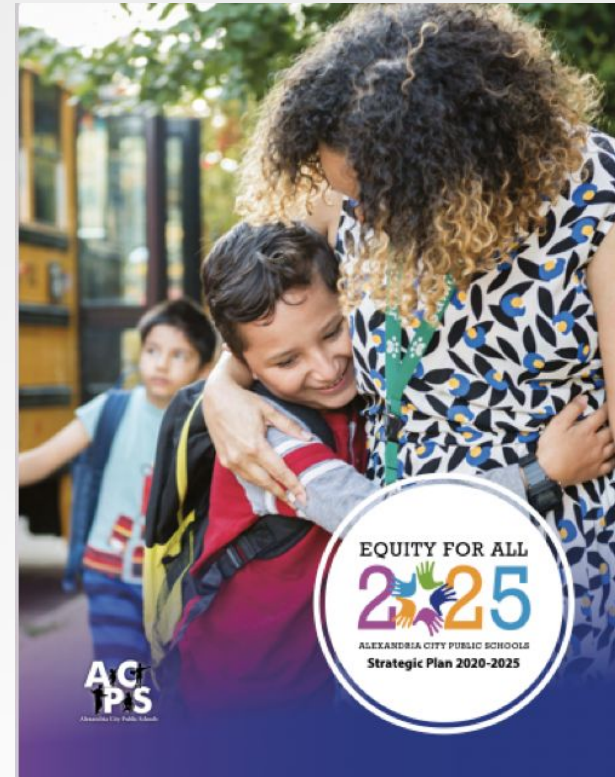
Jackson Goal Areas

- Strong Start / Early Learning
- Innovative Teaching & Learning
- Talented & Empowered Teams
- Joyful Learning Environments
- Culture of Accountability & Excellence



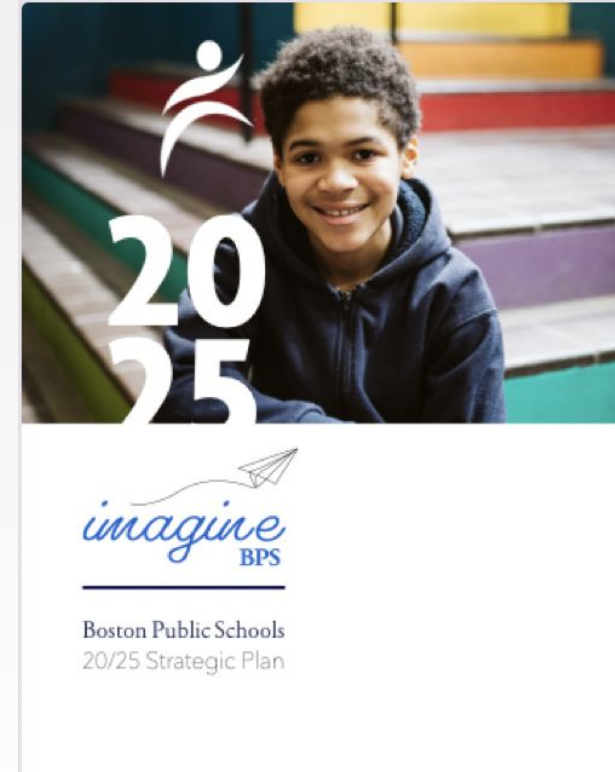
Alexandria Goal Areas

- Systemic Alignment
- Instructional Excellence
- Student Accessibility and Support
- Strategic Resource Allocation
- Family & Community Engagement



