



# Disrupting *for Excellence*

Superintendent's 2023-2024  
Proposed Goals and Artifacts

Dr. Devon Q. Horton

# 2023/2024 Proposed Goals

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

- Improve Measures of Academic Progress (MAP) scores in reading and math by Spring 2024
- Adopt a district-wide Instructional Framework for leaders and teachers to support enriched learning environments by Spring 2024
- Increase graduation rate June 2024

# 2023/2024 Proposed Goals

## Goal Area II: Stakeholder Engagement and Communication

- Enhance connection and involvement opportunities for parents, community and staff throughout the school district
- Launch a district-wide Student Assignment Planning Committee to address redistricting by Spring 2024

# 2023/2024 Proposed Goals

## Goal Area III: Staff Effectiveness

- Recruit and hire DCSD Chief Human Resources Officer by Spring 2024 and initiate a comprehensive review of HR policies, protocols and practices
- Launch the Teach4DeKalb Residency Program, including identification of residency candidates and their enrollment with a University partner by Winter 2024

# 2023/2024 Proposed Goals

## Goal Area IV: Culture and Climate

- Reduce district-wide suspension rate by 3%
- Adopt progress performance metrics for the SEL curriculum to measure its impact on school culture and climate at each school

# 2023/2024 Proposed Goals

## Goal Area V: Organizational Excellence

- Establish essential systems to uplift critical Central Office priorities and move them from strategy to action
- Satisfy all Ga DOE financial audit findings by June 30, 2023

# 2023/2024 Proposed Goals

## Goal Area VI: Facilities

- Clarify E-SPLOST IV priorities and obligations, update implementation schedule and develop communication plan to report progress by Winter 2024
- Assess Comprehensive Master Facility Plan progress/performance and revise by Spring 2024

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for Excellence

***Board and Superintendent  
Communication Agreement 2023-2024***



When it comes to communication between a Superintendent and the School Board, it's important to establish clear expectations and guidelines. In DeKalb County Schools we are committed to creating clear lines of communication in order to provide timely and appropriate attention to matters as they arise.

# Response Time for Non-Urgent Inquiries

- Response Time – 24 to 48 hours
- Responses will be shared on weekly board document.
- Appropriate vehicles of communication - Emails, text, voice messages and phone calls.

# Response Time for Emergencies

- Response Time – Immediate (depending on the urgency)
- Responses will be shared on weekly board document.
- Appropriate vehicles of communication - Emails, text, voice messages and phone calls.

# Response Time for Urgent Incidents at Schools

- Response Time – will vary depending on the severity of the incident, but generally expected by the end of the day by Superintendent or designee.
- Responses will be shared on weekly board document.
- Appropriate vehicles of communication - Emails, text, voice messages and phone calls.

# Dealing with Constituents or Parents

Board members are encouraged to...

- Listen attentively and empathetically
- Direct the constituent or parent to the Superintendent if the matter falls within the Superintendent's purview OR
- Direct the constituent or parent to the appropriate staff member for assistance
- Use discretion regarding who to direct the constituent to

Remember, effective communication is crucial in maintaining a strong relationship between the Superintendent and the School Board. Open and transparent communication channels help ensure that all parties are informed, engaged, and working towards the best interests of the students and the community

