



DOTHAN CITY SCHOOLS

Strategic Plan 2026 - 2030



DOOTHAN CITY SCHOOLS

STRATEGIC VISION

On behalf of Dothan City Schools, we extend our deepest gratitude to each of you for your service, commitment, and insight throughout the development of our 2026–2030 Strategic Plan. Your voices, perspectives, and dedication have been invaluable in shaping a vision that reflects the hopes and needs of our entire community.

As a team, you reviewed data, reflected on our district's strengths and opportunities, and helped chart a shared vision for the future. Most importantly, you modeled what it means to have "Every learner equipped with the skills, confidence, and readiness to learn, and thrive today and for their future." By listening deeply and keeping students at the center, you created a strong foundation for lasting success.

We proudly recognize the contributions of each member of the Steering Team:

Administrators

Dionne Blair • Todd Mitchell • Ryan Richards

Board Members

Brenda Guilford • Aurie Jenkins • Taiisha Walton (Elect)

Community Members

Angela Underwood • Anita Dawkins • Maria Johnson • Nate Patterson • Randy Morris

Parents

JT Carroll • Laura Watford

Students

Heavenlen Streeter • Shakarhi McCall • Jayla Rhodes

Teachers & Staff

Beth Mustin (Middle – LinC Teacher) • Joni Brewer (Secondary Teacher) • Sarahann Odom (EL Coordinator) • Jay Gosselin (Special Education Specialist) • LaToya White (Elementary Teacher) • Tasha Williams (Elementary Counselor)

Support & Partners

Erin Norsworthy (SpectraCare) • Jeremy Dorsey (Parental Involvement Specialist) • Blair Peterman (Mental Health Coordinator)

Project Team Members

Lee Jacobs • Patrick Mallory • Sherry Corbitt • Lakresha Hendrix • Stephaine Walker • Dr. Garrick Askew

Your leadership has shaped a plan that will guide us for years to come. Thank you for your service, your vision, and your unwavering belief in the potential of Dothan City Schools.

31 People represented various community groups to draft the strategic plan

27 Hours spent in working sessions reading community feedback and drafting the plan



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Dear Dothan City Schools Community,

I'm honored to serve as Superintendent of Dothan City Schools and to share our 2026–2030 Strategic Plan. This plan continues our vision to have “Every learner equipped with the skills, confidence, and readiness to learn, and thrive today and for their future.”

My focus as superintendent is improving outcomes for students by lifting achievement and providing an education that prepares our graduates for college, career, enlistment, or entrepreneurship after graduation. This plan reflects that commitment. It was built with input from students, families, teachers, staff, and community members, gathered through surveys, focus groups, and open forums. Their voices shaped every step of this work, and the result is a clear, community-driven roadmap for our future.

Our mission is simple: prepare the whole child to build a better tomorrow. Our vision, Every learner equipped with the skills, confidence, and readiness to learn, and thrive today and for their future, guides us. To get there, we'll focus on four big priorities:

- 1. Collaborative Leadership and Connected Community:** Building trust through community collaboration and open communication, giving everyone a voice.
- 2. Mental Health and Social-Emotional Learning:** Ensuring that kids and staff are supported, safe, and ready to learn.
- 3. Academic Excellence for Lifelong Success:** Raising student achievement and ensuring all schools have strong, consistent learning opportunities.
- 4. Pathways to Purpose and Career Readiness:** Connecting what happens in classrooms to real-world jobs, careers, and futures.

We'll hold ourselves accountable. That means measuring progress, being transparent, and making needed changes based on results.

This plan details the work ahead of us. It's about teachers and staff having the tools they need, students having access to opportunities, and families and the community being true partners in education.

I'm excited to begin this work alongside you. Together, we will make Dothan City Schools a high-performing district—one that reflects the pride and strength of our entire community.

Sincerely,

Dr. Garrick Askew
Superintendent, Dothan City Schools

Strategic Plan Process

7 focus groups conducted

45 constituents participated in focus groups

Community Members, Instructional Staff, Leaders, Parents, Students, Support Staff, 6th-8th, and 9th-12th grade students.

3 surveys administered with
1,840 Responses



686

Responses from Elementary Students



747

Responses from Middle and High School



166

Responses from Families



241

Responses from School Staff



Mission

The mission of Dothan City School System is to prepare the whole child to build a better tomorrow.

