

Long County Schools



2016

Strategic Planning Report

OUR MISSION

Our mission is to ensure a quality education for all students by providing a safe and effective learning environment where all students have the opportunity to be challenged and academically successful.

OUR VISION

Long County School will be an exemplary school system where ALL students meet or exceed local, state, and federal accountability measures.

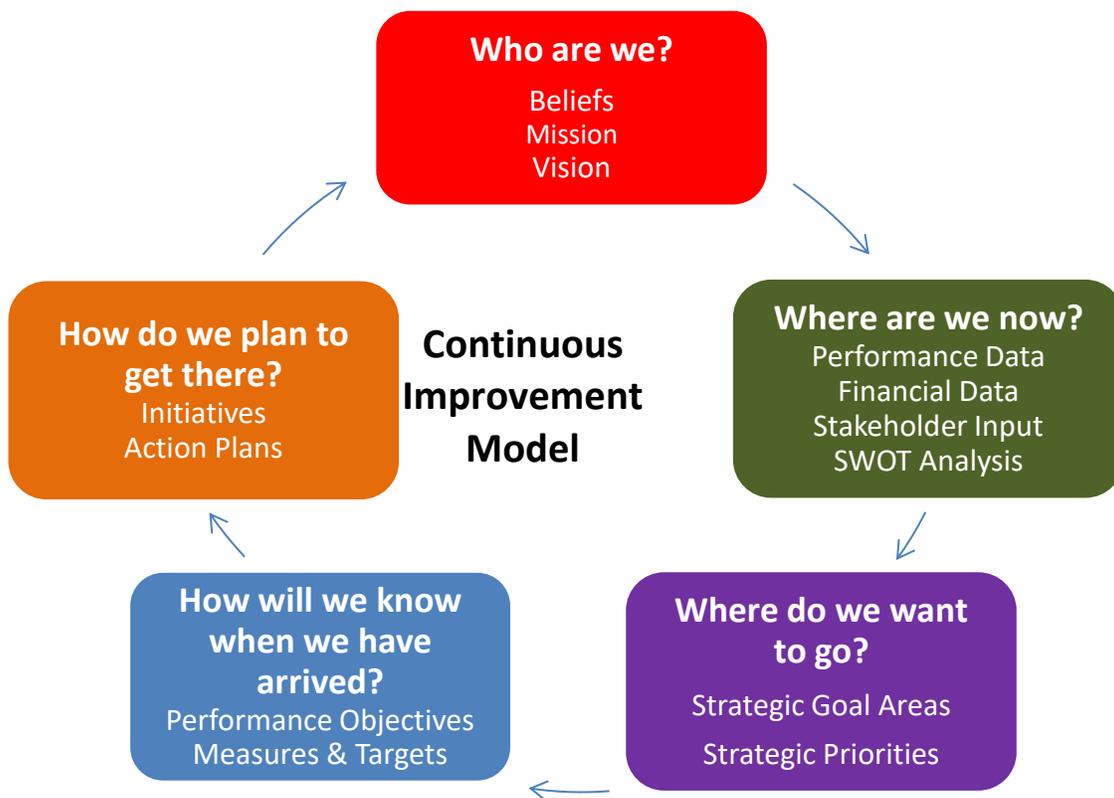
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Strategic Improvement Planning Executive Summary

The Board of Education of the Long County School District voted to use a process developed by the Georgia School Boards Association (GSBA) and Georgia Leadership Institute for School Improvement (GLISI) to develop an updated strategic improvement plan for the school district. This comprehensive process engaged the community and all stakeholder groups to create universal ownership and support for district 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 and community 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 above. This process begins with a community engagement session and survey of stakeholders. The entire process usually takes 8-10 months to complete and is divided into the following phases.

Phase I

Community Engagement: On May 8, 2014, the strategic improvement planning process began with a community engagement session, involving representatives from all stakeholder groups and a stakeholder survey to gather vital input from the community.

Planning Team: On September 11-12, 2014 a group of 32 people representing stakeholder groups from the school board, central office, schools, parents, students, business and other community representatives were assembled to answer the questions: “Who are we”, “Where are we now”, and “Where do we want to go”. Specific outcomes include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, developing beliefs, mission and vision for the district, and developing strategic goal areas and priorities for the strategic improvement plan.

Action Teams: In November/December 2014 three smaller teams totaling 28 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 measures and targets to answer this question. Additionally, the action teams suggested initiatives and action steps that might be needed to answer the fourth question of the GSBA Strategic Improvement Planning Process, “How do we plan to get there”.

Action Team Report to Planning Team: On January 29, 2015 the Action Teams delivered a report of their work back to the Planning Team. The planning team reviewed the action team’s work, discussed priorities, implications and made recommendations for additions or changes that might be needed.

