

DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts

2024/2025 District Goals

Goal Area 1: Student Academic Success with Equity and Access

- Increase proficiency rates in literacy on district and state assessments for all students.
- Increase proficiency rates in numeracy on district and state assessments for all students.
 - 1.1 Increase the 4- and 5-year cohort graduation rates.
 - 1.2 Ensure all students have equitable access to and support for academic programs and career pathways.
 - 1.3 Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).
 - 1.4 Enhance student proficiency in digital literacy skills using innovative technology.

Goal Area 2 – School, Family and Community Engagement

- 2.1 Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders' preferences.
- 2.2 Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives.
- 2.3 Improve communication processes for stakeholders to ensure the flow of clear, timely, and relevant information.
- 2.4 Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information.

Goal Area 3: Recruit, Develop and Retain Talent

- 3.1 Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool.
- 3.2 Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders.
- 3.3 Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services.
- 3.4 Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services.

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Goal Area 4: Culture and Climate

- 4.1 Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.
- 4.2 Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year.
- 4.3 Improve student attendance by creating a positive and engaging school experience.
- 4.4 Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies

Goal Area 5: Mental Health and Wellness

- 5.1 Create safe and supportive environments that promote positive mental health and wellness.
- 5.2 Increase awareness of factors that can impact mental health to foster well-managed learning environments.
- 5.3 Increase mental health support staff to improve classroom behavior and peer relationships.
- 5.4 Expand staff participation in mental health professional learning opportunities.

Goal Area 6: Organizational Excellence

- 6.1 Provide clean, safe, and efficient school facilities for all students.
- 6.2 Deliver safe and efficient transportation services to all students.
- 6.3 Deliver efficient school nutrition services and healthy meals to all students.
- 6.4 Improve and maintain a secure, accessible, and equitable digital learning environment for all students.
- 6.5 Ensure excellent financial management of district resources.

**DeKalb County School District
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Instruction

Superintendent's 2024/2025 Goals

Under each Strategy/Action for each District Goal, enter the Superintendent's 2024/2025 Goals that the Superintendent will adopt to advance the Strategy/Action (Use a purple font color to distinguish)

Goal Area 1: Student Academic Success with Equity and Access

| District Goals | |
|---|--|
| <p>1.1 Increase proficiency rates in literacy on district and state assessments for all students.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • ELA EOG proficiency rate will be 47% (this represents a minimum 3% annual gain annually over the next 5-years) • ELA EOC proficiency rate will be 46%. |
| Strategy/Action | Artifact |
| <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> • Students will improve ELA growth scores districtwide by 3% | |
| <p>a. Implement a progress monitoring tool in grades K-3 focused on increasing early literacy skills and provide professional learning for teachers on how to use the tool.</p> | <ul style="list-style-type: none"> • 2024 EOG Data (Baseline Data) <ul style="list-style-type: none"> ○ Grades 3-5- 34.2% ○ Grades 6-8- 33.9% • 2024 EOC Data <ul style="list-style-type: none"> ○ High School- 33.7% • Fall MAP & Spring MAP • MAP Fluency (new reading and dyslexia screener) • ELL Exit Exam |
| <p>b. Implement district-provided reading interventions for students performing below grade level, using supplemental instruction, small group support, and resources to accelerate student learning.</p> | <p>***Decision will be made upon completion of the instructional resources inventory***</p> <ul style="list-style-type: none"> • Benchmark Data |
| <p>c. Implement evidenced-based instructional strategies that have been shown to improve literacy skills such as structured literacy, academic vocabulary development, and explicit reading and writing instruction across the curriculum</p> | <ul style="list-style-type: none"> • K-12 Literacy Plan <ul style="list-style-type: none"> ○ K-3 Structured Literacy required by 2025 ○ 4-12 Structured Literacy (district mandated) |

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Goal Area 1: Student Academic Success with Equity and Access

