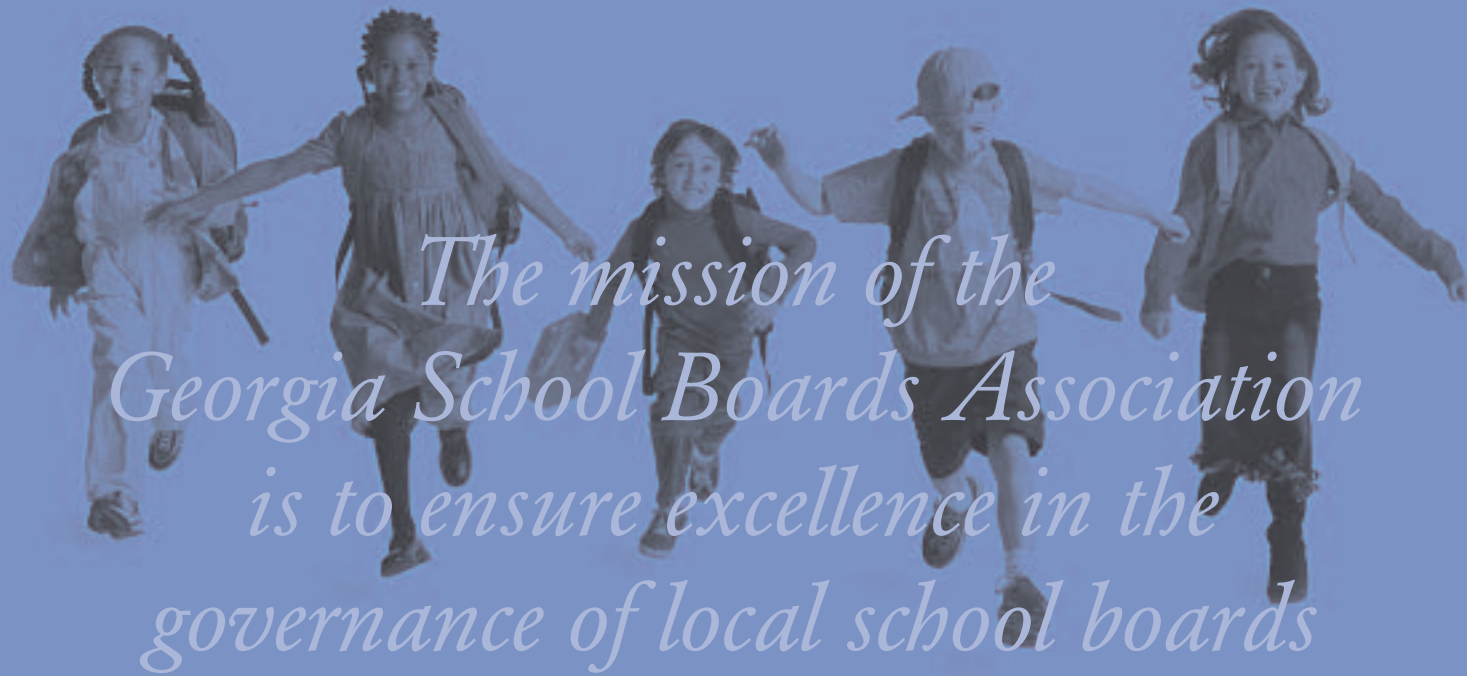


# *Strategic Plan*



*The mission of the  
Georgia School Boards Association  
is to ensure excellence in the  
governance of local school boards  
by providing  
leadership, advocacy and services, and  
by representing the collective resolve of  
Georgia's 180 boards of education.*



“I think the plan that the group developed is solid and will greatly enhance GSBA’s value to its membership and to the educational community in Georgia. The GSBA Board of Directors stands firmly behind this plan and its implementation.”

Deloras Moon, GSBA President, Jones County Board of Education



“I was impressed with the total planning process that GSBA undertook to develop its strategic plan. I have been an integral part of the development of numerous strategic plans, but none have been as comprehensive or as thought-stimulating as the process undertaken by GSBA. The process, facilitator, and the end product were all superb. GSBA is to be commended for its leadership in this endeavor.”