Phase II

GSBA/GLISI Report to the Board of Education: In March 2015, the plan will be presented to the Board of Education. The board will review the report, offer input and consider approval of the plan for FY 2016-2018.

Phase III

Alignment: The plan initiatives and action steps will be aligned to the districts and school budgets, as well as board, superintendent and leader evaluations. Additionally, school improvement plans and other system action plans will be aligned with the new strategic improvement plan.

Phase IV

Execution, Monitoring and Reporting: After alignment of the plan, district and school staff in conjunction with the board will execute, monitor, and report on the plan as well as ensure an ongoing process to review and update the plan as needed.

Strategic plan mid-year and summary updates will be provided to the Board by Action Team Leaders in February 2016 and June 2016. The Chief Academic Officer will review the school-based status of the strategic goals. The eBOARD Strategic Plan software provides a Balanced Scorecard that reflects the Strategic Plan goals and progress.

eBOARD Strategic Plan Software: One of the most important aspects of the Strategic Improvement Planning Process is the ability of the school district to use GSBA’s eBOARD Strategic Plan Software to assist with the execution, monitoring, and reporting of the plan. GSBA’s eBOARD Strategic Plan Module makes the process easy for district staff and the school board. Plan items can be easily updated by staff allowing users to filter the plan by staff, department, status, priority, date, etc. As the plan is updated, results are reported on through the Strategic Dashboard, Balanced Scorecard and Goal Alignment report. eBOARD helps to keep everyone informed and provides real-time status updates of the plan in a transparent fashion.

Mission, Vision & Beliefs

Mission

To ensure a quality education for all students by providing a safe and effective learning environment where students have the opportunity to be challenged and academically successful.

Vision

Long County Schools will be an exemplary system where all students are college and/or career ready.

Beliefs

In Long County Schools, we believe

1. All students can learn and should be challenged.
2. All students are valued individuals with unique physical, social, emotional, and intellectual needs.
3. Students learn best when they are actively engaged and share accountability for their learning.
4. A safe, secure, and structured environment is critical to student learning.
5. Students must be prepared for a life of continuous learning.
6. Attendance by students and staff is essential for optimum learning.
7. Recruitment, employment, and retention of highly qualified staff is essential.
8. Effective management of operational and financial processes ensures optimal resources for student success.
9. Decisions – instructional and operational – should be data driven.
10. The Long County School System, School Board, parents, and community share the responsibility for advancing the school district's mission.

Strategic Goal Areas and Performance Objectives

Goal Area I – Student Growth and Achievement

- To ensure all students are college and career ready
- To provide all students with effective instruction
- To encourage student self-actualization

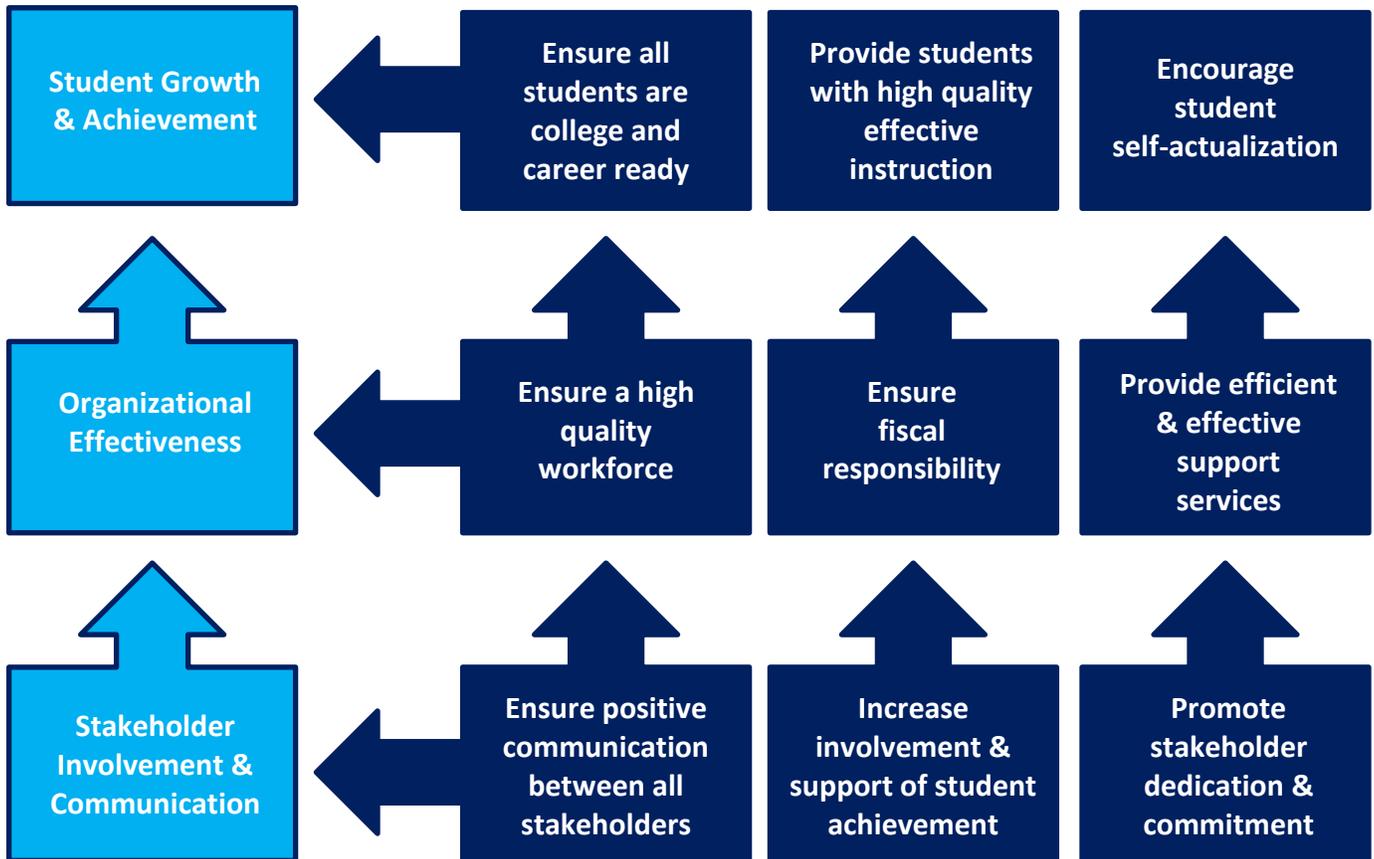
Goal Area II – Organizational Effectiveness

