2017-2020 STRATEGIC PLAN
In 1995 a group of twenty area families and businesses came together to establish a fund to support Dothan City Schools. The Education Foundation for Dothan’s Future was born. The Foundation’s primary purpose was to strengthen student achievement and motivation, improve classroom instruction and teacher morale, and build community support and confidence in public schools through funds raised from private, corporate and governmental sources for such purposes. In October of 2012, the Education Foundation for Dothan’s Future, Inc., combined with two successful community initiatives, Yes We Can! Dothan and Adopt-A-School! Dothan, to form the Dothan Education Foundation (DEF).

The same work that began in 1995 continues today through the Dothan Education Foundation. Governed by a 13-member voluntary Board of Directors, the DEF exists to support our students, teachers and parents by creating an environment of community involvement and engagement with our schools through various activities and programs. While the Foundation’s goal is to meet the educational needs of Dothan, it does not duplicate the work of education-related groups. The Foundation works closely with the school board, parent-teacher associations and other school groups, but remains strictly independent.
GOAL ONE:
Enhance DEF’s position as an intermediary knowledge broker and bridge between the DCS and the community.

GOAL TWO:
Provide support to teachers and schools to improve educational delivery to DCS students.

GOAL THREE:
DEF will strengthen its internal capacities to become a highly effective and well-managed organization that can achieve its programmatic goals and realize its mission.

In October 2016, the Dothan Education Foundation (DEF) launched a comprehensive strategic planning process guided by TCC Group. Over an 12 month period, the members of DEF’s Strategic Planning Committee participated in a planning process to incorporate the DEF’s new mission of advancing the success of Dothan City School student’s through unifying and mobilizing community resources. The process of creating this strategic plan included analyzing the needs of Dothan City Schools, their students and the community.

Finally, the planning process resulted in the articulation of the following vision, mission, as well as priority and operational goals to guide the next three years of Dothan Education Foundation and put it on a trajectory of greater impact and sustainability.

VISION
ALL CHILDREN IN DOTHAN HAVE THE OPPORTUNITY FOR A QUALITY EDUCATION

MISSION
To unify and mobilize community resources to advance the success of Dothan City School students

THE PLANNING PROCESS

strategic goals

PROGRAMMATIC Goals

GOAL ONE: Enhance DEF’s position as an intermediary knowledge broker and bridge between the DCS and the community.

GOAL TWO: Provide support to teachers and schools to improve educational delivery to DCS students.

ORGANIZATIONAL Goals

GOAL THREE: DEF will strengthen its internal capacities to become a highly effective and well-managed organization that can achieve its programmatic goals and realize its mission.
## GOAL ONE: Enhance DEF’s position as an intermediary knowledge broker and bridge between the DCS and the community

### OBJECTIVES

1. Establish regular channels of communication with key stakeholders (internal and external) to gather input from the school community (parents, teachers, community members, businesses) around DCS prioritized need areas/educational issues.

   - Affinity groups, consisting of community leaders (parents, teachers, business leaders), are established and active by May 2018.
   - Community members’ interest in taking an active role in DCS improvement efforts is increased significantly by June 2018.
   - DEF has identified the top 4 common issues among key stakeholders by June 2018.
   - Community has increased understanding and appreciation of work of DCS by May 2018.

2. Keep the community apprised of essential DCS initiatives and relay input, support and concerns to DCS.

   - Public process established to identify schools with greatest need by May 2018.
   - DEF is regarded as an information bridge by both the DCS and the community by May 2018.
   - DEF personnel are more aware of DEF’s purpose by May 2018.
   - DCS and DEF strategic plans are aligned by June 2018.