| District Goals | |
|---|--|
| <p>1.2 Increase proficiency rates in numeracy on district and state assessments for all students.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • Math EOG proficiency rate will be 40% by 2029. • Math EOC proficiency rate will be 34% by 2029. |
| Strategy/Action | Artifact |
| <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> • Students will improve MATH growth scores districtwide by 3% | |
| <p>a. Implement evidenced-based instructional strategies that have been shown to improve numeracy and problem-solving skills such as number talks, math talks, three-read protocol, Polya's problem solving process, 3 Act Math Task, and Newman's Prompts.</p> | <p>2024 EOG and EOC Data</p> <ul style="list-style-type: none"> • Math EOG 2024 <ul style="list-style-type: none"> ○ Grades 3-5- 32.3% ○ Grades 6-8- 23.7% • Math EOC 2024 <ul style="list-style-type: none"> ○ Grade 8- 78.9 ○ High School- 18.8 • Benchmark Data • MAP • ELL Exit Data |
| <p>b. Teach a comprehensive math curriculum aligned to Georgia's K-12 Mathematics Standards. Ensure the curriculum includes clear learning targets, success criteria, a coherent sequence of instruction, and a variety of instructional materials and resources.</p> | <ul style="list-style-type: none"> • MAP • Benchmark Data • ELL Exit Data |
| <p>c. Provide ongoing professional development opportunities for teachers focused on effective math instruction strategies, pedagogy, and content knowledge. Offer training on problem-solving and conceptual understanding approaches to meet the diverse needs of students.</p> | <ul style="list-style-type: none"> • Math Professional Learning will focus on Mathematical Modeling |

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Goal Area 1: Student Academic Success with Equity and Access

| District Goals | |
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| <p>1.3 Increase the 4- and 5-year cohort graduation rates.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • District 4- and 5-year graduation rates will increase by at least 10% by 2029. |
| Strategy/Action | Artifact |
| <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> • Increase 4-Year Cohort Grad Rate by 3% | |
| <p>a. Implement and monitor consistent standard operating procedures (SOPs) across all cohorts.</p> | <p>***4-Year Cohort Grad Rate Data released; 5-Year Cohort Data expected release is December 2024</p> <p>2023 Grad Rate serves as our Baseline: 75.77</p> <p>2024 Grad Rate: 79.1</p> <p>2025 Grad Rate Goal: 81.1</p> |
| <p>b. Offer a variety of targeted academic support programs to students, such as tutoring, mentoring, academic intervention classes, credit recovery opportunities, and after-school programs.</p> | <ul style="list-style-type: none"> • Academic Skills Centers • SAT Initiative |
| <p>c. Increase the number of graduation pathway options by incorporating alternative opportunities.</p> | <ul style="list-style-type: none"> • Innovative Education Opportunities (IEOs) <ul style="list-style-type: none"> ○ ChanceLight ○ Acceleration Academies |
| <p>d. Implement strategies to increase the number of students meeting the requirements for ninth-grade promotion.</p> | <p>Operation Graduation (Cohort Data; Freshmen On Track data; Early Warning System)</p> |

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Goal Area 1: Student Academic Success with Equity and Access

| District Goals | |
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| 1.4 | Ensure all students have equitable access to and support for academic programs and career pathways. |
| SMART Goal by 2029: <ul style="list-style-type: none"> • CCRPI Pathway Completion rate will be 89%. | |
| Strategy/Action | Artifact |
| Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> • Increase percentage of Pathway Completers (CTAE, Humanities, Academics) and Industry Certified Programs | |
| a. Implement professional development to ensure educators are familiar with pathway sequences, course standards, and assessment blueprints. | <ul style="list-style-type: none"> • Frontline Learning Management Reports and survey responses |
| b. Monitor student progress in pathway courses and provide targeted support for those at risk of not completing pathways. | <ul style="list-style-type: none"> • End of Pathway Data (2024 data will be baseline) • Increased gifted identification of students from underrepresented subgroups (African American; Latino; Students with Disabilities; English Learners) |
| c. Ensure early exposure to pathway opportunities for students to make certain they understand the sequence of courses within each pathway and the required assessments for pathway completion. | <ul style="list-style-type: none"> • Documentation of PATHWAY advisement sessions for ALL 7TH and 8th grade students <ul style="list-style-type: none"> ○ Naviance Data ○ 4-Year Plan Data |
| d. Offer comprehensive student guidance on pathway offerings, industry credentials, and work-based learning opportunities. | <ul style="list-style-type: none"> • Documentation of Pathway advisement, Industry Certification and Work-Based Learning Opportunities for students in grades 9-12 <ul style="list-style-type: none"> ○ Industry Certification Data ○ Work-Based Learning Data |

