

Douglas County School System Strategic Plan Report

Strategic Improvement Planning Executive Summary

July 19, 2021

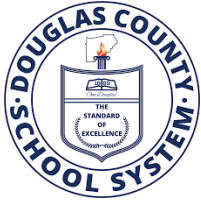
The Douglas County School System utilized a process developed by the Georgia School Boards Association (GSBA) and the Georgia Leadership Institute for School Improvement (GLISI) to develop a strategic improvement plan for the school system. This comprehensive process engaged the community and multiple stakeholder groups to create universal ownership and support for system and school improvement. Highlights of the process include:

- A comprehensive community engagement component to allow stakeholders to have a voice in the strategic improvement planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- A facilitated planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and developing/defining the mission, vision, beliefs, goal areas and elements of the strategic improvement plan
- A facilitated process to work with experts within the district on developing initiatives and action steps to implement the plan

The strategic improvement planning process follows a continuous improvement cycle designed around the five questions listed in the visual below. This process begins with a community engagement session and survey of stakeholders.

Continuous Improvement Model





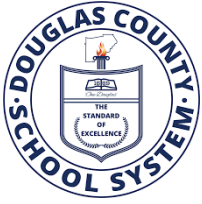
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Community Engagement: The strategic improvement planning process began in the fall of 2019 with stakeholder surveys with 1634 adult respondents (employees, parents and community) and 7619 student respondents. The Strategic Planning Team held community engagement sessions in the Fall of 2019 and again in January 2021 that involved representatives from multiple stakeholder groups. The Douglas County School System also provided a stakeholder survey to gather vital input from the community and received 3639 responses to the online survey in English and 61 responses to the survey in Spanish.

Planning Team: In March, 2021 a group of 21 people representing school and district leaders were assembled to answer the questions: “Who are we?”, “Where are we now?”, and “Where do we want to go?”. The group reviewed and discussed stakeholder feedback, beliefs, mission and vision for the district, and worked to develop strategic goal areas and priorities for the strategic improvement plan. A committee was formed to complete a comprehensive review and revision of the district beliefs, mission and vision.

Action Teams: In April and May, 2021 four teams totaling 71 people were assembled to answer the question, “How will we know when we have arrived?”. The Action Teams looked at each proposed strategic goal area and identified the performance objectives. Additionally, the Action Teams worked collaboratively to identify specific performance measures for each identified performance objective as well as specific initiatives and action steps, proposed timelines and persons responsible to answer the fifth question of the Strategic Improvement Planning Process, “How do we plan to get there?”.

Action Team Report to Planning Team: In July, 2021 the Action Teams delivered a report of their work back to the planning team. The planning team reviewed the action team’s work and had the opportunity to provide feedback to the action team.



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In March, 2021 a group of 13 people representing stakeholder groups including school and district leaders, teachers and staff met to review the current district beliefs, vision and mission and ask the question “Do these represent the direction and needs of the Douglas County School System?”. The committee reviewed the belief statements and recommended revisions to the mission, vision for the district. These were subsequently present to the Douglas County Board of Education for review and feedback in May, 2021.

Vision, Mission and Belief Statements

Vision

Our VISION is to build a community of lifelong learners who become responsible individuals, independent thinkers, and productive citizens in a global society.

Mission

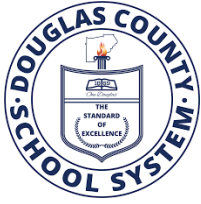
We will serve our community with excellence by:

- Helping our students reach their potential as we prepare them for college and career in a safe and supportive environment
- Recruiting, cultivating and retaining the best teachers, staff and administrators
- Providing a challenging curriculum and relevant learning opportunities
- Providing the highest quality instructional resources and tools
- Fostering a culture of continuous improvement

Beliefs

We believe that we must:

- Understand how children and adults learn and continue learning.
- Build communities of lifelong learners.
- Cultivate the leadership potential of every employee, student and parent in our school system.
- Be creative, energetic visionaries who respond quickly to diverse and evolving issues.
- Meet the diverse needs of all stakeholders (students, parents, employees and community).
- Maintain efficient and effective administrative processes for instruction, operations, human resources and sound fiscal management.



