

dodea

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY



COMMUNITY STRATEGIC PLAN

Volume 1 • School Years 2013/14 – 2017/18

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MESSAGE FROM THE DIRECTOR

Dear Parents, Students, Staff and Members of Our Community,

I am pleased to present to you our Community Strategic Plan (CSP) for school years 2013/14–2017/18. This five-year plan is our roadmap for advancing the Department of Defense Education Activity (DoDEA) on a unique path to new levels of excellence. It is our commitment to go to extraordinary lengths to continue improving the educational opportunities of each of the Nation's 1.2 million school-age, military-connected children.



The plan is a product of a community-wide effort. We assembled a leadership team of DoDEA and community senior leaders to serve as the primary architects of the plan's framework. Through a deliberate and thoughtful process, the leadership team developed a comprehensive planning approach that focused on establishing long-term direction, solutions and tangible results. The leadership team's work culminated with the establishment of the plan's foundational elements—the vision, mission, core values, goals and performance measures. The plan, therefore, is a fitting triumph of the entire DoDEA community, demonstrating that improvement in a school system is best achieved through a collaborative, shared commitment to doing what is best for our students.

The community strategic planning process is a driving force for our organization, motivating us to scrutinize and refine our programs and practices to achieve better outcomes for our students. By adopting this plan, we enter into a performance contract with our students, parents, staff and community, where our success is measured by the progress we make towards the achievement of our goals. It is through this process that we commit to becoming one of the Nation's most recognized and respected education systems.

We are meant to be and aim to be an accountable school organization. Ensuring accountability and trust means we must be open and answerable to those we serve. Therefore, each year, we will review and report the progress made towards achieving our goals to remain transparent and demonstrate we are doing all we can to provide our students a high-quality education.

It is our honor and privilege to contribute to the education of the children of all of our Nation's heroes. The education of military-connected children must not be among the sacrifices our country asks of them. The school environment must be a special place for our children to learn and grow to achieve their full academic, social and emotional potential, and I ask all members of our community—students, parents, members of our military community and DoDEA staff and faculty—to passionately commit to this end. It is only through our collective efforts that we will achieve our new, ambitious vision “to be among the world's leaders in education, enriching the lives of military-connected students and the communities in which they live.”

In the interest of all children,

A handwritten signature in black ink that reads "Marilee Fitzgerald". The signature is fluid and cursive.

Marilee Fitzgerald
Director, DoDEA

WE ARE DoDEA

DoDEA has the honor and privilege of educating over 84,000 children of our Nation's Service members and the civilians who support them in twelve nations, seven states and two territories. We also provide support to more than one million military-connected students who attend public schools throughout the United States.

DoDEA operates 194 schools in the United States, Europe and the Pacific. In the United States, DoDEA schools operate under the Domestic Dependents Elementary and Secondary Schools system. In Europe and the Pacific, DoDEA schools are organized under the Department of Defense Dependents Schools.

The educational experience of military-connected students is unique. As a school system, we are committed to meeting not only the academic needs of our students but also their social and emotional needs as well. Through close coordination with the United States Department of Education, the Military Services, and other agencies and organizations focused on the needs of military-connected children, we seek ways to alleviate the challenges students may face as a result of frequent transitions and parental deployments.

Through legislative authority, DoDEA's Educational Partnership Program enables the sharing of knowledge, resources and expertise with public school systems across the Nation to improve educational opportunities of all military-connected, school-age children. Understanding that a significant element of military family readiness is the availability of quality schools, DoDEA's Partnership program capitalizes on our vast portfolio of resources to improve the ability of public school systems to also meet the unique academic, social and emotional needs of military-connected children.

DoDEA SCHOOLS

DoDDS SCHOOLS		DDESS SCHOOLS	
Country	No. of Schools	State/Territory	No. of Schools
Bahrain	2	Alabama	3
Belgium	4	Georgia	10
Cuba	1	Kentucky	17
Germany	47	New York	2
Italy	10	North Carolina	18
Japan	34	Puerto Rico	4
Korea	11	South Carolina	5
Netherlands	2	Virginia	5
Portugal	1	Guam	4
Spain	3		
Turkey	2		
United Kingdom	9		
TOTAL	126		68

As of April 1, 2013.

