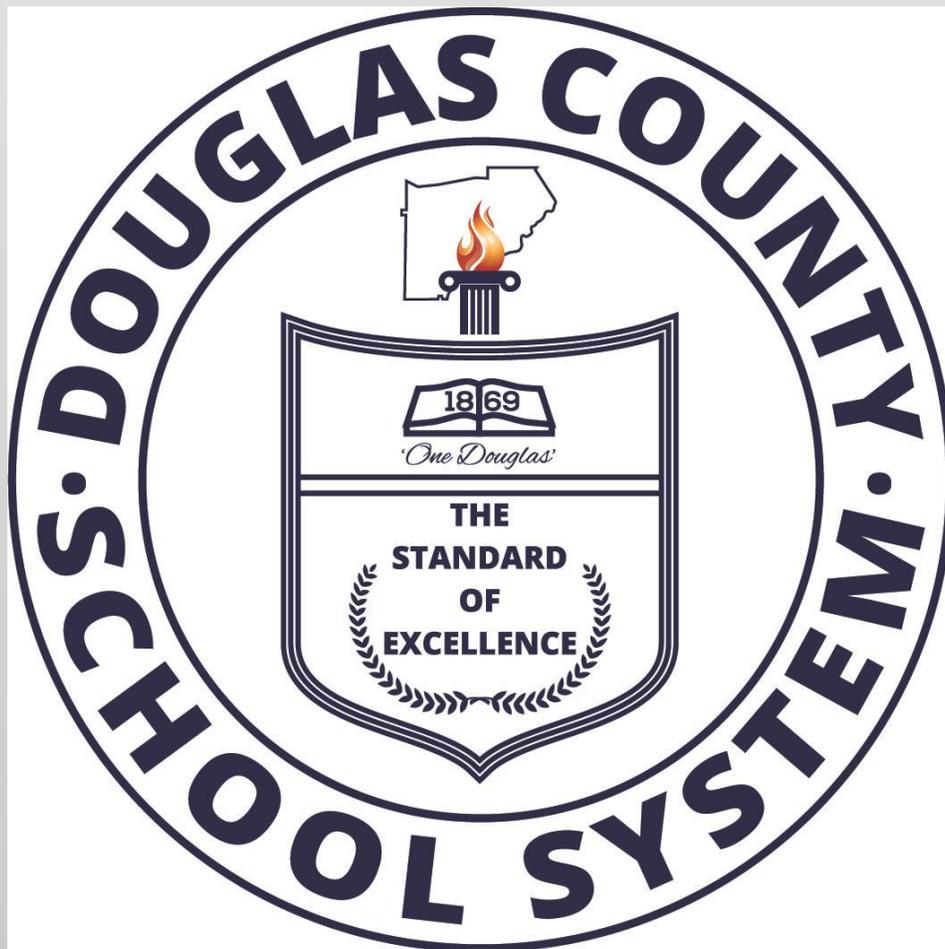


Douglas County School System Strategic Plan 2019-2020



Board Approved

April 15, 2019



Douglas County School System Strategic Plan

The Douglas County School System's strategic plan is built upon the following Mission, Vision, and Beliefs:

MISSION: To provide a quality education for all students in a safe, supportive environment.

VISION: To build a community of lifelong learners who become responsible individuals, independent thinkers, and productive citizens.

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 needs of our stakeholders (students, parents, employees and community)
- Maintain efficient and effective administrative processes for instruction, operations, human resources and sound fiscal management

Three high-level Strategic Goals guide all district operations:

DISTRICT STRATEGIC GOALS:

- To provide a challenging, comprehensive instructional and curricular program for all learners
- To enhance and improve school district communication strategies and practices
- To improve community engagement and involvement in district initiatives and decision-making
- To provide appropriate instructional, human, technology, capital and fiscal resources



GOAL 1 – Teaching and Learning

Provide a challenging, comprehensive instructional and curricular program for all learners.

Objective 1: Increase academic achievement.

Action Steps:

- Set academic achievement measurable goals annually.
- Implement a guaranteed and viable ELA, Math, Science, and Social Studies curriculum.
- Utilize the district identified instructional framework.
- Implement ELA, Math, Science, and Social Studies Teacher PLCs.
- Develop and implement a K-12 Literacy Framework.
- Develop and implement a K-12 Math Framework.
- Develop and implement a district professional learning plan that supports district and school initiatives and learning needs.

Objective 2: Provide streamlined access to instructional resources and information for students, teachers, parents, and guardians.

Action Steps:

- Implement a DCSS site for teachers to access instructional resources.
- Implement Google Suites across the district.

Objective 3: Implement a balanced comprehensive assessment system.

Action Steps:

- Secure and implement an assessment management system.
- Secure and implement a universal screener.
- Implement common formative assessments.
- Participate in state mandated assessments.



GOAL 2 – Communication

Enhance and improve school district communication strategies and practices.

Objective 1: Implement a comprehensive communication plan to include strategies to provide effective communication with all stakeholders.