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|---|---|
| <p>1.5 Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • 75% of students will meet greater than 40th percentile annual growth on CCRPI ELA Elementary Progress. • 74% of students will meet greater than 40th percentile annual growth on CCRPI ELA Middle Progress. • 66% of students will meet greater than 40th percentile annual growth on CCRPI ELA High Progress. • 75% of students will meet greater than 40th percentile annual growth on CCRPI Math Elementary Progress. • 70% of students will meet greater than 40th percentile annual growth on CCRPI Math Middle Progress. • 70% of students will meet greater than 40th percentile annual growth on CCRPI Math High Progress. |
| Strategy/Action Superintendent's 2024/2025 Goals | Artifact |
| a. Conduct districtwide formative assessments to monitor students' academic progress. | <ul style="list-style-type: none"> •Benchmarks •MAP |
| b. Analyze assessment data to identify trends, patterns, and areas where instruction can be improved. | <ul style="list-style-type: none"> •Reality Checks <ul style="list-style-type: none"> ○ MAP Data ○ Attendance Data ○ Discipline Data ○ Academic Data |
| c. Provide teachers with training and tools for data analysis and interpretation to inform instructional planning and student support strategies, | <ul style="list-style-type: none"> • Collaborative Planning •Professional Learning Communities (PLCs) •Data Assessment Training •MAP Coaches |
| d. Provide tutoring and academic support for students before, during, and after the school day. | <ul style="list-style-type: none"> •Academic Skills Centers •AmeriCorp |

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| <p>1.6 Enhance student proficiency in digital literacy skills using innovative technology.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • 95% of all teachers will complete the district-wide technology integration performance objectives (IGNITE U TICs). • 90% of all students will complete the district-wide student digital literacy module (Digital Dreamer Hub). |
| Strategy/Action | Artifact |
| <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> • By March 2025, develop AI Policy, Regulations, and Training Modules | <p>Artifact</p> |
| <ul style="list-style-type: none"> • Increase opportunities for students to engage effectively with technology by providing training and support for teachers to integrate digital tools and technology seamlessly into their lessons. | <ul style="list-style-type: none"> • Technology Audit Report • Training Module completion data |
| <p>a. Increase students' exposure to responsible technology practices, including artificial intelligence, cybersecurity, and digital citizenship.</p> | <ul style="list-style-type: none"> • Documentation of Student completion of digital literacy modules |
| <p>b. Expand student learning to include the use of real-world technologies such as artificial intelligence, augmented reality, and virtual reality.</p> | <ul style="list-style-type: none"> • Technology Audit Report • Documentation of Student completion of digital literacy modules |
| <p>c. Create opportunities for students to explore and learn about technology through initiatives like hands-on exploration and mentorship programs.</p> | <ul style="list-style-type: none"> • Documentation of Student completion of digital literacy modules • District Tech Symposium participation data |

**DeKalb County School District
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Goal Area 2 – School, Family and Community Engagement

| District Goals | |
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| 2.1 Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders’ preferences. | SMART Goal by 2029: <ul style="list-style-type: none"> • Response rates to district Thought Exchange surveys will increase by 20%. |
| Strategy/Action | Artifact |
| Superintendent’s 2024/2025 Goals <ul style="list-style-type: none"> • Increase the number of Townhall engagements and expand opportunities for input | |
| a. Establish partnerships with community organizations to access resources and support for district initiatives. | <ul style="list-style-type: none"> • Documentation of new partnerships formed through the DCSD Foundation • Partnerships in support of the Staff Convocation |
| b. Organize activities that encourage community involvement and build connections between stakeholders. | <ul style="list-style-type: none"> • Conduct 8 Townhall Meetings |
| <ul style="list-style-type: none"> • Expand Thought Exchange to include multiple questions for collecting feedback and evaluating the effectiveness of engagement efforts | <ul style="list-style-type: none"> • Thought Exchange Engagement Summary Data Report <ul style="list-style-type: none"> ○ Thought Exchange link will be sent via email and/or text during or following engagement opportunities |

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| District Goals | |
|---|--|
| 2.2 Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives. | SMART Goal by 2029: <ul style="list-style-type: none"> DCSD will increase the number of community partners by 30%. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> Secure at least one community partners for individual schools | Artifact |
| a. Enhance advisory councils and other collaborative partnerships to address district-wide initiatives and challenges. | |
| b. Assist schools in securing partnerships with community organizations. | <ul style="list-style-type: none"> Community Partner Appreciation Day |
| c. Utilize online engagement platforms to facilitate communication and collaboration among stakeholders and the community. | <ul style="list-style-type: none"> Communication artifacts (social media screenshots; virtual meetings...) |