Note: DoDEA's Virtual School delivers high school coursework worldwide to DoDEA students.

A NEW JOURNEY BEGINS

More than one year ago, DoDEA set upon a journey to chart a direction for achieving higher levels of excellence. To this end, a team of DoDEA and community leaders engaged and led the DoDEA community in a strategic planning effort. Community input and key stakeholder participation were maximized to ensure the process represented an organizational consensus on how DoDEA would pursue its commitment to improve the quality of education for all military-connected children. The community-wide effort resulted in the development of a strategic planning approach designed to provide long-term direction and strategies for effectively and efficiently employing organizational resources. The strategic planning approach encompasses the four-step process summarized below.

Step 1—Develop and Execute a Research Plan


DoDEA developed and implemented a research plan to capture the community's view of DoDEA's organizational strengths, weaknesses, opportunities and challenges. The research methodology included the review of an expansive collection of DoD, DoDEA and state and local education agency studies, reports, surveys and other documents; the completion of 75 group and individual interviews with DoDEA and stakeholder organization key personnel; and the completion of surveys by stakeholder groups throughout DoDEA's community. The research findings created a common understanding of DoDEA's current state and uncovered common themes from across the DoDEA community, which contributed significantly to the development of the CSP strategic planning framework.

Step 2—Assemble a Leadership Team to Establish the Strategic Planning Framework

The Director of DoDEA assembled a group of DoDEA and community leaders to serve as the architects for the strategic planning framework. More specifically, the leader team led a community effort that served a two-fold purpose: 1) create a customized strategic planning approach; and 2) develop the CSP's foundational elements—the vision, mission, core values, and strategic goals. The foundational elements served to focus the planning effort on one overarching objective: to achieve new standards of excellence in military-connected student outcomes. The *vision statement* embodies DoDEA's philosophy for achieving academic excellence while serving the unique needs of our military-connected children. The *mission statement* is aligned with the vision, establishing that the organization's primary purpose is to educate and serve military-connected children. The *core values* reflect the belief that all our activities should improve the success of military-connected students, thereby influencing and guiding the behavior of all members of the organization. Lastly, the *goals* define five areas in which standards of excellence will be defined and pursued: student achievement, school performance, talent management, organizational effectiveness and community outreach. The leaders socialized the foundational elements with the DoDEA community to validate that the elements reflected and supported the views of the entire organization.

Step 3—Develop and Implement the Goal Implementation Strategies

With the establishment of DoDEA's goals, the planning process moved to the development of the goal implementation strategies—the plans for achieving the goals. To facilitate the process, DoDEA established goal teams consisting of staff and faculty from throughout the organization. The teams worked through a deliberate process to first determine the outcomes that define success for each goal. Initiatives critical to achieving the goal outcomes were then identified and aligned within each of the implementing strategies. For each initiative, action plans will be created that provide critical implementation milestones and performance metrics, identify current and future resource



requirements, and delineate responsibilities for essential tasks to organizational components. As such, the action plan framework constitutes a monitoring and accountability system for each initiative. Upon implementation at the beginning of school year 2013–14, the plan will be continuously monitored and, as needed, modified to ensure continuous progress towards goal achievement.

Step 4–Perform the Annual Review and Publish the Accountability Report

DoDEA will perform a formal review of the strategic plan at the end of each school year to measure the extent initiatives critical to goal success are progressing. The annual review serves to validate progress and determine the extent the plan must be modified to ensure continued progress toward the achievement of each goal. The review process facilitates the analysis of external environmental factors having a material impact on DoDEA operations and execution of the strategic plan. An annual accountability report will be published at the conclusion of each review. The report will highlight the progress made in each goal area, explain the reasons for and the extent of the modifications made to the plan, and provide the organizational priorities for the next year. Together, the review and reporting processes support our need and desire to be transparent and accountable to those we serve.