- To ensure a high quality workforce
- To ensure fiscal responsibility
- To provide efficient and effective support services

Goal Area III – Stakeholder Involvement and Communication

- To ensure positive communication between all stakeholders
- To increase the involvement and support of student achievement
- To promote stakeholder dedication and commitment

Long County Schools Strategic Plan



If we engage all stakeholders and ensure efficient and effective operational and organizational structures, then our graduates will be college and career ready.

Long County Schools Strategic Improvement Plan

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation
Strategic Goal 1: Student Growth and Achievement								
Performance Objective I.1: To ensure all students are college and career ready								
Percent of students scoring at or above proficient on each Georgia Milestones Assessment (EOC)	9 th Lit: 31% Ameri. Lit: 26% Algebra 1: 22% Ana. Geom: 17% Phys. Sci: 20% Biology: 23% US Hist: 12% Econ: 31%	9 th Lit: 32% Ameri. Lit: 30% Algebra 1: 19% Ana. Geom: 25% Phys. Sci: 32% Biology: 31% US Hist: 31% Econ: 31%	3% growth per year	Amanda Sikes	I.1.1 Curriculum Initiative <ul style="list-style-type: none"> • Vertical Alignment • Instructional Unit Revision • Targeted Prof Learning • Content Interventions • Scheduling Models 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of students scoring at or above proficient on Georgia Milestones Assessment (EOG) in 8th Grade	ELA: 27% Math: 26% Science: 31% Soc. Stud: 21%	ELA: 29% Math: 36% Science: 31% Soc. Stud: 12%	3% growth per year	Amanda Sikes	I.1.2 Graduation Initiative <ul style="list-style-type: none"> • Credit Recovery • Remediation Activities 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of students graduating in four years (4-year cohort)	83% (2015)		84%	Amanda Sikes	I.1.3 Assessment Initiative <ul style="list-style-type: none"> • Common Assessments Mirroring EOG & EOC 	2015-2016	State, Federal, Local	Principals, District Leadership
Performance Objective I.2: To provide students with high quality, effective instruction								
Percent of teachers participating in professional learning communities.	83%		100%	Kathy Simmons	I.2.1 Professional Development Initiative <ul style="list-style-type: none"> • Effective PLCs 	2015-2016	State, Federal, Local	Principals, District Leadership
Number of teacher hits it the SLDS Teacher Resource Link	34,700 page views	217,896 page views	50% at 500 per year	Amanda Sikes	I.2.2 Student Growth Initiative <ul style="list-style-type: none"> • Understanding SGPs • Awareness of Impact • Strategies to Improve student growth 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of teachers scoring at level 3 or 4 on the TAPS	96%		100%	Kathy Simmons		2015-2016	State, Federal, Local	Principals, District Leadership

