

Disrupting

for Excellence



Strategic Plan

Board Work Session #1

December 11, 2023

Welcome!

Dr. Devon Q. Horton
Superintendent of Schools



Session Objectives

- Understand the process and timeline for the development of the strategic plan.
- Understand the role of the Board, Steering Committee, Cabinet, and stakeholder groups in the strategic planning process.
- Review the core beliefs and core values for the DeKalb County School District.
- Refine the vision and mission for the DeKalb County School District.

Agenda

- Welcome & Introductions
- Strategic Plan Process, Timeline, and Roles of Stakeholders
- Core Values/Core Beliefs for DeKalb County School District (H-Pride)
- Vision for DeKalb County School District
- Mission for DeKalb County School District

Welcome & Introductions

Your Name

How long you've been a board member in the DeKalb County School District

One word or phrase to describe how you feel about the district's next strategic plan

About Insight Education Group



We are **practitioners** with school and district experience and a passion for supporting our partners to shape educational systems that are truly equitable for all learners.



We are committed to providing a **partner-driven process** rather than relying on "ready-made" programs.



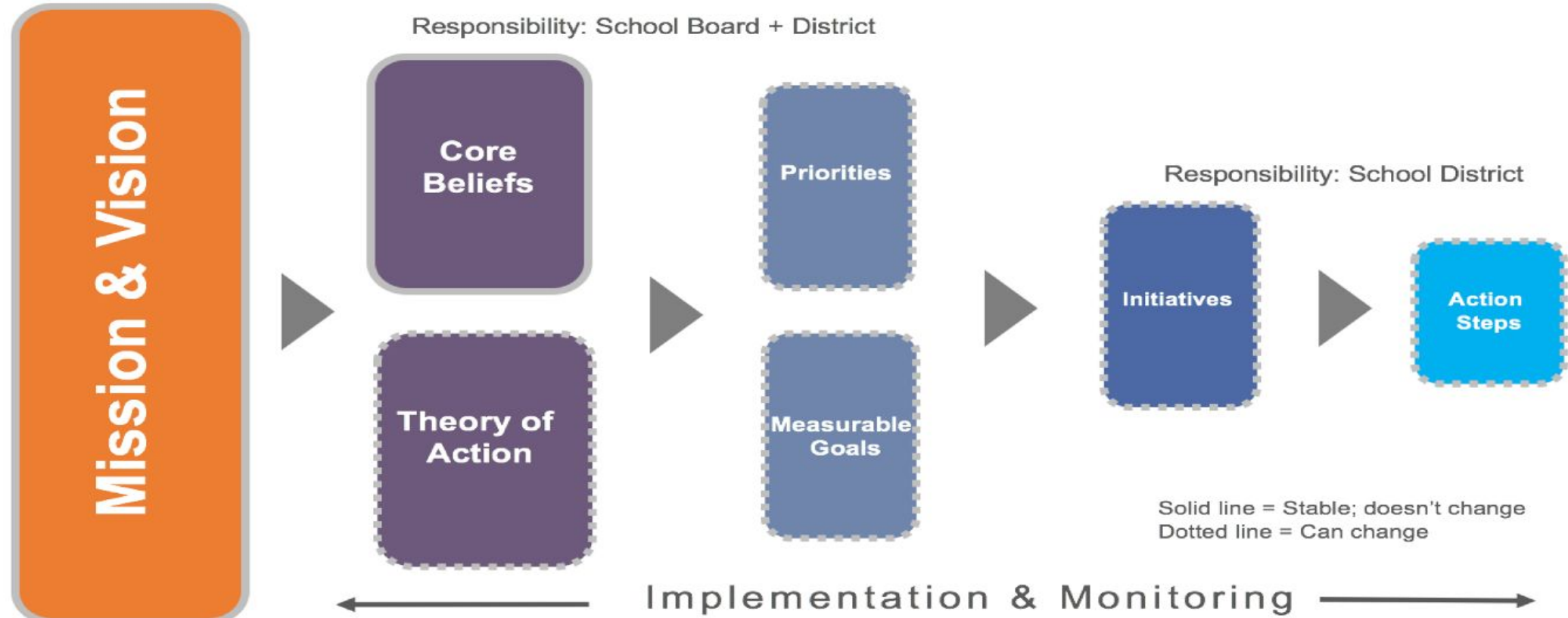
We understand and appreciate the **challenges, nuances, and opportunities** of implementing small and large-scale systems and initiatives.

