



## FY20 Strategic Plan Mid-Year Review Executive Summary

The 2019-2024 DeKalb County School District (DCSD) Strategic Plan was developed during the FY19 school year. The plan's development engaged members from all areas of the DCSD community and included a process of multiple teams and various stakeholders creating the new Strategic Plan. The DCSD Board of Education, along with members of the Strategic Planning Team, determined that the 2014-2019 DCSD vision and mission were deeply embedded within the culture of the district and retained them as the cornerstones of the new Strategic Plan.

*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.*

The core beliefs were reduced from eleven down to four powerful statements that represent the core values of the organization, which drive the everyday decisions and actions of the district.

*We believe:*

- *In making sure every decision supports quality teaching and learning*
- *In ensuring we meet every student's academic, social, and emotional needs*
- *In embracing the cultural diversity of our community as a strength*
- *In holding everyone accountable for educational excellence*

After six months of Community Engagement sessions, Planning and Action Team meetings, Board of Education input and approval, the implementation of the 2019-2024 DCSD Strategic Plan began in the FY20 school year. The new plan includes six strategic goal areas that represent all areas of the district's intended accomplishments within the next five years.

Strategic Goal Areas

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

While the Strategic Plan serves as the "big picture" of the district's progress, each DCSD employee must be engaged and become vested to ensure metric improvement as annually reflected in the district's Balanced Scorecard throughout the five years of the plan.

Below is a summary of the performance objectives connected to each Strategic Plan Goal Area:

#### Goal Area 1- Student Success with Equity and Access

- The essential work in this area is to improve student mastery of learning standards, provide academically rigorous courses and/or pathways, and increase the graduation rate.

#### Goal Area 2- Stakeholder Engagement and Communication

- The focus in this area is to increase the effectiveness of stakeholder engagement experiences, improve opportunities for innovative stakeholder collaboration, and improve and ensure effective district internal and external communication.

#### Goal Area 3- Staff Effectiveness

- The emphasis in this area includes recruiting, developing, and retaining high performing staff.

#### Goal Area 4- Culture and Climate

- The efforts in this area will ensure that we create and maintain a safe, orderly, positive learning environment, establish and maintain high expectations of excellence, cultivate culturally responsive learning environments, and provide support for social and emotional learning for all.

#### Goal Area 5- Organizational Excellence

- The vital work in this area is to ensure excellent financial management and efficient use of our resources.

#### Goal Area 6- Facilities

- The critical work in this area is to improve and maintain facility conditions, ensure that educational facilities meet programmatic needs, and develop and increase sustainable funding for facilities.

All DCSD division heads have worked with their respective teams to review the specifics of the 2019-2024 DCSD Strategic Plan and have connected division-pertinent strategic goal areas, performance objectives, and performance measures to department initiatives and action steps. The first 2019-2024 Strategic Plan mid-year review with divisions was conducted on February 13, 2020.

All division plans address how they will work to achieve the vision and mission of the Strategic Plan. The initiatives shown below represent some of the work that Operations, Finance, Information Technology, Human Capital Management, Legal Affairs, Communications, Curriculum and Instruction, Accountability, and Student Support and Intervention are collaboratively engaged in to ensure the success of DCSD students:

#### Goal Area 1- Student Success with Equity and Access

- Instructional and Collaborative Planning
- Teacher Prepared to Teach IB/AP Courses
- Instructional Program Evaluation
- School Leaders Monitoring IEPs
- Item Bank Usage
- Use of Naviance
- Inventory Management Tracking System

- Digital Dreamers

#### Goal Area 2- Stakeholder Engagement and Communication

- Increasing PBIS
- Family Outreach Program
- Communication Toolkit
- Positive News on Website and Social Media
- Meeting Georgia's Open Meeting Laws
- External Grant Development

#### Goal Area 3- Staff Effectiveness

- School Staffing Partnerships
- Job Share for Retired Teachers
- Walk-in Wednesday
- Ignite U

#### Goal Area 4- Culture and Climate

- Comprehensive County-Wide Plan to Address School Climate and Culture
- Beyond Safe School Audits
- Cultural Awareness Training
- Increase Staff Trained in Mental Health Awareness
- Secure IT

#### Goal Area 5- Organizational Excellence

- Complete and Implement Enterprise Resource Planning (ERP) Project
- Development of a Budget Calendar
- School District Financial Audit
- State Bus Inspections In-House
- Open Records
- 24 Hour Workman's Comp Contact

#### Goal Area 6- Facilities

- Facilities Deferred Maintenance Strategy Development
- KEY Educational Specifications
- E-SPLOST VI Comprehensive Master Plan
- Staffing for Facilities Management
- Plant Engineer Training

While this Executive Summary contains a snapshot of the new Strategic Plan work in progress throughout the school district, it indicates examples of our five-year path to improvement and guides our future.