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation
Absenteeism—average days per certified employee	12.94 days			Kathy Simmons	I.2.3 Data-Driven Initiative <ul style="list-style-type: none"> Formative Assessments Data Driven Instruction 	2015-2016	State, Federal, Local	Principals, District Leadership
Performance Objective I.3: To encourage student self-actualization								
Percent of students participating in Move on When Ready or Advanced Placement courses	26.1%		10%	Amanda Sikes	I.3.1 Advisement Initiative <ul style="list-style-type: none"> Teachers as Advisors 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of students missing 6 or more days	SES: 40.8% WES: 44.7% LCMS: 42.9% LCHS 51.8%			Amanda Sikes	I.3.2 Discipline Initiative <ul style="list-style-type: none"> Implement PBIS 	2015-2016	State, Federal, Local	Principals, District Leadership
Number of student discipline referrals	SES: 1034 WES: 582 LCMS: 1191 LCHS: 1489	SES: 686 WES: 284 LCMS: 1096 LCHS: 1152	3% reduction	Amanda Sikes	I.3.3 Attendance Initiative <ul style="list-style-type: none"> Exemption Policy Resource Coordinator 	2015-2016	State, Federal, Local	Principals, District Leadership
Strategic Goal II: Organizational Effectiveness								
Performance Objective II.1: To ensure a high quality workforce								
Percent Highly Qualified	SES: 100% WES: 100% LCMS: 100% LCHS: 96.11% System: 99.46%		100%	Kathy Simmons	II.1.1 Recruitment Initiative <ul style="list-style-type: none"> Recruitment Fairs Postsecondary MOAs P20 Initiative 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent highly effective staff retained	85.9%		88%	Kathy Simmons	II.1.2 Retention Initiative <ul style="list-style-type: none"> Mentoring PLCs Induction Program High Quality PL 	2015-2016	State, Federal, Local	Principals, District Leadership
Performance Objective II.2: To ensure fiscal responsibility								
Monthly financial progress reports	12		12	Bridget Welch	II.2.1 Technology Initiative	2015-2016	State, Federal, Local	Principals, District Leadership

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation
Zero audit findings	0		0	Bridget Welch	<ul style="list-style-type: none"> Implement "paperless" financial processes while maintaining accountability II.2.2 Accountability Initiative <ul style="list-style-type: none"> Implement new Federal Uniform Grant Guidance (UGG) principles for all programs 	2015-2016	State, Federal, Local	Principals, District Leadership
Performance Objective II.3: To provide efficient and effective support services								
Percent compliance with federal/state transportation regulations	100%		100%	Scotty Hattaway	II.3.1 Safety Initiative <ul style="list-style-type: none"> Safety Resource Guide/Plan Safety Councils GEMA Annual School Safety Walkthroughs Exploring Return to Work Policy Revision to radios to open communication opportunities II.3.2 Transportation Initiative <ul style="list-style-type: none"> Review implementation of Tiered System II.3.2 School Food Service Initiative <ul style="list-style-type: none"> Serve Safe Training Provide Safety Equipment needed in an effort to reduce job related injuries 	2015-2016	State, Federal, Local	Principals, District Leadership
Number School Food Service Serve Safe qualified	8		8	Stephanie Fox		2015-2016	State, Federal, Local	Principals, District Leadership
Percent of preventable work-related injuries	35/48 72.9		100%	Scotty Hattaway		2015-2016	State, Federal, Local	Principals, District Leadership

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation
Strategic Goal III: Stakeholder Involvement and Communication								
Performance Objective III.1: To ensure positive communication between all stakeholders								
Percent of parents who think communication is adequate and timely.	49.9%		75%	Dana Green	III.1.1 Internal Communication Initiative <ul style="list-style-type: none"> Monitor website documentation Utilize automated calling system to support community involvement Create and disseminate survey to measure parental involvement objectives 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of teachers who utilize multiple methods to communicate with parents.	N/A		70%	Dana Green		2015-2016	State, Federal, Local	Principals, District Leadership
Number of schools with websites providing up-to-date information for all stakeholders.	4 schools + district		4 schools + district	Dana Green		III.1.2 External Communication Initiative <ul style="list-style-type: none"> Participate in community agency activities. Attend community support activities such as Family Connections, Chamber of Commerce, and local library events. Provide parent information through multiple means of dissemination. 	2015-2016	State, Federal, Local
Performance Objective III.2: To increase the involvement and support of student achievement								
Number of schools providing a minimum of 3 academic school events per year.	4		4	Dana Green	III.2.1 Parental Involvement Initiative	2015-2016	State, Federal, Local	Principals, District Leadership