Facilitator: Aurora Lora



- Worked in education for 23 years
- Elementary school teacher - Houston
- Middle & high school principal - Portland, OR
- Principal supervisor - Seattle
- Assistant superintendent - Dallas
- Associate superintendent - Oklahoma City
- Superintendent - Oklahoma City

INSIGHT'S STRATEGIC PLANNING FRAMEWORK



District Project Plan

OCT	NOV/DEC	JAN	FEB	MAR	APR	MAY	JUN
Project Planning							
	Steering Committee Meetings						
		Data Analysis					
		Stakeholder Surveys					
			District Leadership Drafts Sections for Feedback				
				Focus Groups			
				Data Analysis			
					Draft Shared		
	Board Work Session		Board Work Session		Board Work Session		Final Plan to the Board

Steering Committee

30 members selected based on their individual knowledge and skills, as well as their affiliations to particular stakeholder groups

- district and school staff and leadership;
- students;
- parents;
- community members and leaders; and
- other key partners

Steering Committee

When selecting members, we ask the district to consider if the committee:

- Equitably represents the demographics of the district's student population;
- Equitably represents the various areas of the city/county;
- Represents a range of schools and grade levels, as well as positions and years of experience;
- Has a balance of internal and external stakeholders

Steering Committee's Role

What is the
value of a
steering
committee?

- Advise on development of the plan
- Elevate the voices of stakeholders
- Be ambassadors for the project
- Provide thought leadership on the implementation of the plan

Steering Committee's Meetings



Role of the Board

- Decision makers on the core beliefs, vision, and mission for the district
- Provide feedback on sections of the strategic plan at Board work sessions (3)
 - December 11 - Core Beliefs / Values, Vision, and Mission
 - February - Finalize Core Beliefs / Values, Vision, and Mission; Portrait of a Graduate; Review Stakeholder Survey Results
 - April - Provide feedback on proposed priorities and goals
- Approver for the strategic plan once completed

Role of Superintendent/Cabinet/Executive Leadership Team

- Provide feedback on sections of the strategic plan
- Draft priorities, goals, and strategies using feedback from the Steering Committee, Board, and community (surveys and focus groups)
- Review feedback on the draft priorities, goals, and strategies and use it to make revisions to the drafts
- Provide input for the graphic design of the final document

Role of Stakeholder Groups / Community

- Provide input on the district priorities through the survey in January / February
- Provide feedback on sections of the strategic plan through focus groups in March / April