CSP: PLANNING & IMPLEMENTATION PROCESS

Step 1-Conduct research to create a common understanding of DoDEA’s current state

- Collection and analysis of data to determine a community-wide view of DoDEA organizational strengths, weaknesses, opportunities and challenges

Step 2-Assemble a leader team to lead a community effort to establish the strategic planning approach and CSP foundational elements (mission, vision, core values and goals)

Step 3-Develop and implement the strategies to achieve each goal

- Define goal outcomes required for goal achievement
- Identify and align initiatives critical to achieving goal outcomes

Step 4-Perform the annual review and publish the accountability report

- Review the plan’s execution to validate progress and determine the need to modify the plan to facilitate continued progress
- Publish the annual accountability report

CSP RELEVANCE AS A CATALYST FOR CHANGE

DoDEA is committed to providing 21st century, student-centered learning environments tailored to meet the unique needs of military-connected children. To this end, over the next five years, the CSP will focus on achieving new levels of excellence in: student achievement, school performance, talent management, organizational effectiveness and community outreach. Although the CSP's primary purpose is to chart the strategic course for achieving excellence in each of the goal areas, its relevance as a catalyst for the organization achieving new levels of excellence depends on the success with which it performs its other key functions. For DoDEA to realize each of its goals, the CSP and/or CSP planning process must:

1. Foster a common understanding and passion for what DoDEA stands for (core values), why we exist (mission) and our path to the future (vision). In doing so, the plan serves to reaffirm the organization's pursuit of a common vision and inspire the achievement of positive outcomes for military-connected children.
2. Achieve accountability throughout the organization. The plan must effectively delineate responsibilities to DoDEA's organizational components, and the process must foster a culture of organizational and individual accountability. Our long-term success requires that our organization not only commit to a common vision but also willingly accept ownership of and execute assigned responsibilities at every level.
3. Implement CSP annual review and reporting processes that: 1) validate progress in each goal area; 2) identify the need to modify the plan to account for changes in organizational priorities and/or DoDEA's strategic environment; and 3) determine organizational priorities for the next year. The annual review process is designed to recognize that long-term success requires the ability to make short-term adjustments to leverage or minimize the effects of environmental changes. The accountability report process is supported by a comprehensive measurement and assessment framework that serves to inform all DoDEA stakeholders of the organization's progress towards attaining each goal.
4. Form the foundation for all DoDEA operational planning to ensure a well-synchronized continuous improvement effort throughout the organization. At the school level, continuous school improvement plans are tailored to not only ensure congruency with the CSP but to also meet the specific needs of each school's students, faculty and community.
5. Obtain and incorporate input from our community stakeholders. It is only through the collective efforts of our community that DoDEA will be successful in its mission to "Educate, Engage, and Empower each student to succeed in a dynamic world."



STRATEGIC PLANNING DEFINITIONS

Community Strategic Plan (CSP): DoDEA's five-year, strategic Continuous Improvement Plan for advancing DoD's and DoDEA's agenda for educating and serving military-connected children. The CSP provides the organization's vision, mission, core values, goals, the implementing strategies for each goal.

Strategic Planning: The process by which the guiding members of an organization envision its future and develop the necessary strategies to achieve that future.

Vision: An idealized view of where an organization will be and/or will look like in the future, assuming all strategic goals are successfully achieved. It is a statement intended to express both aspiration and inspiration.

Mission: The primary purpose of an organization and for whom it performs it.

Core Values: The values and philosophy of an organization that guide the behavior and decisions of its members. The core values constitute the organization's value system.

Goals: Long-range performance targets that are consistent with the mission, usually requiring a commitment of resources towards the initiatives critical to goal achievement. Goal achievement is required for an organization to realize its vision.

Strategies: The plans for how organizational goals will be achieved.

Performance Measures: Measurable commitments which indicate desired performance levels for initiatives that contribute to the achievement of one or more goals. Each performance measure has an established baseline from which progress is measured.