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation
Number of parents/stakeholders who participate in parental involvement training sessions.	12%		25%	Dana Green	<ul style="list-style-type: none"> Provide multiple opportunities for parental involvement at the school and district level. Promote utilization of PowerParent. Develop a district level Parent Advisory Committee. 	2015-2016	State, Federal, Local	Principals, District Leadership
Number of parents and students who subscribe to school related academic online communication accounts.	2,228		2300	Dana Green	<p>III.2.2 Teacher Involvement Initiative</p> <ul style="list-style-type: none"> Promote utilization of online/electronic communication opportunities. <p>III.2.3 Student Involvement Initiative</p> <ul style="list-style-type: none"> Promote utilization of online/electronic communication opportunities. 	2015-2016	State, Federal, Local	Principals, District Leadership
Performance Objective III.3: To promote stakeholder satisfaction and dedication								
Percent of students satisfied with the school system on school surveys	25%		50%	Dana Green	<p>III.3.1 Public Relations Initiative</p> <ul style="list-style-type: none"> Promote ongoing communication through system and school websites. 	2015-2016	State, Federal, Local	Principals, District Leadership
Percent of parents satisfied with the school system on school surveys	50%		70%	Dana Green	<p>III.3.2 Business Partner Initiative</p> <ul style="list-style-type: none"> Attend all Family Connections meetings to facilitate community partnerships. 	2015-2016	State, Federal, Local	Principals, District Leadership
Number of stakeholder volunteers.	45		45	Dana Green		2015-2016	State, Federal, Local	Principals, District Leadership

Metrics	Baseline 2014-2015	2015-2016	Target(s)	Person(s) Responsible for Metrics Data	Initiatives & Actions Steps	Timeline	Funding Source	Person(s) Responsible for Monitoring and Evaluation

Appendix I: Participants

Strategic Planning Team

Don Melton
David Edwards
Jose Fuentes
Stephanie Fox
Amy Rogers
Rev. William Miller
Davis Teston
Cathy Rowell
Dr. Glenn Purcell
Elise Stafford
Al Padrick

Francisco Meji
Beverly Hill
Sherry Lester
Pamela Pouncey
Christy Wingate
Kadee Dasher
Dr. Kathy Simmons
Julie Dawson
Sherry Long
Celest Collins
Janet Barrett

Janet Poole
Janet Watford
Tom Gardner
Taylor McCartney
Shawn Peek
Julia Smiley
Dr. Robert Waters
Herman Scott
Kent Hall

Strategic Planning Facilitators

Andrew Johnson
James Wasdon
Lilah Bell
Kerry Hunt
Sherry Long

Gaynell Garrison
Eloise Stafford
Rev. William Miller
Eric Fuentes
Christy Wingate

Sherry Lester
Mark Waters
Ray Howard

Action Teams

Strategic Goal I: Student Growth and Achievement

Dr. Kathy Simmons, Chair
Lila Moore
Amanda Crews

Janet Poole
Beverly Hill

Strategic Goal II: Organizational Effectiveness

Dr. Robert Waters, Chair
Bridget Welch
Cathy Rowell

Dr. Glenn Purcell
David Edwards
Debbie Wingate

Strategic Goal III: Stakeholder Involvement and Communication

Amy Rogers, Chair
Janet Barrett
Kristy Cornell
Kristie Garcia

Tiffany Cooper
Beth Gordon
Michael Taylor
Michael Taylor

Appendix II: Community Input

Forum– May 8, 2014

Online Survey – May 10-June 24, 2014

Prepared by: Laura D. Reilly, Georgia School Boards Association

To assist the Strategic Planning Team with their work, Long County Schools engaged its community in a process to gauge the thoughts, feelings and perceptions that stakeholders hold regarding the district – before the plan was developed.

The engagement initiative, designed and implemented by the Georgia School Boards Association, included a community conversation and an online survey. A genuine effort was made to make the process as inclusive and transparent as possible.

Participants of the community engagement initiative responded to the following questions:

1. To be the best it can be, what should Long County Schools preserve/keep?
2. To be the best it can be, what should Long County Schools change/do differently?
3. What do you think are the top challenges faced by Long County Schools?
4. What do you think are the top challenges faced by the students in Long County Schools?
5. As a community, what do we want our public schools to provide for students?

The intention of this report is to provide a collection of the best thinking of school and community members regarding the five questions presented. The information gathered is qualitative and seeks to focus attention on those areas that generated the most energy.

Members of the strategic planning team will use the input to assist them in developing a plan to move the district forward and one that is reflective of its community.

The Format

Community Forum

During March and April 2014, the district worked to recruit participants to attend the community engagement session. A great deal of effort went into inviting all segments of the community. Notices were distributed in the paper, on the district's website, through school announcements and at meetings throughout the district and community.