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Goal Area 2 – School, Family and Community Engagement

| District Goals | |
|---|--|
| 2.3 Improve communication processes for stakeholders to ensure the flow of clear, timely, and relevant information. | SMART Goal by 2029: <ul style="list-style-type: none"> • DCSD will improve communication by 10% based on results from the communications audit. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> • Create and publish Standard Operating Procedure (SOP) for Communication | Artifact |
| a. Identify and publicize the various communication channels used throughout the district (e.g., website, social media, email, newsletters). | <ul style="list-style-type: none"> • Communication Audit Report • List of communication channels and platforms |
| b. Develop and share Standard Operating Procedures (SOPs) for communication across the district. | <ul style="list-style-type: none"> • DCSD Communication SOP |
| c. Administer a quarterly ThoughtExchange to gauge the effectiveness of the district's communication efforts and gather feedback from stakeholders. | <ul style="list-style-type: none"> • Thought Exchange Summary Report |
| d. Implement communication audits to identify areas where communication can be improved within the district. | <ul style="list-style-type: none"> • Survey Data from Communication Audit Report |

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Goal Area 2 – School, Family and Community Engagement

| District Goals | |
|--|---|
| 2.4 Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information. | SMART Goal by 2029: <ul style="list-style-type: none"> • DCSD will increase communication channels and programs supporting multilingual families by 10%. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> • Create a repository for translated versions of commonly used documents | Artifact |
| a. Provide interpreters for virtual and in-person events. | |
| b. Translate all standardized documents into the most common languages. | <ul style="list-style-type: none"> • SharePoint drive, accessible to district and school-based leaders |
| c. Identify user-friendly platforms to assist in multilingual translations. | <ul style="list-style-type: none"> • List of translation services utilized |
| d. Survey stakeholders and community to evaluate the effectiveness of engagement with multilingual families. | <ul style="list-style-type: none"> • Create and administer survey <ul style="list-style-type: none"> ○ Compile and share survey results ○ Enhance or revise methods of engagement based on survey results |

DeKalb County School District
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Goal Area 3: Recruit, Develop and Retain Talent

| District Goals | |
|--|---|
| <p>3.1 Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> The fill rate for certified positions will be at 99% by September 1. The fill rate for classified positions will be at 90% by September 1. |
| <p>Strategy/Action Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> The fill rate for certified positions will be 90% by September 1st | <p>Artifact</p> |
| <ul style="list-style-type: none"> Implement a comprehensive recruitment plan to secure a pool of qualified candidates. This plan should identify target audiences, utilize various recruitment channels, and streamline the application and on-boarding process. | <ul style="list-style-type: none"> Recruitment Plan Three-Year Hiring Data Comparison (2022, 2023, 2024 fil-rate data) |
| <p>a. Increase investment in recruiting pipelines by marketing and communicating through all social media platforms.</p> | <ul style="list-style-type: none"> Social Media Posts/Advertisements |
| <p>b. Strengthen partnerships with traditional and non-traditional universities.</p> | <ul style="list-style-type: none"> |
| <p>c. Offer a competitive compensation structure and employee incentive program.</p> | <ul style="list-style-type: none"> Pay Plans Comp and Class |
| <p>d. Enhance the diversity, stability, and quality of the teaching workforce through the IGNITE Residency Program.</p> | <ul style="list-style-type: none"> Ignite Completion Rate (data from Cohort 1 will be available in December 2024/January 2025) |
| <p>e. Increase the number of bilingual staff members to support student academic success.</p> | <ul style="list-style-type: none"> HR Hiring Manager Reports |
| <p>f. Award one hundred scholarships to high school students or recent graduates pursuing careers in education who commit to returning to the district.</p> | |

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Goal Area 3: Recruit, Develop and Retain Talent

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| <p>g. Develop career pathways for students to transition into district careers in high-demand areas such as paraprofessionals, teaching, and nursing.</p> | <ul style="list-style-type: none">• Career Pathway Data in collaboration with CTAE |
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Goal Area 3: Recruit, Develop and Retain Talent

| District Goals | |
|---|--|
| 3.2 Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders. | SMART Goal by 2029: <ul style="list-style-type: none"> DCSD will increase the percentage of employees scoring exemplary on the TKES, LKES, and DKES evaluation instruments by 20%. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> Increase the percentage of employees scoring exemplary on TKES, LKES, and DKES evaluation instruments by 2% Provide specialized professional learning designed to enhance special education teacher pedagogy | Artifact |
| a. Implement a tiered system of competency-based, rigorous, data driven professional development. | <ul style="list-style-type: none"> Training documentation for each cohort of 15 teachers Documentation of completion of 5-day training |
| b. Offer differentiated onboarding programs to provide customized orientation, induction, and mentoring support for new teachers, leaders, and paraprofessionals. | |
| c. Develop a variety of self-paced learning options to accommodate diverse staff schedules and preferences, including online courses, peer learning groups, learning modules, and evening/weekend workshops. | <ul style="list-style-type: none"> CANVAS Course Catalog Frontline Registration Data |
| d. Develop a more robust process to evaluate professional development programs, measuring participant satisfaction and the effectiveness of implementation. | |
| e. Ensure all newly hired leaders receive mandatory training in engagement and performance management practices. | |