THE DODEA COMMUNITY STRATEGIC PLAN

As the mechanism for articulating DoDEA's strategic plan, the CSP presents the key elements of the plan in a manner that first establishes a foundational understanding of DoDEA's strategic vision, mission, core values, goals and planning themes. The implementing strategies are then introduced to explain how DoDEA intends to achieve each goal and, ultimately, its vision. In support of this intent, the CSP is provided in two volumes:

- **Volume I** establishes the foundation for the organization's strategic plan. It provides the strategic plan's enduring, foundational elements that define the desired levels of organizational reform. The foundational elements include the:
 - Vision statement
 - Mission statement
 - Core values
 - Organizational goals (and associated performance measures)
- **Volume II** provides the strategies for achieving the reform desired within each goal area. This volume represents the dynamic portion of the plan and will be the focus of the CSP's annual review and reporting process. Volume II will be published in December 2013.

Together, the volumes provide the framework for putting the desired standard-driven reform in place in DoDEA. Through the goals, action plans and performance measures, the plan establishes the rigorous standards that are designed to inspire and prepare all students for success in today's dynamic, global environment.



DoDEA'S MISSION AND VISION

DoDEA's mission and vision broadly state why we exist, who we serve and what we hope to achieve as an organization. Like our core values, the mission and vision are enduring and will not change over time.

MISSION

EDUCATE, ENGAGE, AND EMPOWER
EACH STUDENT TO SUCCEED IN A
DYNAMIC WORLD.

VISION

TO BE AMONG THE WORLD'S LEADERS
IN EDUCATION, ENRICHING THE LIVES
OF MILITARY-CONNECTED STUDENTS
AND THE COMMUNITIES IN WHICH
THEY LIVE.



DoDEA'S CORE VALUES

Core values guide DoDEA's internal and external conduct and relationships. Our core values clarify what we stand for and believe in. All that we do is carried out with these core values in mind.

We Believe...

- Students are at the heart of all we do.
- Each student can realize his or her fullest potential.
- Educating the whole child fosters academic, social and emotional well-being.
- Learning environments are student-centered, stimulating and relevant.
- High-performing educators and leaders make a difference in student success.
- Parental engagement and support are vital to student success.
- Engaged partnerships enrich the lives of our students.
- Our diversity inspires excellence and innovation.



“AS AN ELEMENTARY TEACHER WORKING IN...PUBLIC SCHOOLS, I WOULD LIKE TO SAY THAT CHILDREN FROM THE MILITARY AND MILITARY-RELATED BACKGROUNDS HAVE PROVEN TO BE SOME OF MY MOST RESPECTFUL, RESPONSIBLE AND ACADEMICALLY ADVANCED STUDENTS.”