Main Focus for Today

Core
Beliefs /
Values

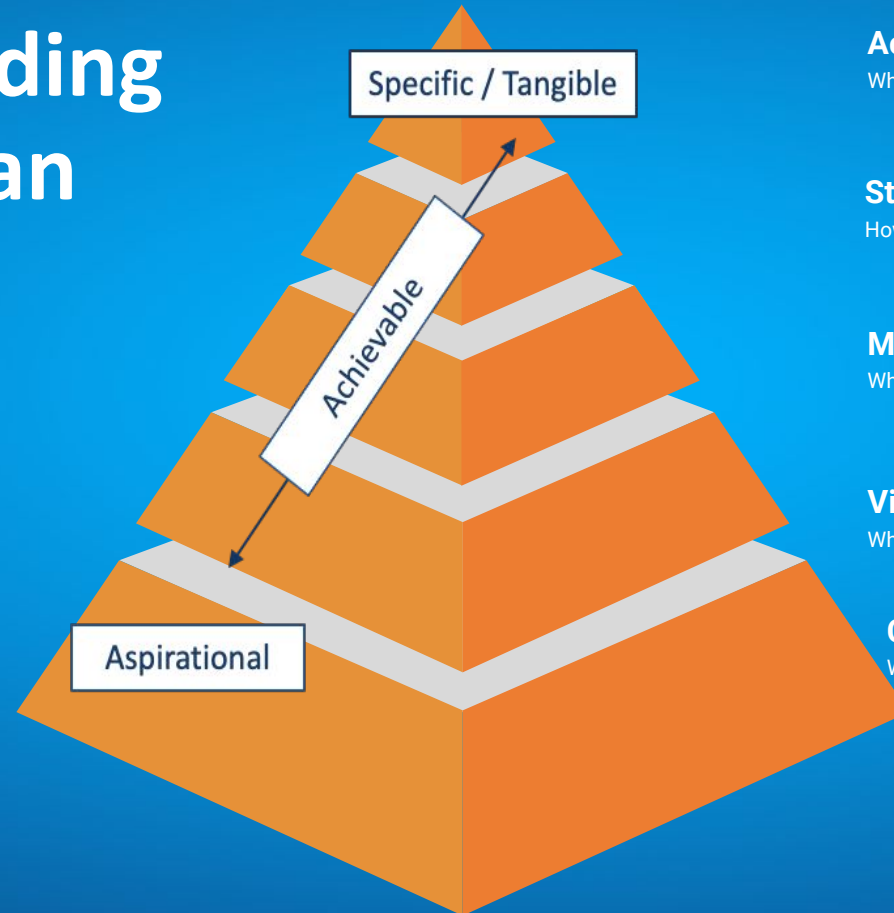
Vision

Mission

What are the elements?

Core Beliefs	General and fundamental assumptions/overarching truths about the world.
Core Values	Set of principles that drive all behaviors and decision-making for the district.
Vision	Describes what the district hopes to achieve or be in the future.
Mission	Articulates what is unique about who the district is, what the district does, and who the district serves.

Process for Building the Strategic Plan



Action

What do we have to do? How do we know?

Strategic Plan

How are we going to progress?

Mission

What do we do? Who do we do it for?

Vision

Where are we going? What do we aspire to achieve?

Core Beliefs & Core Values

What do we stand for?

Core Beliefs and Core Values

Core Beliefs

- General and fundamental assumptions about the world. They are deep-seated convictions you hold about yourself, others, and the nature of reality. They aren't about specific situations, but about overarching truths and they often go unquestioned.

Core Values

- Specific and actionable guides for behavior and decision-making. They are principles that guide your actions, translating into concrete behaviors. Shared values create a sense of belonging and guide collaborative action.



Imagine **core values** as the walls and furniture. They're what you see and interact with on a daily basis, reflecting the foundation in a tangible way.

Imagine **core beliefs** as the foundation of a house. It's an unseen, underlying structure that determines the overall shape and strength of the building.

Montgomery County Public Schools (MD)

Core Beliefs:

- All students can learn.
- Every student deserves a high-quality education.
- Public education is the foundation of a strong democracy.

Core Values:

- Equity - Ensuring that every student has the opportunity to reach their full potential, regardless of their background or circumstances
- Excellence - Striving for the highest standards of teaching, learning, and achievement
- Innovation - Embracing new ideas and approaches to education
- Collaboration - Working together as a community to support success

Louden County Public Schools (VA)

Core Beliefs:

- All students are capable of achieving high levels of learning.
- Each student is unique and deserves a personalized learning experience.
- Public education is essential for a thriving democracy.

Core Values:

- Student-centered focus - Putting the needs of every student first
- Equity and inclusion - Creating a welcoming and supportive environment for all students
- Continuous improvement - Striving for excellence through ongoing learning and innovation
- Collaboration and community - Building strong partnerships with families, staff, and the community

Fort Worth Independent School District (TX)

Core Beliefs:

- Every child is capable of greatness.
- Relationships matter.
- Public education is the cornerstone of a strong democracy.
- Equity and access are essential for student success.
- Continuous improvement is vital for organizational excellence.