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Goal Area 3: Recruit, Develop and Retain Talent

| District Goals | |
|---|--|
| <p>3.3 Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will increase the teacher retention rate to 97%. • DCSD will increase Paraprofessional, SRO, Nurse, and Bus Driver retention rates to 90%. |
| <p>Strategy/Action Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> ○ Increase teacher retention rate by 2% | <p>Artifact</p> |
| <p>a. Implement a comprehensive employee retention plan.</p> | |
| <p>b. Develop and implement programs that elevate, celebrate, and recognize employee experience.</p> | <ul style="list-style-type: none"> ○ Employee of the Year Celebration ○ Staff Convocation |
| <p>c. Develop and cultivate a responsive staff health and wellness program.</p> | <ul style="list-style-type: none"> ○ Documentation of participation in staff wellness activities <ul style="list-style-type: none"> ○ Monthly wellness activities |
| <p>d. Increase access to confidential mental health and counseling services for all employees.</p> | <ul style="list-style-type: none"> • Employee Wellness Initiatives • Employee Assistance Program |
| <p>e. Conduct annual employee surveys to gauge employee perceptions of school climate, culture, and job satisfaction.</p> | |
| <ul style="list-style-type: none"> • Use exit survey data to inform and develop retention strategies, identify areas for improvement, and enhance systems that impact job satisfaction | |

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| District Goals | |
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| 3.4 Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services. | SMART Goal by 2029: <ul style="list-style-type: none"> • The district will develop 8 career pathway programs for employees. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> • 90% completion rate for Teacher Residency participants (inclusive of passing required assessments) | Artifact |
| a. Establish clear promotional pathways for staff to develop expertise or certifications in specialized areas of need. | <ul style="list-style-type: none"> • Para to Teacher • Ignite • Aspiring Leaders |
| b. Develop residency programs to cultivate a strong pipeline of future administrators. | <ul style="list-style-type: none"> ○ 90% placement of Teacher Residency participants |
| c. Expand endorsement programs to better meet the needs of students. | <ul style="list-style-type: none"> • Reading Endorsement • ELL Endorsement • Gifted Endorsement |
| d. Empower current and future high-quality employees to design their professional learning aligned with their career aspirations. | |

**DeKalb County School District
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Goal Area IV: Culture and Climate

| District Goals | |
|---|--|
| <p>4.1 Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will show a reduction in bullying and major disciplinary incidents by 10% as reported by the GADOE School Safety Report. • 71% of DCSD schools will receive 4 stars or higher on the College and Career Ready Performance Index (CCRPI) School Climate Star Rating. • 100% of schools will adhere to the state and local requirement of executing monthly safety drills |
| Strategy/Action Superintendent's 2024/2025 Goals | Artifact |
| <p>a. Provide school level training to support consistent discipline practices.</p> | <ul style="list-style-type: none"> • Professional Learning Day Participation Logs (July/August 2024) |
| <p>b. Provide school level training on de-escalation practices using Crisis Prevention Intervention (CPI) and Mindset Training.</p> | <ul style="list-style-type: none"> • Training Schedules from Wrap Around Services |
| <p>c. Provide school level training to implement restorative practices districtwide.</p> | <ul style="list-style-type: none"> • Training Completion Logs |
| <p>d. Implement a “Train the Trainer” model for district personnel on restorative practices.</p> | |
| <ul style="list-style-type: none"> • Provide Tier 1 PBIS implementation training for new school cohorts and PBIS overview interest sessions for school leadership. | |

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Goal Area IV: Culture and Climate

| District Goals | |
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| 4.2 Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year. | SMART Goal by 2029: <ul style="list-style-type: none"> • 100% of DCSD schools will utilize restorative practices. • 75% of DCSD schools will implement PBIS. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ 100% of Senior Cabinet Members will be trained in Restorative Practices ○ 100% of FACE Advocates will be trained in Restorative Practices | Artifact |
| a. Provide training on Restorative Practice Circles to Family and Community Engagement (FACE) Advocates and Behavioral Support Specialists. | <ul style="list-style-type: none"> ○ Training Documentation |
| b. Increase the number of schools implementing the PBIS program to promote positive behavioral expectations and to provide reinforcement for desired behavior. | <ul style="list-style-type: none"> ○ PBIS Training rosters ○ Implementation Training ○ Implementation Monitoring Visits |
| c. Use the Tiered Fidelity Inventory (TFI), a validated assessment tool, to measure PBIS fidelity across schools to identify areas for improvement and inform targeted support strategies | |