3. Establish a process that will focus/rank priorities related to school needs and/or improvements.

   - Case Statement that will generate discussion, be available to speak to issues most important for DCS to address by March 2018.
   - DCS has increased ability to identify and address community priorities on regular basis with public by May 2018.
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<tr>
<th>OBJECTIVES</th>
<th>BENCHMARKS</th>
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<td>1. Support teachers through grants and professional development opportunities.</td>
<td>Teachers feel they can express their concerns and ideas without penalty by May 2018.</td>
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<td>Total classroom and school grant funds have increased by 5% by Aug 2018.</td>
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<td>Professional development is offered to meet school-wide challenges by May 2019.</td>
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<td>2. Support high-need schools through grants and partnership development.</td>
<td>Schools have an opportunity to request support for targeted challenges (both financial and other) by May 2018.</td>
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<td>Increase the number of ACTIVE school partners/partnerships through local business/civic/church organizations matched with school needs by May 2018.</td>
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<td>Community members are offered specific ways to help meet school needs/priorities by May 2018.</td>
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</table>
## GOAL THREE: DEF will strengthen its internal capacities to become a highly effective and well-managed organization that can achieve its programmatic goals and realize its mission.

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| 1. Build the capacity of DEF’s Board to fully support its programmatic strategic goals. | • Board members are aware of their roles and have enhanced their ability to fulfill them by Feb 2018.  
• Board giving has increased/or is at 100% based on written policies developed by May 2018.  
• Board members have enhanced their roles as ambassadors and fundraisers by March 2019.  
• Greater capacity to reach out in the community through equipped board members by May 2018.  
• Increased individual/corporate giving based on personal board relationships 5% by May 2018.  
• DEF Board and Staff are able to measure impact and success of teacher/school grants on annual basis by August 2018.  
• DEF will provide Board and Business/Educational Council with regular data at all meetings by March 2019.  
• School and community members will have data necessary to weigh in on DCS matters by Fall of 2018.  
• Business/Educational Council will have tools, processes and data needed to be monitoring progress on community engagement and DEF’s role as an information intermediary between DCS and the community by Sept 2018.  
• DEF is able to allocate resources based on data driven decision-making annually beginning FY18. |
| 2. Increase DEF’s ability to collect, analyze and use data to improve organizational, as well as programmatic efficiency and impact. | }
### ORGANIZATIONAL GOALS

3. Enhance DEF’s brand and clarify external messaging.
   - DEF’s social media presence highlights its role as an information intermediary between the DCS and the community by June 2018
   - Twenty-five percent increase in traffic on all platforms by Jan 2019.
   - DEF Board is able to assess marketing plan progress on a monthly basis by May 2018
   - Increased understanding by community leaders, DCS personnel about the role of DEF by Fall 2019.
   - Board members embrace their role as fundraisers by June 2018.

4. Build DEF’s development operations in order to diversify revenue streams and ensure organizational sustainability.
   - Twenty percent increase in corporate donations by May 2020; 10% by May 2019; 5% by May 2018.
   - Thirty percent increase in grant funding by May 2020; 15% increase by May 2019; 5% increase by May 2018.
   - Increase in DCS employees’ understanding of DEF role by May 2018.
   - Twenty percent increase in payroll deductions from DCS employees by May 2021; 10% increase by May 2020; 5% increase by May 2019.
   - DEF Investments increase by 5% to allocate additional funds to school/teacher grants by May 2020.

5. Increase DEF’s IT capacity to guarantee the highest level of programmatic and organizational functionality.
   - DEF is equipped to produce reports needed for staff and board to make resource allocation decisions by June 2018.
   - DEF has the capacity to accept donations online by March 2018.
   - Peer-to-Peer fundraising platform available for non-funded grants by May 2018.
   - DEF has volunteer coordinator in place by March 2018.

6. Ensure that DEF has the right number of staff and skills to achieve its mission.
   - DEF Volunteers are aware of their role, have been trained, and are being utilized in effective capacities by May 2018.
   - DEF staff increased to adequately achieve impact goals by June 2018.
DOTHAN EDUCATION FOUNDATION
BOARD OF DIRECTORS & STAFF

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