Wendell Clamp, Superintendent, Newton County Schools



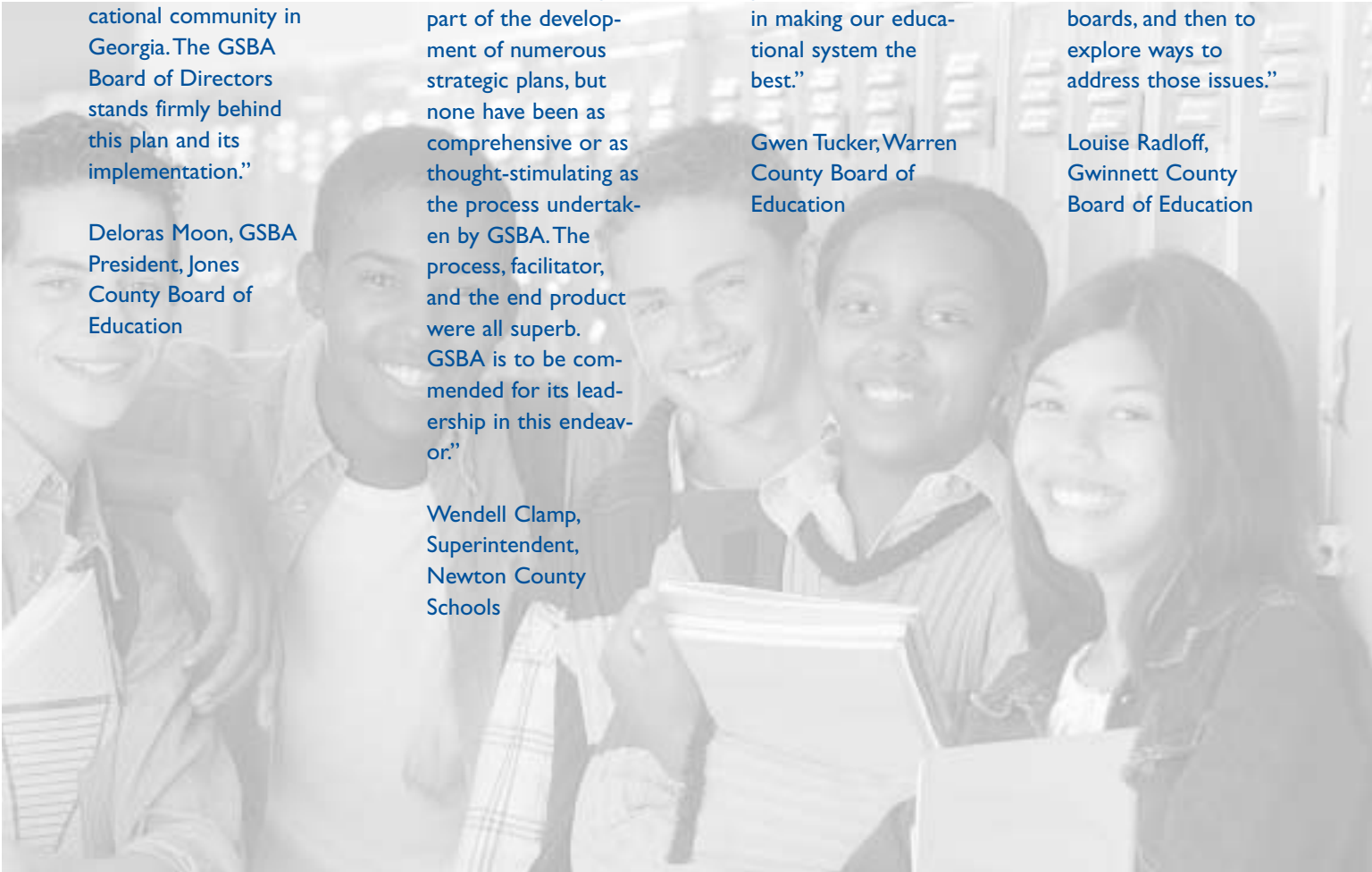
“The brainstorming this committee did only confirmed for me that GSBA is a staunch believer in public education and in making our educational system the best.”

Gwen Tucker, Warren County Board of Education



“The strategic planning process GSBA used allowed us to identify critical issues facing Georgia’s school districts and boards, and then to explore ways to address those issues.”

Louise Radloff, Gwinnett County Board of Education





“During this uncertain time, it was very insightful for our organization to take such an ambitious step. As our educational environment has evolved and changed, so must GSBA. Realistically evaluating GSBA’s strengths, weaknesses, programs and opportunities has led to the development of a plan that will aggressively meet the challenges ahead. The plan has kept the ‘tried and true’ while adding new tools and perspectives. I firmly believe that GSBA has better positioned itself to serve as a good steward to us all.”