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Goal Area IV: Culture and Climate

| District Goals | |
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| 4.3 Improve student attendance by creating a positive and engaging school experience. | SMART Goal by 2029: <ul style="list-style-type: none"> • The chronically absent rate will be reduced by 15% as reported by the GOSA Attendance Report. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ Reduce chronic absentee rate by 2% as reported by the GOSA Attendance Rate | Artifact |
| a. Implement positive reinforcement strategies to acknowledge good attendance, including reward programs, recognition systems, or special privileges for students with consistent attendance records. | <ul style="list-style-type: none"> ○ Monthly Attendance Reports from Infinite Campus ○ Reality Checks <ul style="list-style-type: none"> ○ Highlight attendance incentives for students and parents |
| b. Build strong relationships with families and community organizations by offering family engagement workshops, providing resources, and support services, and involving community members in school activities to boost motivation and attendance. | |
| c. Develop a system for early identification and intervention for students with chronic absenteeism, including home visits, personalized support plans, and addressing underlying causes of absences (such as health issues or transportation challenges). | <ul style="list-style-type: none"> ○ Every Day Labs Reports |
| d. Frequently analyze attendance data to identify trends and patterns and use this data to target interventions and strategies for specific student groups or schools with higher absenteeism rates. | |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area IV: Culture and Climate

| District Goals | |
|---|---|
| 4.4 Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies | SMART Goal by 2029: <ul style="list-style-type: none"> • DCSD will increase the number of schools with staff trained in de-escalation/Crisis Prevention Intervention (CPI) by 50%. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ Increase number of staff trained in Crisis Prevention Intervention (CPI) | Artifact |
| a. Assign CPI trained district staff to train school level staff in areas/schools across the district. | |
| b. Utilize the Train the Trainer model to train 3 or more school staff in Crisis Prevention Intervention (CPI) strategies. | <ul style="list-style-type: none"> ○ Training Attendance and Completion Records ○ Training Presentations |
| c. Create a comprehensive training plan and calendar that outlines the specific de-escalation protocols and CPI strategies to be taught including a schedule for training all staff across the district. | |
| d. Implement a system to track staff participation in de-escalation training and CPI certification and use this data to monitor progress and identify schools or staff members that may require additional support. | <ul style="list-style-type: none"> ○ Training Attendance and Completion Records ○ Training Presentations |
| e. Regularly evaluate the effectiveness of the district's de-escalation training and CPI implementation by using surveys, focus groups, and analysis of data on crisis incidents. | |

DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts

Goal Area 5: Mental Health and Wellness

| District Goals | |
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| <p>5.1 Create safe and supportive environments that promote positive mental health and wellness.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will increase the number of student safe centers to twenty by 2029. • DCSD will increase the number of staff safe spaces to fifteen by 2029. |
| Strategy/Action | Artifact |
| <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> ○ Increase the number of Safe Centers from 7 to 9 | |
| <p>a. Implement a standardized needs assessment for staff and students to determine the level of support needed and general awareness.</p> | <ul style="list-style-type: none"> • Needs Assessment Data |
| <p>b. Provide social emotional learning (SEL) training to create safe, inclusive, and supportive spaces for students.</p> | <ul style="list-style-type: none"> ○ Second Step |
| <p>c. Implement the SEL curriculum to help students manage emotions, problem solve, and create positive relationships with others.</p> | <ul style="list-style-type: none"> ○ Utilize Second Step training modules ○ Usage Reports |
| <p>d. Increase mental health awareness by offering annual training for staff and students.</p> | <ul style="list-style-type: none"> • Participation/ Training Data |
| <p>e. Develop a communication plan for reporting mental health emergencies, outlining how staff will communicate with students, parents, and first responders in the event of an emergency.</p> | <ul style="list-style-type: none"> ○ Crisis Intervention Manual (DCSD published document) |
| <p>f. Develop clear and accessible channels for students to report mental health concerns.</p> | <ul style="list-style-type: none"> • |
| <p>g. Provide resources and opportunities for mindfulness practices for students and staff.</p> | <ul style="list-style-type: none"> • • Mindfulness Moments for Staff (produced/ shared by HR) |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