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Goal Area 1: Teaching and Learning

Performance Objectives:

1. Ensure instruction is based on student performance data
2. Increase graduation rates, college and career readiness for all students K-12
3. Teachers will receive ongoing professional learning and coaching to increase the percentage of students reading on or above grade level

Goal Area 2: Stakeholder Engagement

Performance Objectives:

1. Improve effective communication with all stakeholders
2. Actively engage with early learning, higher education, and business partners
3. Actively involve parents and caregivers, inclusive of all diverse groups

Goal Area 3: Culture and Climate

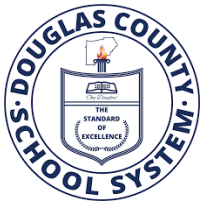
Performance Objectives:

1. Create a welcoming ethos that values, engages, attracts, and retains all stakeholders
2. Foster the social and emotional well-being of staff and students by providing a safe environment and supportive resources
3. Create a culture of belonging that celebrates successes in each school and throughout the district

Goal Area 4: Resources

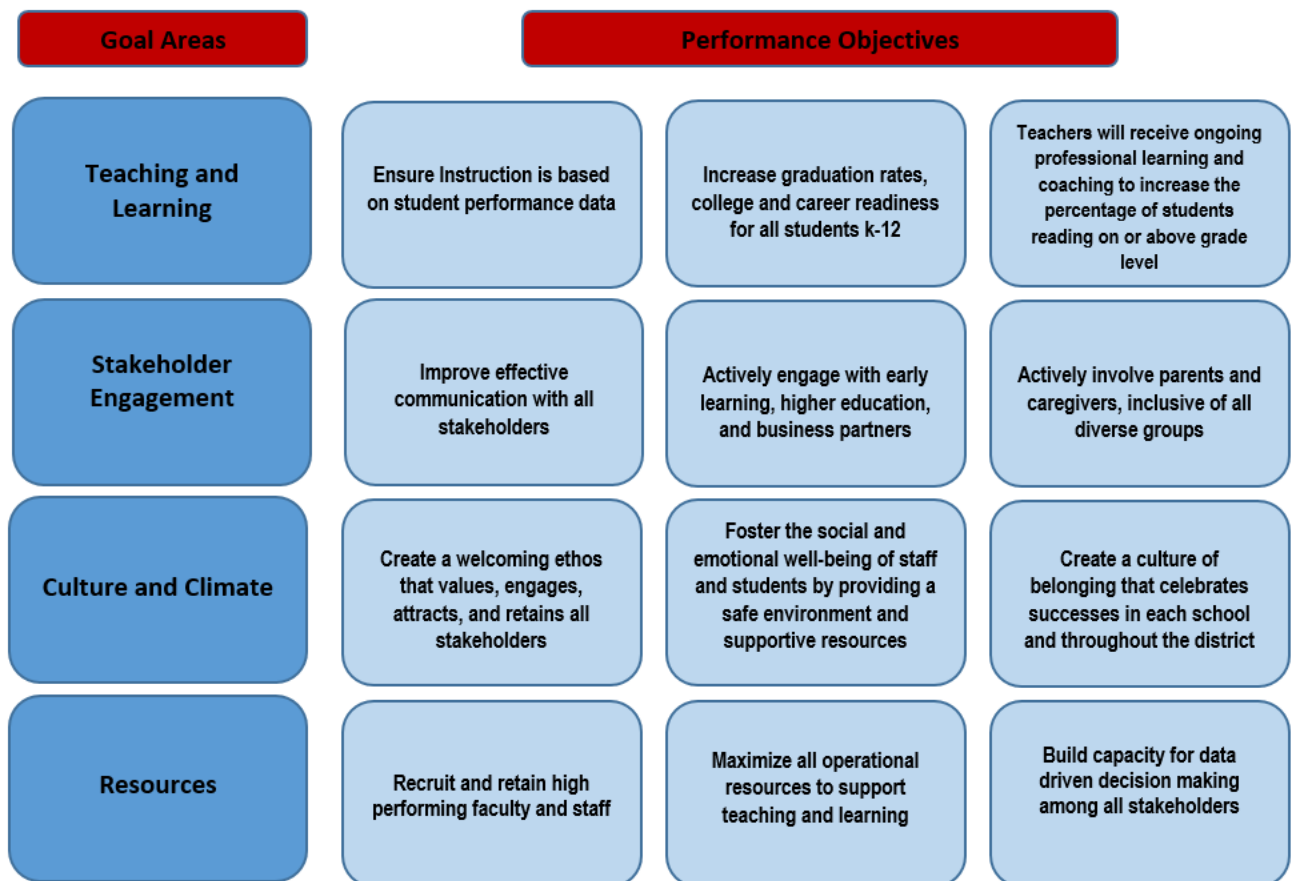
Performance Objectives:

1. Recruit and retain high performing faculty and staff
2. Maximize all operational resources to support teaching and learning
3. Build capacity for data driven decision making among all stakeholders



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Douglas County School System Strategy Map



This map shows the four Strategic Goal Areas and the 12 Performance Objectives that were developed as the framework for the Strategic Plan. A strategy is a series of aligned steps or actions intended to help you reach a desired result while a strategy map is a visual representation of an organization's high-level strategy to reach its vision for the future.