Tommy Barnes, Bibb  
County Board of  
Education



“I commend GSBA for their efforts to be inclusive in the development of the strategic plan. The process provided the opportunity for board members, superintendents, legislators, business leaders and GSBA staff to examine closely where GSBA is now and what services need to be provided in the future. The strategic action that will take place as a result of the plan will move GSBA to the next level of service needed to build strength in the organization.”

Allene Magill,  
Superintendent,  
Dalton City Schools



“The makeup of the planning team was broad-based and representative of the kind of coalitions GSBA will need to work with to achieve the optimistic goals adopted by the Board of Directors. This collaborative effort will serve as a model to other organizations that wish to build their own future.”

Orval Porter,  
Superintendent,  
Habersham County  
Schools, and President  
of the Georgia School  
Superintendents  
Association



“At first, I thought this would be very hard work and that the process would drag on and on. But I was amazed that such a diverse group of people came together, really explored what GSBA is all about and then ended up on the same page without too much disagreement. This was a marvelous experience and the plan is an exciting one.”

Zenda Bowie, GSBA  
Past President, Fulton  
County Board of  
Education

# *The Process*

- School Board Members and Superintendents from every GSBA District were invited to participate on the GSBA Strategic Planning Team.
- Planning Team members met for two days in September 2002. At their first meeting, they were asked to examine critical issues facing GSBA and its members, strengths and weaknesses of GSBA, and analyze external factors that affect GSBA. External factors included looking at social, economic, political, education, and technology issues, and identifying GSBA's target audiences. By the end of their first meeting, the team came to consensus on the key elements of the plan - the mission statement, belief statements, objective, parameters and two strategies.
- Two new groups comprised of School Board Members, Superintendents and others were asked to serve as action teams to develop key results for each strategy. These teams met five times each over a course of several months.
- Action Team Leaders Wendy Martin and John Culbreath (Strategy I) and Bill Barr and Ron Hopkins (Strategy II) met with the Planning Team in February to present the key results for each strategy. The Planning Team unanimously accepted the plans of the action teams.



- The GSBA Board of Directors approved the plan at its February 2003 meeting.
- The map at left represents areas of the state represented in the development of the strategic plan...not actual numbers of participants.
- More than 1,000 hours went into developing GSBA's strategic plan.
- GSBA staff developed job accountabilities that are tied to the strategic plan.
- GSBA's future budgets will reflect elements of the strategic plan.

# The Plan

## Mission Statement

*The mission of the Georgia School Boards Association is to ensure excellence in the governance of local school systems by providing leadership, advocacy and services, and by representing the collective resolve of Georgia's 180 boards of education.*

## Beliefs

*...GSBA's fundamental convictions, values and character.*

We believe that...

- An educated population is fundamental to the success of our society.
- Society has a duty to care for all children.
- Every human life has value.
- The family is the most important influence in the development of a person.
- Effective public education is the cornerstone of an educated population.
- In unity there is strength.
- The sharing of ideas leads to collective wisdom.
- Collaborative efforts of all stakeholders are necessary for successful public education.
- Local school boards are in a strategic position to improve public education.

## Objective

*...the desired and measurable outcome for the association.*

- To have all local school boards achieve and maintain the GSBA Standards for Local Boards of Education.

## Parameters

*...guiding principles.*

- We will always encourage high academic achievement.
- We will always strive to serve the needs of local boards.

## Strategies

*...tell how GSBA will deploy resources to achieve the association's objectives.*

### Strategy I

- We will develop processes and programs to help GSBA and local school boards to continuously improve and to use data effectively.

### Strategy II

- We will improve our effectiveness in advocacy by building unity with all stakeholders and by developing strong grassroots efforts.

*Key Results are on the next page...*

A young child in a library reaching for a book on a high shelf. The child is standing on a small stool, looking up at the bookshelves. The background is a blurred library with many bookshelves.

## Key Results for Strategy I:

- Increase participation in GSBA’s programs and services.
- Develop processes to assist boards in the effective evaluation of the board and superintendent.
- Develop processes and/or programs to assist boards in identifying and using data to make decisions.
- Increase the number of boards and superintendents operating as effective “leadership teams.”
- Develop programs to help boards and superintendents use technology to increase board effectiveness.
- Identify and make available opportunities to share “best practices.”

