



**FY16 STRATEGIC PLAN COMPREHENSIVE REVIEW
EXECUTIVE SUMMARY**

The Strategic Plan provides the direction needed to facilitate change that will allow the District to fulfill its vision and mission. This Executive Summary highlights the progress made during FY16, which was the District's second full year of plan implementation.

Instrumental to the successful implementation of the Strategic Plan is a focus on continuous improvement. In order for the Strategic Plan to be effective and dynamic, the District continuously measures and assesses its performance. The FY16 quarterly Strategic Planning sessions for each division were held on October 6, 2015 and April 14, 2016. In addition, the FY16 Mid-Year Review was conducted on November 18, 2015. This information was presented at the December Board of Education meeting. The FY16 Comprehensive Review was conducted on August 31, 2016 and will be presented to the Board of Education on October 3, 2016. The Comprehensive Review will assist the District with a continued evaluation of achievement of long-term strategies for decision-making, resource allocation, and Continuous Improvement Plan (CIP) development. This focus on continuous improvement will keep the Strategic Plan updated and flexible, as the on-going reviews inform course corrections to ensure long-term success.

Continuous Improvement Planning System training sessions were offered to all schools in June 2016. Using a case study, participants engaged in the well-defined components and processes used in continuous improvement planning. This included understanding the appropriate uses of various types and sources of data and designing collaborative processes to develop and implement a Continuous Improvement Plan (CIP). Built into this system are three monitoring cycles to review progress, reflect on processes, and identify actions to refine implementation of strategies. Indistar, a web-based system to inform, coach, sustain, track, and report improvement activities, will be the platform used as a monitoring tool for all schools.

The FY16 results of the strategic planning efforts yielded District achievements as well as opportunities for continuous improvement. The highlights listed below are not meant to be a comprehensive accounting of this year's successes. Rather, it details high impact, system-level progress that moves the District closer to realizing its vision and mission.

Goal Area I: Student Success with Equity and Access

During the 2016 year, DeKalb County School District experienced a 3% increase of students scoring proficient or higher on the Georgia Milestones Assessment. Title I schools experienced outstanding success as two-thirds of all Title I schools demonstrated typical to high growth on the Georgia Milestones and ensured comparability with the state rule. To support the development of a new and rigorous curriculum, a curriculum audit was completed throughout the District. Instructional technology has been improved to allow greater technology for teaching and learning and, to date, 63% of all classrooms in DeKalb County School District are equipped with wireless access with the remaining 37% being completed within the first months of FY17.

Goal Area II: Stakeholder Engagement

Parental engagement efforts improved in FY16 and over 5,000 more parents engaged in the school climate ratings during this school year. The strong emphasis on safe schools and the PBIS initiative improved student safety and discipline, resulting in fewer students being suspended in and out of school during the school year. To further support college and career readiness for students and their families, the Student Advancement Department was established to focus on career technology, dual enrollment, and parent engagement. My Brother's Keeper (MBK) has continued to grow and support young people with 2,400 students participating in the MBK Celebration. These students are receiving support from volunteer sponsors, coaches and mentors.

Goal Area III: Staff Efficacy and Excellence

The focus on developing leaders who are able to lead, support and grow teachers has been a major focus throughout the school year. Over 60 additional hours of leadership development training were offered to district and school leaders throughout this school year. Teacher effectiveness has improved and has been measured by the increase of teachers receiving proficient within the Teacher Keys Evaluation System.

Goal Area IV: Internal and External Communication

The Communications division has produced and distributed Social Media Guidelines for Students and Employees. These guidelines will ensure that students and employees are informed about legal, safe and smart social media communication. Thirty-six episodes of "*EngageMEnt Now!*" have been developed and aired on PDS-TV24 to give families new and innovative ways to engage with the school district.

Goal Area V: Organizational Effectiveness and Efficiency

Throughout the past few years, there has been an emphasis on creating more effective and efficient budgetary expenditure controls. During FY16, the emphasis has allowed us to decrease the number of accounts, improve the fund balance, and prepare for the District's Enterprise Resource Planning (ERP) software implementation. Additional resources allowed for the purchase of 91 new buses and 26 support vehicles and allowed for safer bus routes and fewer delays for students. The emphasis to process faster workman's comp claims has resulted in decreasing the number of claims still open after 12 months. To ensure effective and efficient organizational processes, DeKalb County School District entered into a multi-year Strategic Waiver School System (SWSS) contract with the GaDOE to allow for future flexibility and waivers from state law policies and regulations in exchange for innovation and increased accountability.

The FY17 performance measures (SMART goals), targets, initiatives, and actions steps have been informed by the FY16 results. Rigorous monitoring and data collection cycles will assist in identifying and driving improvement efforts in the District. Assessing progress, developing plans, implementing plans, and monitoring interventions are processes that will be sustained and happen continuously.