— Teacher of Military-Connected Student

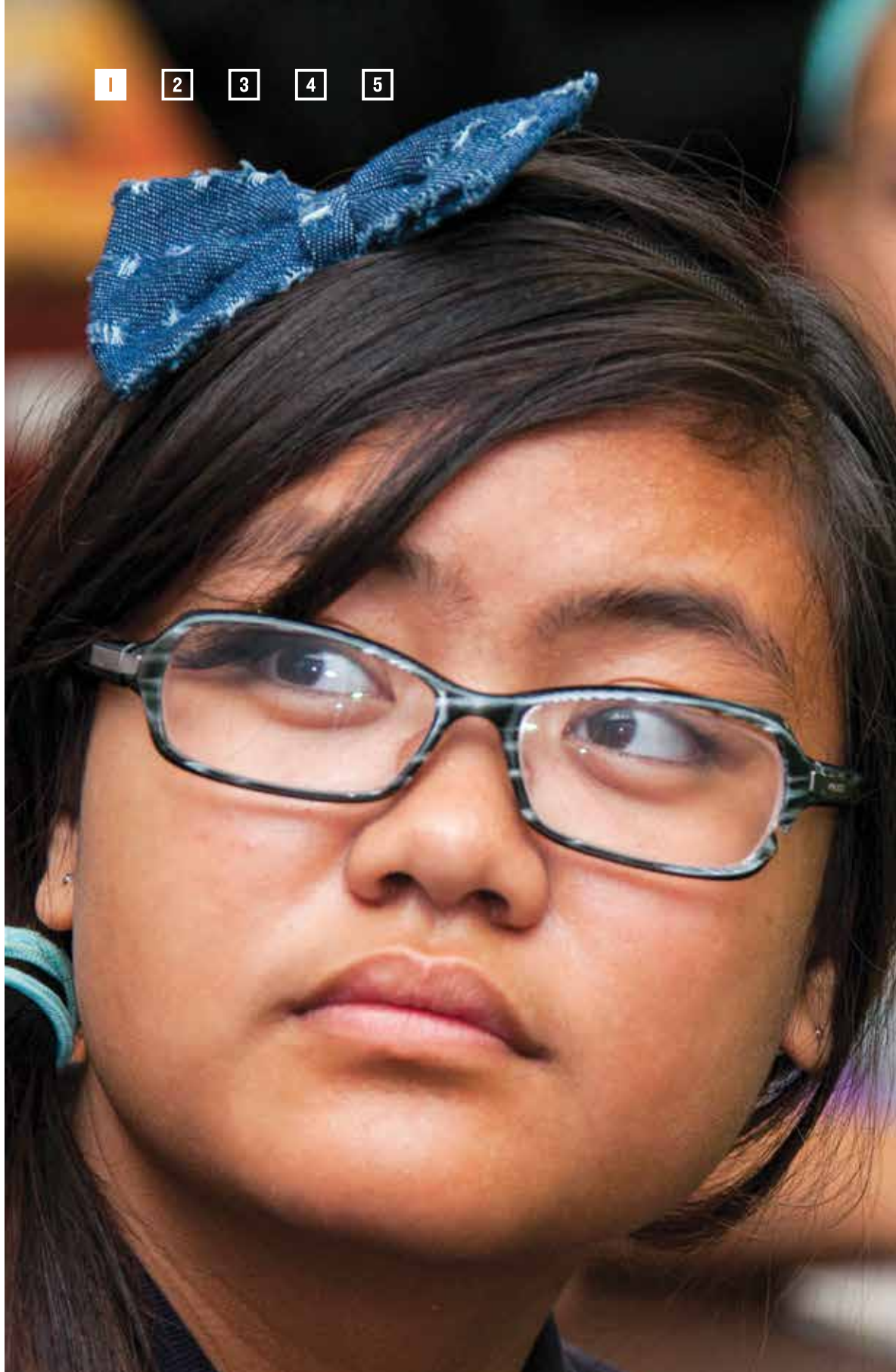
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excellence IN STUDENT ACHIEVEMENT

“THE DEPLOYMENT CLUB PROGRAM...HELPED ME A LOT WHEN MY DAD WAS DEPLOYED...”

— *Military Student*

STRATEGIC GOAL 1 | *Student Excellence*

CHALLENGE EACH STUDENT TO MAXIMIZE HIS OR HER POTENTIAL AND TO EXCEL ACADEMICALLY, SOCIALLY, EMOTIONALLY AND PHYSICALLY FOR LIFE, COLLEGE AND CAREER READINESS.

Performance Measures:

- 1.1 75% of students in grades 3–11 will score in the top two quarters and no more than 5% in the bottom quarter on the system-wide standardized assessment in math, science, reading, language arts and social studies by SY 2017–2018.
- 1.2 All 3rd grade students will meet or exceed the end-of-year grade-level reading proficiency benchmark by SY 2017–2018. K–3 students not meeting grade-level reading proficiency benchmarks will be enrolled in a reading intervention program by SY 2016–2017.
- 1.3 Implement Common Core State Standards curriculum in math, English language arts and science by SY 2015–2016.
- 1.4 DoDEA will increase curricular and co-curricular opportunities to cultivate student interest and build student competencies in science, technology, engineering and mathematics (STEM) fields by SY 2017–2018.
- 1.5 75% of students in grades 5, 7 and 9 shall meet or exceed the health standards of physical fitness criterion by SY 2017–2018.
- 1.6 Meet the College and Career Readiness student performance and participation metrics identified in Volume II (implementing strategies) of the CSP by SY 2017–2018.