At the community forum on May 8 at Long County High School, about 65 participants heard a presentation on the Georgia School Boards Association (GSBA) strategic planning process and a "State of the District" presentation by Dr. Robert Waters, Long County superintendent. Information included: educational issues, school district achievement data and the process to be followed that evening regarding the small group discussions.

Participants were randomly divided into smaller groups to hold their conversation. Volunteer facilitators agreed to lead the discussions, clarify issues, keep each group focused, make sure every person had an opportunity to be heard, and ensure that what was said was properly recorded.

Facilitators did not ascribe any individual's name to comments written in the notes of the small group discussions. At the conclusion of the discussion, facilitators asked participants to prioritize their lists of comments by marking the ideas or comments they thought were most important for each question asked. GSBA staff transcribed all of the notes. Laura Reilly compiled the report by sorting the comments and using the results of each group's prioritizing activity. Results of the community conversation were synthesized with the results of the online survey.

Online Survey

An online survey using the same questions offered an additional input opportunity. If they desired to do so, participants could provide additional comments on all questions and on the survey as a whole. The choices listed for questions were used only to add structure to the survey and avoid ending up with lists of comments in no order or context. Survey Monkey was used as the online survey tool. Open-ended comments were sorted through a manual process. GSBA administered the survey.

The Response

About 65 community members, teachers, students and staff participated in the community forum. There were 144 full responses to the online survey. The largest percentage of respondents to the online survey identified themselves as teachers (65%). The next group with the largest number of participants was the parent group (19%).

Attendees of the community forum were not asked to identify themselves.

Reasons to be Proud and Assets to Build Upon

When asked, "To be the best it can be, what should Long County Schools System preserve/keep?" the following represents the areas of greatest agreement among survey respondents and/or community conversation participants:

- 1) Small class sizes – Stakeholders appreciate the efforts to keep class sizes small.
- 2) Teachers and staff – Stakeholders view recruiting and retaining highly qualified staff as a priority. This issue comes up in different ways throughout the process indicating that there is recognition of what's being done in this area, but it still is a challenge.
- 3) Safety –Stakeholders are concerned about the safety of students and staff. They recognize and appreciate what is being done in this regard, but also feel safety needs to remain a focus and priority for all levels of administration.

Other programs and services emerging as ones to keep or preserve:

- Current extracurricular programs and activities
- Current focus on student achievement
- The band and arts programs
- Growth in athletic programs
- Current communications methods being used such as the phone tree, website, etc.

Possibilities for Change and Growth

When asked, "To be the best it can be, what should Long County Schools change or do differently?" the following represents the areas of greatest agreement among survey respondents and community conversation participants:

- 1) Parental Involvement – Lack of parental involvement is an issue that surfaced in a number of ways at the community meeting and on the survey. There is a feeling that more needs to be done to address this and the barriers that might hinder getting parents more involved such as transportation, poverty and transiency.
- 2) Class sizes – Stakeholders are concerned about class sizes and what might happen if the budget picture doesn't improve. They voiced a desire to keep the ratio of teacher to student as low as possible.
- 3) Communication – While stakeholders appreciate efforts being made to effectively communicate with parents and the community, they also see room for improvement. For example, there were a number of comments that there is the need to realize that not all parents have Internet access.
- 4) Recruitment and retention of staff/teachers – There were requests that the district try to recruit locally. Note that people who took the survey might not have watched Dr. Waters' presentation that addressed this issue prior to answering the survey.

Top Challenges Faced by the School District

The following are issues that surfaced most often through the online survey and the community conversation:

- 1) Funding --- Stakeholders recognize the financial and funding challenges the district faces, especially the low tax base.
- 2) Poverty/County Demographics – Participants of survey and the community meeting cited the challenge of poverty. They also noted that this affects issues such as the lack of community recreation facilities for students.
- 3) Parental Involvement – Stakeholders recognize the challenge the district has in cultivating parental involvement.
- 4) Recruiting and Retaining Highly Qualified Teachers and Staff – Stakeholders identified the challenge the district has in retaining and hiring highly qualified employees.

Top Challenges Faced by the Students

The following are issues that surfaced most often through the online survey and the community conversation:

- 1) Student Apathy – There is a perceived lack of motivation on the part of students regarding their education.
- 2) Parental involvement/breakdown in the family – Stakeholders are concerned for students because of the perceived lack of parental involvement.
- 3) Common Core/Georgia Performance Standards Math Curriculum – The topic of the math curriculum showed up in a number of ways during the process. It was cited as something needing improvement, a challenge for the district (it's a state mandated curriculum), and an academic challenge for students.
- 4) Safety – Stakeholders are concerned about the safety and well---being of students and that they don't have many recreational/cultural opportunities outside of school.