Core Values:

- Student-centered - We put students first in everything we do.
- Integrity - We are honest, ethical, and accountable.
- Innovation - We embrace new ideas and continuous improvement.
- Teamwork - We work together to achieve common goals.
- Excellence - We strive for the highest quality in all that we do.

Denver Public Schools (CO)

Core Beliefs:

- Every child is capable of greatness.
- Public education is the cornerstone of a just and equitable society.
- Collaboration is essential for student success.

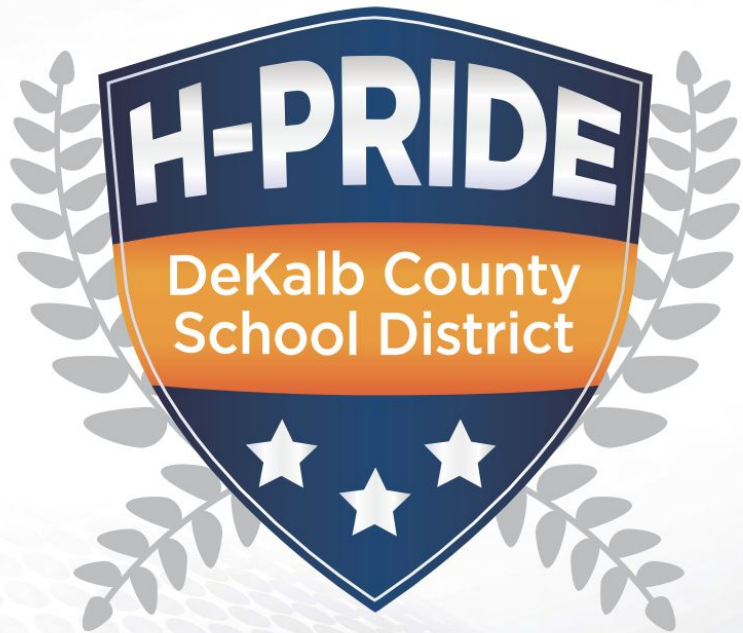
Core Values:

- Equity - Ensuring that all students have access to the resources and opportunities they need to succeed
- Student-centered learning - Designing instruction that meets the individual needs of every child
- Innovation - Embracing new ideas and technologies to improve teaching and learning.
- Accountability - Measuring progress and holding ourselves responsible for student outcomes.

DeKalb County Public Schools Core Beliefs

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



DeKalb County School District Six Core Values:

- H Humanization-** Before we can address the critical work that has to be accomplished collectively in the DeKalb County School District, we must connect as human beings first. Recognizing value and worth and not viewing others solely as resources and a means to an end.
- P Professionalism-** should be exhibited in all phases of our professional and personal life. Our dress code, the manner in which we communicate, accountability, and punctuality are some traits that represent professionalism.
- R Respect-** A professional work environment is built on mutual respect. We treat each other with courtesy, we value diversity, and appreciate different perspectives.
- I Integrity-** is closely related to professionalism but it involves honesty, truthfulness, and ethical conduct. Taking responsibility for their actions and maintaining confidentiality when required.
- D Dignity-** Fair treatment of individuals. Not discriminating against individuals because of race, gender, age, or sexual orientation. Open and honest communication regardless of the position or title is imperative.
- E Empathy-** Understand and share the feelings, perspectives, and experiences of others. It involves recognizing and acknowledging the emotions and concerns of others, as well as responding in a compassionate and supportive manner.

Discussion

- Should we have core beliefs and core values for DCSD?
Most districts have either core beliefs or core values, but we saw examples of districts that have both.
- If we have both, should we stick with the current core beliefs or brainstorm some additional options?

Vision

Vision

Describes what the district hopes to achieve or be in the future.

Sample Vision Statements

“Making the best possible ice cream, in the nicest possible way.”

-Ben & Jerry's

“To organize the world's information and make it universally accessible and useful.”

-Google

“To make people happy.”

-Disney

“To develop leaders who will one day make a global difference.”

-Harvard

“We will help people live longer, healthier, happier lives.”