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excellence IN SCHOOL PERFORMANCE

DEVELOP AND SUSTAIN EACH SCHOOL TO BE HIGH-PERFORMING WITHIN AN ENVIRONMENT OF INNOVATION, COLLABORATION, CONTINUOUS RENEWAL AND CARING RELATIONSHIPS.

Performance Measures:

All DoDEA schools will:

- 2.1 Show continuous improvement on the AdvancED Quality School accreditation, and consistent with our vision:
 - a. achieve a minimum AdvancED Quality School accreditation level rating of “Accredited” during the current 5-year accreditation cycle ending in SY 2017-2018;
 - b. achieve an AdvancED Quality School accreditation level rating of “Distinction” or above during the accreditation cycle ending in SY 2022-2023.
- 2.2 Meet the average daily student attendance rate of 93% or higher by SY 2017-2018.
- 2.3 Decrease the accident/injury rate by 3% each year through SY 2017-2018 as measured and reported in the Accident/Injury Reporting System.
- 2.4 Implement a standardized assessment system that enables and encourages all students to self-evaluate their level of physical fitness by SY 2014-2015.
- 2.5 Implement an Innovation Configuration map that identifies and describes the major components of quality Science, Technology, Engineering and Math (STEM) opportunities and facilitates STEM initiative performance measurement by SY 2013-2014.
- 2.6 DoDEA survey results will indicate that 80% of parents, students and teachers agree that their school rates as an “A” or “B” by SY 2017-2018.



“THE LIFE EXPERIENCES THAT OUR CHILDREN ARE GETTING WILL BENEFIT THEM IN MANY WAYS.”

— *Military Parent*

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excellence IN TALENT MANAGEMENT

“WONDERFUL TEACHERS WHO SHARE THE PASSION TO TEACH OUR CHILDREN.”

— *Military Parent*

STRATEGIC GOAL 3 | *Talent Excellence*

RECRUIT, DEVELOP AND EMPOWER A DIVERSE, HIGH-PERFORMING TEAM TO MAXIMIZE ACHIEVEMENT FOR EACH STUDENT.

Performance Measures:

- 3.1 90% (stretch goal of 100%) of new teacher and administrator hires will meet top-tier requirements as measured by DoDEA’s selection criteria rubric by SY 2017-2018.
- 3.2 DoDEA will increase its teacher and administrator applicant pool diversity by a minimum of 2% annually through SY 2017-2018.
- 3.3 DoDEA survey results will indicate that 75% of respondents will “Agree” or “Strongly Agree” on indicators of the following areas: teacher quality, leadership quality, instructional experiences and methods, and development and continuous learning by SY 2017-2018.
- 3.4 Annual Federal Viewpoint Survey results will indicate an annual 2% increase in “Favorable” responses on the development and empowerment indices.
- 3.5 DoDEA personnel not covered under a current bargaining unit agreement (BUA) will have an approved, written plan that facilitates professional growth and development by SY 2014-2015. Employees covered by a BUA will establish individual growth/ development plans in accordance with the BUA.
- 3.6 All teachers and leaders will demonstrate knowledge and application of 21st century teaching, learning and leading strategies by SY 2017-2018.



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excellence IN ORGANIZATIONAL EFFECTIVENESS

BUILD A GREAT, ENDURING AND RESPONSIVE ORGANIZATION THAT PROVIDES THE APPROPRIATE RESOURCES, DIRECTION AND SERVICES IN PURSUIT OF HIGHEST STUDENT ACHIEVEMENT.