What the Community Wants the District to Provide Students

Several themes emerged from the respondents of the online survey and the participants at the community conversation:

- 1) Highly qualified teachers – Participants at the community meeting and on the survey said they want to provide students highly qualified teachers who are held accountable and rewarded accordingly.
- 2) Safety and Security – Providing a safe and secure learning environment for students and staff is important.
- 3) Curriculum – Three curriculum issues emerged as important to stakeholders:
 - A curriculum that prepares students for college or the workforce, and one that includes a robust technical education program. They also mentioned the need for more pathways programs.
 - Participants of the survey, in large numbers, said that they want schools to provide students a curriculum that includes training on life skills such as personal finance, character education and leadership.
 - A curriculum that focuses on the basics of math, science and language arts
 - Strengthening of the band and fine arts programs, as well as the number of offerings of extracurricular activities

Appendix III: Planning Team Stakeholder Wants and Expectations Summary

During the planning team session participants were asked to summarize the wants and expectations of the students, internal and external stakeholders of Sample County Schools based on the focus group and survey results?

Who are we?

What are Our Beliefs?

Beliefs

1. All students can learn and should be challenged.
2. All students are valued individuals with unique physical, social, emotional, and intellectual needs.
3. Students learn best when they are actively engaged and share accountability for their learning.
4. A safe, secure, and structured environment is critical to student learning.
5. Students must be prepared for a life of continuous learning.
6. Attendance by students and staff is essential for optimum learning.
7. Recruitment, employment, and retention of highly qualified staff is essential.
8. Effective management of operational and financial processes ensures optimal resources for student success.
9. Decisions – instructional and operational – should be data driven.
10. The Long County School System, School Board, parents, and community share the responsibility for advancing the school district's mission.

What is our Mission?

Current Mission:

To ensure a quality education for all students by providing an effective learning environment where students have the opportunity to be challenged and academically successful.

Suggested Revision(s):

To ensure a quality education for all students by providing a **safe and** effective learning environment where students have the opportunity to be challenged and academically successful.

What are the wants and expectations of the students, internal stakeholders, and external stakeholders of the school district?

Students	<p>Wants and Expectations</p> <ul style="list-style-type: none"> *Experienced Teachers & Admin Challenged as a student to earn grades Diverse extra-curricular environment Caring teachers *Safe/Clean Environment Fairness Accountability Structure *College& Career Ready Communication of opportunities Acceptance Encouraged Food Service Variety of courses Open learning environment Motivation from teachers Meet individual needs
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Internal Stakeholders	<p>Wants and Expectations</p> <ul style="list-style-type: none"> *Parental/Community support Resources Collaboration Student Focus *Committed HiQ, passionate teachers *Work Ethics Engaged students Faculty to support student learning and teaching practice *Safe/clean environment Accountability Less govt. regulations Gradual implementation of new programs More personnel to support new requirements
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External Stakeholders	<p>Wants and Expectations</p> <ul style="list-style-type: none"> *Moral/Ethical values *Provide best education possible *Prepare for college career *Prepare student for the world Smaller class size Professionalism Students graduation, be productive, and give back to community Increased soft skills Students with strong work ethics *Skilled employee Updated & accurate info Willingness to work toward goals *Support Transparency *Communication
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What is unique about the school district and its community, and what do we want to keep?

	<ul style="list-style-type: none"> Booster Clubs Student support system *Community Involvement Efficient Educational support Award winning Band program *Hometown feel Fiscal effectiveness Culture Lack of tax base/industry *Growth Single grade system *Rapport Transient system *Low tax base Open campus Close proximity to neighboring community system (4-H, health dept,etc) Programs available to keep students in school (ISS, STAR, Alternative School) Financial accountability to stakeholders/ Communication Unique students Admin Bus Routes School Nurse School sponsored activities
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*Repeated by multiple respondents

Appendix IV: SWOT Analysis

Where are we now?

INTERNAL	
Strengths	Weaknesses
Collaboration Maximize Resources *Teachers Community Support *Growth *Safety Wellness *Technology *Committed faculty/staff/BOE Data driven Opportunities for parent involvement Extra-curricular activities Professionalism Pro-active High school BOE support *Strong leadership Students	Teacher Retention Student Mobility *Parent Engagement *Facility *Curriculum Poverty *Growth *Technology High teacher turn over Student transiency Kindergarten readiness *Transportation maintenance HiQ teachers Pathway completion Professionalism *Effective implementation of Staff turnover Student behavior problem Teacher/student ratio Planning for future infrastructure