-CVS

“To reduce human trauma and economic costs associated with automobile accidents.”

-Progressive

Key Ingredients of a Vision

1 – The output

When you define what you do as an outcome, you start to transform your product or service into a benefit. Vision statements that talk about benefits are far more inspiring than those that talk about the service or product itself.

2 – The twist

Your vision statement needs a unique selling point. This is a key ingredient in helping you bring focus and inspiration to your vision.

3 – The quantification

With no possible end in sight (or a totally unrealistic one), the initial inspiration derived from a great vision can turn to frustration. Give yourself a goal to assess progress against but it doesn't have to be numeric.

4 – The human connection

Include something that makes people conjure a specific mental image when they read your vision statement.

Sample Vision with Key Ingredients

- 1 – The output
- 2 – The twist
- 3 – The quantification
- 4 – The human connection

Producing and selling **locally sourced cakes and pies** that are so delicious and satisfying that **every customer who leaves our store** does so **with a smile**.

Sample District Vision Statements

Mooreville Graded School District:

- Creating a better community by empowering every individual to grow, thrive, and succeed.

Maplewood Richmond Heights School District:

- Inspiring and preparing students to be leaders, scholars, stewards, and citizens who will thrive in a diverse and changing world.

Chapel Hill-Carrboro City Schools:

- Our schools exist to provide experiences that empower, inspire, and engage.

Sample District Vision Statements

Durham Public Schools:

- Igniting Limitless Potential

Austin Independent School District:

- We are Austin's home for inclusive learning: high expectations for all children, high outcomes for every student.

Los Angeles Unified School District:

- L.A. Unified will be a progressive global leader in education, providing a dynamic and inspiring learning experience where all students graduate ready for success.

Current DCSD Vision

To inspire our community of learners to achieve
educational excellence

Discussion

- Should we stay with the current vision for DCSD or make changes?
- If we make changes, what did you find compelling about the sample visions?
- How might we weave those ideas into a new vision statement for the DeKalb County School District?

Mission

Mission

Articulates what is unique about who the district is, what the district does, and who it serves.

Mission Brainstorm

Describes what is
unique about
who we are

Describes what is
unique about
who we serve

Describes what is
unique about
what we do

Sample District Mission Statements

Waukee Community Schools is a rapidly growing and increasingly diverse school district. We believe every individual's unique background and culture enhance our schools. By focusing on the joy of learning and growth for everyone, we create a dynamic work environment for our staff while engaging our students, families and the community through innovative educational experiences.

How well does this mission statement describe what is unique about:

- Who the district is?
- Who they serve?
- What they do?

Sample District Mission Statements

Jackson Public Schools:

- At Jackson Public Schools, we develop scholars through world-class learning experiences to attain an exceptional knowledge base, critical and relevant skill sets, and the necessary dispositions for great success.

Maplewood Richmond Heights School District:

- MRH is an inclusive school district where students, staff, families, and community members are seen, heard, and valued for their unique backgrounds, cultures, talents, and beliefs. We support, educate, encourage, and nurture one another to reach our full potential in order to create a better community.

Sample District Mission Statements

Durham Public Schools:

- Durham Public Schools embraces, educates, and empowers every student to innovate, serve, and lead.

Austin Independent School District:

- We prepare every student with the knowledge and skills to thrive in college, career, and life.

Los Angeles Unified School District:

- Embracing our diversity to educate L.A.'s youth, ensure academic achievement, and empower tomorrow's leaders. We are L.A. Unified.

Current DCSD Mission

To ensure student success, leading to higher education,
work, and lifelong learning.

Debrief

- Should we stay with the current mission for DCSD or make changes?
- If we make changes, what did you find compelling about the sample missions?
- How might we weave those ideas into a new mission statement for the DeKalb County School District?

Q&A

Next Steps

Steering Committee Meeting #2

- January 25, 2024
- Focus
 - Portrait of a Graduate
 - Core Beliefs
 - Vision
 - Mission



Meeting Feedback



I appreciate...



I wonder...