Performance Measures:

- 4.1 Annual Federal Viewpoint Survey results will indicate an annual 2% or more increase in “Favorable” responses on the following indices: engagement, innovation, collaboration, resources and direction.
- 4.2 DoDEA will become a “Top 10 Place to Work in the Federal Government” in the agency sub-component category as measured by the Partnership for Public Service by SY 2017–2018.
- 4.3 DoDEA will fully resource the initiatives identified as critical to goal success in the Community Strategic Plan.
- 4.4 90% of DoDEA school facilities will achieve a Q-1 or Q-2 condition rating (meets DoD’s acceptable condition standards) by end of SY 2017-2018.
- 4.5 90% of all DoDEA operational funding will be executed each year on direct educational services to students.
- 4.6 DoDEA and its personnel and pay agents (DLA and DFAS) will eliminate personnel and pay transaction errors by SY 2015-2016.
- 4.7 DoDEA will operate an infrastructure of administrative support systems that ensure accurate, timely, competent and customer-focused service to its employees by SY 2015-2016.
- 4.8 DoDEA will reduce the number of employee debt cases by 25% each year and reduce the debt case backlog (carry-over from previous FYs) to less than 2% of the open debt cases by SY 2017-2018.
- 4.9 DoDEA will reduce the number of employee grievances at Step 2 or higher by 10% each year, reduce the number of new cases appealed to arbitration by 10% each year, and reduce the number of pay-related grievances that require Step 3 or higher resolution to zero by SY 2017-2018.



“PLEASED THAT WE NOW HAVE SO MANY CHOICES THROUGH ONLINE LEARNING...IT CERTAINLY HELPS SUPPLEMENT, ESPECIALLY IN A COMMUNITY WHERE CHILDREN TRANSITION...”

— *Military Parent*



excellence IN COMMUNITY OUTREACH

“...HAPPY TO SEE THAT OUR SCHOOL SYSTEMS ARE COLLABORATING WITH THE DoDEA EFFORTS TO MAKE SCHOOLS MORE EFFECTIVE...”

— *Community Member*

STRATEGIC GOAL 5 | *Outreach Excellence*

FOSTER FAMILY, SCHOOL AND COMMUNITY PARTNERSHIPS TO EXPAND EDUCATIONAL OPPORTUNITIES FOR STUDENTS.

Performance Measures:

- 5.1 Expand overall outreach opportunities by 5% to improve educational opportunities and minimize academic disruption for military-connected students by SY 2017–2018.
- 5.2 Strive to ensure every school with a military-student enrollment of 25% or more provides a research-based transition program/ curriculum that supports student transitions to new schools by SY 2017–2018.
- 5.3 Strive to ensure every school with a military-student enrollment of 25% or more has a parent/family engagement program that aims to improve student achievement by SY 2017–2018.
- 5.4 Each school will establish one or more community partnerships that expand student learning opportunities and/or promote student physical health and well-being by SY 2017–2018.



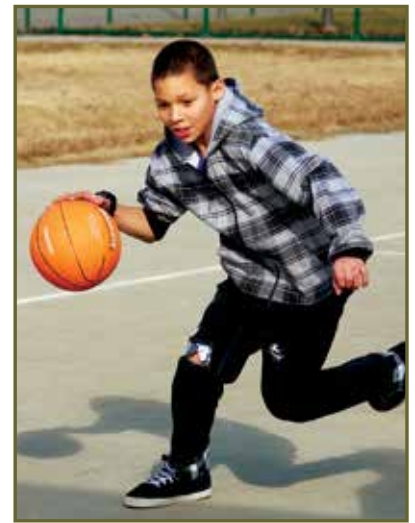


NOTE OF THANKS

“EDUCATE, ENGAGE AND EMPOWER EACH STUDENT TO SUCCEED IN A DYNAMIC WORLD.”

Thanks to all of the members of the DoDEA community who assisted in completing Volume I of the Community Strategic Plan for school years 2013/14–2017/18. The plan’s enduring framework established in this volume is largely the product of the thoughtful insights of the many contributing parents, faculty, staff, union officials, our partners in the Military Services, and other key stakeholders. Their participation in the original research effort that resulted in the completion of the CSP Background Report and subsequent contributions to the strategic planning process ensured Volume I is reflective of community views. Clearly, the interest in and commitment to making DoDEA a nationally acclaimed school system is as widespread as the global geography of its schools.

Volume I of the school year 2013/14–2017/18 Community Strategic Plan and the CSP Background Report are available online on the DoDEA CSP webpage at www.DoDEA.edu/csp.





WWW.DODEA.EDU/CSP

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