EXTERNAL	
Opportunities	Threats
Climate/Location Community Development ESPLOST Parent Universities (PTO,etc.) New facilities Social media New industry Post-Secondary education Online Learning Business Partnerships Non-resident students Growth Demographics Quality of Life Hometown life Water Rights	Poverty Tax Base State/Federal Requirements Lack of Industry Funding cuts Economy Social Media Disasters New Curriculum Public negativity Uncertain from Ft. Stewart Fed./State mandates Bombing Range Safety Transit issues(railroad issue) Changing political climates

Appendix V: Alignment with the Vision for Public Education in Georgia

Vision Recommendations	Plan SG/PO or Page #
Chapter 2 – Vision	
2.1 Promote public education as the cornerstone of American Democracy.	
Chapter 3 – Early Learning and Student Success	
3.1: Create through a state-wide initiative an Early Learning collaborative in each county of the state that includes all human services organizations.	N/A
3.2: Create public-private partnerships in local communities between local businesses and educational and human services organizations for the purpose of establishing early childhood initiatives that address healthy child and family development and economic benefits to the community.	N/A
3.4: Provide an opportunity for all children from birth to five-years-old to participate in high-quality, full-year, full-day educational experiences that are designed to promote all aspects of a child’s development, from cognitive to social and emotional development in the home or in the care of a licensed public or private care provider.	N/A
3.5: Adopt a pre-kindergarten through grade 3 integrated education model for all children ages four through eight.	N/A
Chapter 4 – Teaching and Learning	
4.1: Create collaborative learning communities and implement expert coaching in all schools.	
4.2: Integrate fully a variety of technologies to support student learning and facilitate assessment.	II.2.a Page 10
4.3: Develop challenging and dynamic curricula that is sufficiently flexible to meet the diverse needs of students and to support higher-order thinking.	I.1.2 Page 7
4.4: Develop a comprehensive and balanced system of assessments that is useful in guiding the work of teachers and students.	I.1.3 Page 7
4.5: Ensure that all teachers understand and use differentiated strategies effectively in the instruction and assessment of students.	
Chapter 5 – Teaching and Learning Resources	
5.1: Examine currently adopted and proposed alternative models for the delivery of educational services for the purpose of determining their effectiveness in terms of student learning, needed resources, and feasibility for adoption/adaptation by school districts over the state	I.1.2 Page 7
5.2: Ensure full technology integration into the classroom by providing access to adequate resources, equitable infrastructure and professional learning opportunities for teachers	II.2.1 Page 9
5.3: Develop, implement and maintain a comprehensive, state-wide, longitudinal data system	N/A
5.4: Develop local protocols for collaboration among school systems, other educational entities, public service agencies, business and industry and the community served in decisions related to school siting, school safety, and the co-location of community services.	II.2.2 Page 10

Chapter 6 – Human and Organizational Capital	
6.3: Provide comprehensive recruitment, induction, and retention strategies for all local school districts.	II.1.1, .2, & .3 Page 9
6.4: Pilot teacher and leader compensation programs to evaluate the effectiveness and viability of selected compensation scenarios.	
6.5: Examine organizational structures and processes to ensure support of student learning and provide for distribution of leader responsibilities at all levels within the district.	

Chapter 7 – Governance, Leadership and Accountability	
7.4: Change the method of selection of members of local boards of education from a choice between partisan and non-partisan elections to non-partisan elections only.	N/A
7.7: Establish and maintain high reliability organizations through development of local school district leadership teams.	
7.9: Develop and implement at the local school district level an accountability system based on local district educational goals that are aligned with state educational goals and state accountability system, and which include clearly defined measures of school district, school and student success.	

Chapter 8 – Culture, Climate, and Organizational Efficacy	
8.1: Make each school and district an inviting place to be for students, parents, staff, and the larger community.	
8.2: Establish each school as the center or hub of the community in which it exists.	
8.3: Determine stakeholder perceptions of schools and school districts.	II.1.2 Page 11 III.2.1 Page 12
8.4: Develop a culture and climate that foster innovation and responsible risk-taking.	
8.5: Develop school and district cultures that are sensitive and responsive to the cultural, racial, ethnic, and socio-economic make-up of the communities they serve.	III.3.1 Page 13
8.6: Develop safe, orderly, supportive learning environments built on respect and encouragement where all individuals believe they can make a positive difference.	II.3.1 Page 10
8.7: Get to know and be willing to truly listen to the students in our schools.	

Chapter 9 – Financial Resources	
9.2: Identify in both state and local budgets for public education sufficient fiscal resources for implementing both a comprehensive data system and an evaluation system that uses data to measure and improve effectiveness in meeting objectives for enhanced student learning.	
9.3: Initiate an ongoing process at the local district level for systematically evaluating all expenditures to enable the development and adoption of budgets that are focused on district strategies for maximizing student learning.	II.2.3 Page 10