## Key Results for Strategy II:

- Establish a network of state-wide, regional, and local groups and associations interested in public education for the purpose of discussing and seeking consensus on educational issues.
  - Create and distribute information relating to education reform and other initiatives.
  - Design and implement ways to solicit opinions of members and others on educational issues.
  - Review procedures for establishing positions GSBA will advocate.
  - Enhance the ability of school board members to advocate for public education and to increase stakeholder support.
  - Maintain and expand the current GSBA database to ensure the inclusion of relevant information on local, state and federal decision-makers, special interest groups, stakeholder groups and others.
  - Develop, implement and evaluate model strategies that may be used in advocating for public education initiatives.
- GSBA will conduct a number of focus groups with school board members and superintendents in different areas of the state on topics relating to key results of the strategic plan.

# The Teams

## Strategic Planning Team

- Kathy Ashe, Representative, Georgia Legislature
- Steven Ballowe, Superintendent, Gainesville City Schools
- William T. (Tommy) Barnes, Board Member, Bibb County Schools
- Zenda J. Bowie, Board Member, Fulton County Schools
- Shirley Brooks, Board Chairman, Ben Hill County Schools
- William Bradley Bryant, (former) Board Chairman, DeKalb County Schools
- Wendell Clamp, Superintendent, Newton County Schools
- Brooks P. Coleman, Jr., Representative, Georgia Legislature
- Ves DeMeritte, (former) Policy Analyst, GSBA
- Stephen D. Dolinger, President, Georgia Partnership for Excellence in Education
- James E. Fleming, Jr., Board Chairman, Jefferson County Schools
- Lee Gaby, Director of Finance and Risk Management, GSBA
- Beatrice Hart-Moss, Board Vice Chairman, McDuffie County Schools
- Jeannie M. (Sis) Henry, Executive Director, GSBA
- Andrew A. Jefferson, Board President, Richmond County Schools
- Billy Johnson, (former) Professional Development Specialist, GSBA
- Robert Knox, Jr., Attorney, Knox & Swan, Attorneys
- Warren Lee, Board Member, Valdosta City Schools
- Allene H. Magill, Superintendent, Dalton City Schools

- Deloras T. Moon, Board Member, Jones County Schools
- Gilbert E. Parrish, Deputy Executive Director, GSBA
- D. Smith Pass, Board Member, Coweta County Schools
- Johnnie Y. Penn, (former) Board Vice Chairman, Putnam County Schools
- Orval F. Porter, Superintendent, Habersham County Schools
- Louise Radloff, Board Member, Gwinnett County Schools
- Laura Reilly, Communications Specialist, GSBA
- Don Rooks, Legislative Specialist, GSBA
- Jeanette Shelnuitt, Administrative Assistant, GSBA
- Gwendolyn Tucker, Board Chairman, Warren County Schools
- Sandy Vanags, Policy Coordinator, GSBA
- John Varner, Hearthstone Educational Services, Inc.
- Jimmy D. Willis, Professional Development Specialist, GSBA
- Mark A. Willis, Assistant Executive Director, GSBA

## Action Team – Strategy I

- John Culbreath, Co-Chair, Interim Dean, College of Education, Albany State University
- Wendy Martin, Co-Chair, Executive Director, Voyager Expanded Learning
- Albert Burke, Board Member, Bulloch County Schools
  - Debra Harden, Professional Development Director, Georgia School Superintendents Association

- Lee Highsmith, Board Member, Gainesville City Schools
  - Pat Holloway, Public Relations Director, Whitfield County Schools
  - Terry Morris, Board Member, DeKalb County Schools
  - Judy Sims, Board Member, Rome City Schools
  - Wanda Smith West, Superintendent, Twiggs County Schools
    - Roxanne Whitaker, Board Member, Columbia County Schools
- Staff Liaisons: Mark Willis and Jim Willis

## Action Team – Strategy II

- Bill Barr, Co-Leader, Consultant
  - Ron Hopkins, Co-Leader, Board Chair, Jefferson City Schools
  - Larry Atwell, Superintendent, Rome City Schools
  - Lori Brady, Board Member, Savannah-Chatham Schools
  - Sally FitzGerald, Legislative Liaison, League of Women Voters
  - Carol Harvey, Board Member, Griffin-Spalding County
  - Charles Heidt, Board Member, Effingham County Schools
  - Helen Minchew, Board Member, Richmond County Schools
  - Jim Mullins, Legislative Liaison, DeKalb County Schools
  - Mickey Schuber, Superintendent, Dublin City Schools
  - Myrlene Sheffield, Board Member, Baker County Schools
  - Tricia Smith, Board Member, Camden County Schools
  - Marjorie Washington, Board Member, McIntosh County Schools
- Staff Liaisons: Gil Parrish and Don Rooks

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