Action Steps:

- Provide an internal district calendar.
- Update school and district websites regularly.
- Develop an external district calendar of events to be included on the DCSS home page.
- Increase and improve consistent utilization of social media.
- Increase and improve consistent utilization of automated calling and messaging systems.
- Build positive relationships with all stakeholders through effective personal communication.



GOAL 3 – Community

Improve community engagement and involvement in district initiatives and decision making.

Objective 1: Facilitate seamless access to partnerships with external organizations to extend services and programs.

Action Steps:

- Develop Student/Family Support Services model aligned to increasing student achievement.
- Conduct student needs analysis periodically to identify specific needs of students that may present barriers to academic success, to more strategically match services to student needs.
- Coordinate programs that support student social, emotional, academic, and health needs.
- Strengthen business and community partnerships.

Objective 2: Promote and practice shared responsibility through engaging all stakeholder groups in achieving district goals.

Action Steps:

- Form Superintendent Engagement Committees for parents/community, teachers, and students.

Objective 3: Actively involve parents and caregivers, inclusive of all diverse groups, in the education of their students.

Action Steps:

- Create a District Parent Engagement Committee.
- Develop a District Parental Engagement Action Plan.
- Provide professional learning to all teachers and support staff in the area of parental and community engagement.
- Support diversity and cultural awareness and appreciation.



GOAL 4 – Resources

To provide appropriate instructional, human, technology, capital, and fiscal resources.

Objective 1: Provide appropriate instructional resources for every student.

Action Steps:

- Develop a plan to identify and communicate appropriate instructional resources.
- Utilize teacher leaders, school leaders, and stakeholders to identify necessary and appropriate resources.

Objective 2: Recruit and retain highly qualified and high-performing staff in all areas.

Action Steps:

- Hire and retain a diverse, highly qualified, and high performing work force.
- Utilize a mixed method research to identify levels of job satisfaction among employees.

Objective 3: Effectively manage and maintain quality technology and infrastructure.

Action Steps:

- Complete technology help requests in a timely manner.
- Complete major projects in a timely manner.

Objective 4: Effectively manage and maintain quality facilities.

Action Steps:

- Complete work orders in a timely manner.
- Complete major projects in a timely manner.

Objective 5: Effectively manage fiscal resources.

Action Steps:

- Identify and prioritize fiscal resources allocation.
- Align expenditures to needs.



STRATEGIC PLANNING TEAM

Defining Themes, Objectives, Outcomes, Approach & Action Steps

District leadership appointed a Strategic Planning Team during the 2015-2016 school year to analyze district performance data, results of the group SWOT analyses, the district-wide online survey, the district's internal 2015 Stakeholder Survey conducted by Hanover Research, financial data, and other critical data points.

Through a series of meetings, the Strategic Planning Team reviewed a wide range of information and engaged in extensive dialogue to begin framing the components of the Strategic Plan. These discussions considered the various challenges associated with addressing specific priorities, including available resources. Each team member contributed ideas that helped hone the analysis into Strategic Themes that serve as the foundation of the plan. Through a consensus-building exercise, the Planning Team identified four Strategic Themes:

Teaching & Learning

Communication

Community

Resources

These Strategic Themes represent the four areas targeted for improvement by the Strategic Plan. In crafting a truly effective Strategic Plan, the intent is not to compile as many goals and initiatives as possible, but to methodically identify and target the most essential district needs and priorities. This refined approach establishes commitment from district leadership to work toward truly attainable outcomes, and ensures viability of the resulting Strategic Plan.

The current strategic plan will be updated in the fall of 2019 through a similar process that was followed during the 2015-2016 school year. The Strategic Planning Team will analyze district performance data, stakeholder meetings will be held, and surveys of stakeholders will be conducted. The result will be a DRAFT 2020-2025 Strategic Plan for the board to review for approval.



Strategic Planning Team

Team Member	Title	Location
Mr. Trent North	Superintendent	Central Office
Dr. Sherritta Abell	Principal	Annette Winn Elementary
Mrs. Kathleen French	Principal	Mason Creek Elementary
Dr. Jolene Morris	Principal	Chapel Hill Middle
Mr. Andre Weaver	Principal	Douglas County High
Mrs. Nell Boggs	Director - Communications	Central Office
Dr. Stefanie Cospers	Coordinator - Assessment	Central Office
Ms. Lisa Dunnigan	Executive Director – Title I, III, IV	Central Office
Mrs. Kenya Elder	Director – Professional Learning	MEC Annex
Mrs. Cheryl Handley	Executive Director – Special Education	Central Office
Mr. Todd Hindmon	Executive Director – Technology	Central Office
Mrs. Angela Carter	Area Executive Director	Central Office
Mr. Wiley Dailey	Area Executive Director	Central Office
Mr. Kwame Carr	Assistant Superintendent – Operations	Central Office
Ms. Renee Davis	Assistant Superintendent – Student Services	Central Office
Mr. Greg Denney	Chief Financial Officer	Central Office
Mrs. Melanie Manley	Assistant Superintendent – Curriculum	Central Office
Mrs. Pam Nail	Assistant Superintendent – Federal Programs	Central Office
Dr. Michelle Ruble	Assistant Superintendent – Personnel and Policy	Central Office