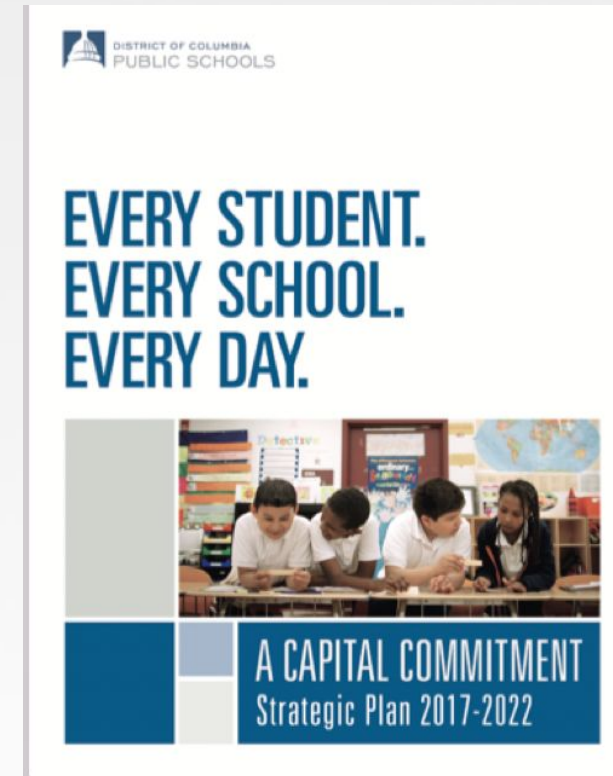
Boston Goal Areas

- Eliminate Opportunity & Achievement Gaps
- Accelerate Learning
- Amplify All Voices
- Expand Opportunity
- Cultivate Trust
- Activate Partnerships



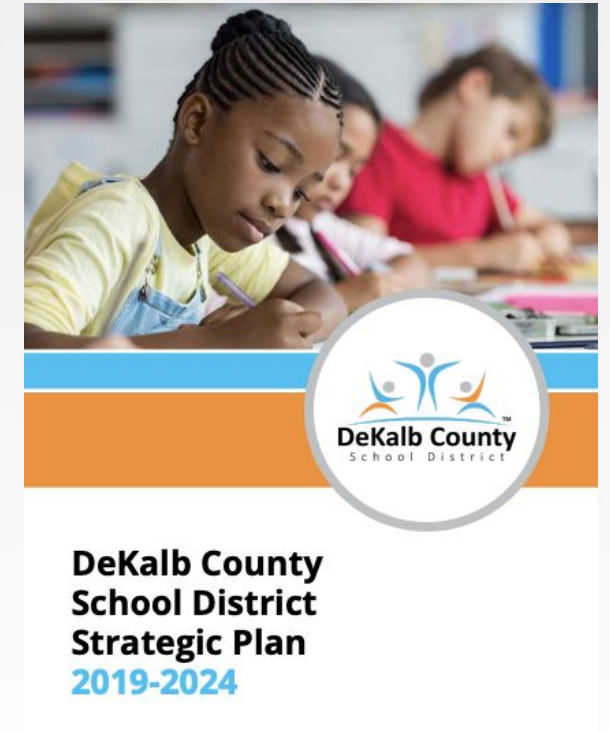
Washington, DC Goal Areas

- Promote Equity
- Empower People
- Ensure Excellent Schools
- Educate the Whole Child
- Empower Families

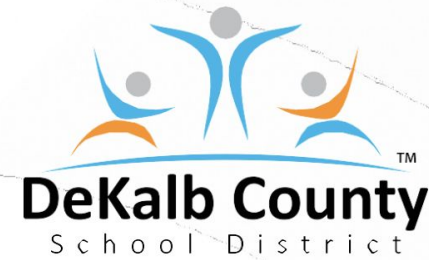


DeKalb County School District Goal Areas

- Student Success with Equity and Access
- Stakeholder Engagement and Communication
- Staff Effectiveness
- Culture and Climate
- Organizational Excellence
- Facilities



DeKalb County School District Miracles Framework









- M** Motion Towards Equity
- I** Improved Instructional Core
- R** Relevant and Rigorous Course of Study
- A** Attract and Retain High Quality Staff
- C** Commitment to Accountability
- L** Learning Environments that Supports Student Success
- E** Establish Expected Targets Driven by Results
- S** Sound Fiscal Stewardship

Goal Area & Performance Objectives Identification Activity

Based on the data reviewed, record the 3-5 goal areas that you think would be most impactful for DCSD to focus on over the next 5 years.

For each goal area, record your ideas for performance objectives that DCSD should consider.

DeKalb County School District Current Strategy Map

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
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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

Next Steps

Steering Committee Meeting #5

- April 25, 2024
- Focus
 - Performance Objectives, Key Performance Indicators (KPIs), & Strategies



Meeting Feedback



I appreciate...



I wonder...

The background of the image consists of four diagonal stripes of different colors: yellow on the far left, green, orange, and blue on the far right. The text 'Q&A' is centered horizontally and spans across the green and orange stripes. The 'Q' is white and positioned on the green stripe. The ampersand '&' is also white and positioned on the orange stripe. The 'A' is white and positioned on the orange stripe, extending slightly into the blue stripe.

Q&A