| District Goals | |
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| <p>5.2 Increase awareness of factors that can impact mental health to foster well-managed learning environments.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will increase awareness of factors that can impact mental health by 20% annually. |
| Strategy/Action Superintendent's 2024/2025 Goals | Artifact |
| <ul style="list-style-type: none"> ○ Increase Wellness Activities for Staff by 20% | |
| <p>a. Facilitate an annual mental health awareness campaign including email and social media to raise awareness and to mobilize efforts.</p> | <ul style="list-style-type: none"> • Social Media Posts • Email Blasts |
| <p>b. Distribute educational resources in schools to specifically address stress management strategies with students and staff.</p> | <ul style="list-style-type: none"> ○ Mental Health and Stress Management Campaign |
| <p>c. Promote work-life balance, flexible schedules, and stress management programs for staff to improve employee wellness, reduce burnout, encourage personal development, reduce absenteeism, and increase productivity.</p> | <ul style="list-style-type: none"> ○ Wellness Wednesdays ○ Employee Wellness Center |
| <p>d. Provide resources and opportunities for mindfulness practices for students and staff.</p> | |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

| District Goals | |
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| 5.3 Increase mental health support staff to improve classroom behavior and peer relationships. | SMART Goal by 2029: <ul style="list-style-type: none"> • DCSD will increase mental health support staff to twenty-three district wide. |
| Strategy/Action | Artifact |
| Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ Increase mental health support staff by four (4) | |
| a. Establish partnerships with recruitment agencies to increase mental health support staff. | |
| b. Advertise mental health career opportunities in local, state, and national publications. | |
| c. Increase partnerships with mental health agencies to recruit potential candidates. | |
| d. Collaborate with colleges and universities to create a pipeline of potential candidates. | <ul style="list-style-type: none"> ○ Partner with Kennesaw State |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

| District Goals | |
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| 5.4 Expand staff participation in mental health professional learning opportunities. | SMART Goal by 2029: <ul style="list-style-type: none"> • 100% of DCSD staff will complete a mental health and wellness module. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ Develop 3- Mental Health and Wellness Modules by January 2025 | Artifact |
| a. Create a mandatory mental health and wellness support module for teachers. | <ul style="list-style-type: none"> ○ Module completion documentation |
| b. Foster partnerships with external health and wellness agencies to expand staff knowledge of external mental health and wellness providers. | <ul style="list-style-type: none"> ○ Continue Partnership with Emory University Hospital (Dr. Johnson and team) |
| c. Incorporate mental health activities during staff meetings and teacher workdays. | <ul style="list-style-type: none"> • Meeting agendas |
| d. Publish visible signage and electronic information throughout the district to improve staff awareness of mental health services. | <ul style="list-style-type: none"> • Emails, Pictures of signage |
| e. Expand access to Employee Assistance Programs (EAPs). | |
| f. Offer workshops and resources on mindfulness practices, stress management techniques, and self-care strategies. | <ul style="list-style-type: none"> • Frontline Learning Management Reports and survey responses |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area 6: Organizational Excellence

| District Goals | |
|---|---|
| <p>6.1 Provide clean, safe, and efficient school facilities for all students.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • 100% of school facilities will be in good condition and repaired as measured by the School Facility Assessment. • DCSD will decrease construction overhead/administrative costs by 10%. • DCSD will decrease work order completion times (days) by 10%. |
| <p>Strategy/Action</p> <p>Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> ○ Decrease work order completion times (days) by 10% ○ Implement quality and timely ESPLOST Reporting System | <p>Artifact</p> |
| <p>a. Strengthen coordination between divisions to ensure alignment between procurement and program management. This will facilitate smoother project execution by reconciling timelines, budgets, and spending rates for E-SPLOST and other identified capital improvement funds, ensuring efficient use and reporting of these resources.</p> | <ul style="list-style-type: none"> • Participate in TregoED to streamline processes for procurement and project completion timelines |
| <p>b. Implement standard practices for developing project scope, sequence, and design costs. Enforce adherence to internal cost controls, project plans, and financial review processes. This standardization will ensure consistency and efficiency in managing capital improvement projects.</p> | <ul style="list-style-type: none"> • Monthly ESPLOST reports |
| <p>c. Establish a quality assurance process for custodial services. This process should include frequent assessments of cleanliness, inventory control, resource allocation, and training plans to support school-based custodial teams. Regular evaluations will help identify areas for improvement and ensure a high standard of cleanliness and maintenance in schools.</p> | <ul style="list-style-type: none"> • Setting the Standard Building Cleanliness Checklist • Daily duties and responsibilities for members of the facilities management team |

DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts

Goal Area 6: Organizational Excellence

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| <p>d. Conduct regular safety assessments of all school facilities to identify potential hazards and vulnerabilities. This assessment is inclusive of, but not limited to: fire safety, structural integrity, security systems, and accessibility for students with disabilities.</p> | <ul style="list-style-type: none">○ Schedule of School Safety Visits and Inspections |
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**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area 6: Organizational Excellence

| District Goals | |
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| 6.2 Deliver safe and efficient transportation services to all students. | SMART Goal by 2029: <ul style="list-style-type: none"> • All bus routes will average 95% for on time performance. |
| Strategy/Action Superintendent's 2024/2025 Goals <ul style="list-style-type: none"> ○ All bus routes will average 95% on-time performance | Artifact |
| a. Optimize bus routes, improve on-time performance, and potentially reduce costs associated with transportation. | <ul style="list-style-type: none"> ○ Daily arrival and departure logs |
| b. Develop and implement comprehensive bus safety programs for students including boarding/disembarking procedures, behavior expectations, and emergency drills. | <ul style="list-style-type: none"> ○ Safety Drills Documentation <ul style="list-style-type: none"> ○ Safe School Plans • Severe Weather Drills • Bus Evacuation Drills |
| c. Provide ongoing training for bus drivers to ensure they are current on safe driving practices, use of recent technologies, and student management strategies. | <ul style="list-style-type: none"> ○ School Bus Safety Training ○ School Bus and Driver Certification <ul style="list-style-type: none"> ○ Annual certification |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area 6: Organizational Excellence

| District Goals | |
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| <p>6.3 Deliver efficient school nutrition services and healthy meals to all students.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will increase the overall rate of school lunch participation by 10%. |
| Strategy/Action | Artifact |
| <p style="color: #4f81bd;">Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> ○ Increase school lunch participation by 10% | |
| <p>a. Streamline operations, reduce waste, and enhance the dining experience for students.</p> | <ul style="list-style-type: none"> • Increase the number of CEP schools • Meal participation reports |
| <ul style="list-style-type: none"> • Implement taste testing, diverse menu options, and appealing meal presentations to improve overall customer satisfaction | <ul style="list-style-type: none"> • Monthly Meal Menu |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area 6: Organizational Excellence

| District Goals | |
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| <p>6.4 Improve and maintain a secure, accessible, and equitable digital learning environment for all students.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will increase the uptime of critical technology infrastructure to 95%. • DCSD will replace 100% of student and staff devices. |
| <p>Strategy/Action Superintendent's 2024/2025 Goals</p> <ul style="list-style-type: none"> • Procure devices for all students in grades 9-12 | <p>Artifact</p> |
| <p>a. Ensure all students and identified staff receive new devices according to the established district refresh cycle.</p> | <ul style="list-style-type: none"> • Reports |
| <p>b. Implement a comprehensive preventative maintenance program to minimize technology issues and improve response times for addressing infrastructure incidents to maintain reliable technology access for all users.</p> | <ul style="list-style-type: none"> • Help Desk Tickets |
| <p>c. Establish a system to monitor adherence to cybersecurity policies across the district, including enforcing password complexity requirements, educating users on proper data handling procedures, and encouraging the reporting of suspicious activity.</p> | <ul style="list-style-type: none"> • log files, system logs, network traffic captures, timestamps, registry entries |

**DeKalb County School District
2024/2025 Goal Areas, Goals, Actions and Artifacts**

Goal Area 6: Organizational Excellence

| District Goals | |
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| <p>6.5 Ensure excellent financial management of district resources.</p> | <p>SMART Goal by 2029:</p> <ul style="list-style-type: none"> • DCSD will achieve a low-risk designation by the Georgia Department of Audits and Accounts. • DCSD will maintain an undesignated fund balance reserve of at least 15% of annual budgeted expenditures throughout the year. |
| Strategy/Action | |
| <p>Superintendent's 2024/2025 Goals</p> | |
| <ul style="list-style-type: none"> • Maintain 15% fund balance throughout the year • Submit a quality set of financial statements for FY2024 by November 15, 2024 | <p>Artifact</p> |
| <p>a. Obtain clean DCSD audit reports annually.</p> | <ul style="list-style-type: none"> • Quarterly and annual financial reports to include the fund balance • Audit documentation with no recurring significant deficiencies or material weaknesses |
| <p>b. Maintain a general fund balance of at least 15% throughout the year to ensure financial stability</p> | <ul style="list-style-type: none"> • Monthly, Quarterly and annual financial reports to include the fund balance |
| <p>c. Improve relationships with vendors by streamlining payment processing.</p> | <ul style="list-style-type: none"> • Monthly spend reports- Documentation of timely vendor payments (30 days) |
| <p>d. Implement a robust planning and monitoring process to ensure efficient use of resources and track progress towards district goals.</p> | |
| <p>e. Allocate human and fiscal resources strategically to maximize their impact on student achievement and growth.</p> | |