Vision

The vision of Dothan City Schools is to have: Every learner equipped with the skills, confidence, and readiness to learn, and thrive today and for their future.

Values

EXCELLENCE

Dothan City Schools values excellence because we believe in providing consistent, equitable, and high-quality instruction that empowers learners to reach their full potential—emotionally, socially, and academically—while preparing them to contribute meaningfully to their communities.

INTEGRITY

Dothan City Schools values integrity because we believe in being honest, upholding strong moral principles, and doing the right thing—even when no one is watching—as a reflection of high character.

RESPECT

Dothan City Schools values respect because we believe in building strong, empathetic relationships to create a positive learning environment in support of personal and academic growth as well as a safer, more inclusive community.

TRUST

Dothan City Schools values trust because we believe in promoting transparency, accountability, and confidence in the actions and decisions of our students, staff, and leaders.

UNITY

Dothan City Schools values unity because we believe in the power of people from all backgrounds coming together with a shared purpose to achieve more than they could alone.

Collaborative Leadership and Connected Community

Dothan City Schools will cultivate a culture where leadership and community are tightly connected through trust, transparency, and shared responsibility. Clear, consistent communication and inclusive decision-making will ensure all stakeholders—students, families, staff, and community members—feel empowered, informed, and invested. Through open dialogue and collaborative leadership, we will build a school system where belonging is nurtured, voices are heard, and everyone contributes to and celebrates our collective success.



Impact Statement

We will know we are successful if:

- ▶ All stakeholders are consistently informed through clear, transparent communication and have regular opportunities to engage in meaningful two-way dialogue.
- ▶ Feedback from all community members is actively sought and directly informs leadership decisions and district direction.
- ▶ Stakeholders feel ownership and pride in the school system, recognizing their role in its achievements and growth.

Impact Metrics

- ▶ We will see an increase in stakeholder satisfaction with communication and engagement opportunities as measured by annual climate survey results and stakeholder focus groups.
- ▶ We will see an increase in community participation in decision-making processes as measured by attendance and representation data from advisory committees, forums, and town halls.
- ▶ We will see an increase in stakeholder pride and ownership in the district as measured by self-reported perception data on community pride and recognition in the annual district survey.

Pillar Initiatives

- ▶ We will utilize our unified communication plan that enables two-way communication among students, families, and educators, with clear expectations. Every school will follow a shared communication playbook, with structures and training to support consistent use across the district.
- ▶ We will implement a responsive districtwide community forum plan with events across Dothan City Schools, ensuring that families and community members have structured opportunities to share input and engage in two-way dialogue with school leaders.



Promoting Mental Health and Social-Emotional Learning (SEL)

Dothan City Schools will provide a districtwide culture of care where students and staff are safe, supported, and valued. By investing in staff wellbeing, implementing whole child practices, and celebrating the growth of all learners, the district will create responsive, relationship-centered environments that nurture resilience, belonging, and healthy development for every learner.



Impact Statement

We will know we are successful if:

- ▶ Stakeholders utilize the tools to give students opportunities to grow, heal, and find their voice.
- ▶ Leaders and teachers are held accountable in ensuring the needs of the whole child are prioritized and addressed for student success.

Impact Metrics

- ▶ We will see an increase in the use of SEL and mental health strategies by staff and students as measured by annual SEL implementation surveys and usage logs of support services or programs.
- ▶ We will see a decrease in behavioral referrals and incidents as measured by school discipline data and incident reports.
- ▶ We will see an increase in student self-reported well-being and resilience as measured by student climate surveys and SEL screeners.

Pillar Initiatives

- ▶ We will provide support so that staff can sustain their wellbeing and create a culture of being responsive to the needs of students.
- ▶ We will implement whole child practices district-wide, through staff mentoring, wellness checks, and family engagement, so that students experience a consistent culture of care and respect.
- ▶ We will implement systemwide recognition practices to celebrate students and staff across all areas of education, creating a growth mindset and a culture of positivity.

Academic Excellence for Lifelong Success

Dothan City Schools will ensure all learners receive the resources, learning experiences, and instructional support they need to meet high academic expectations and prepare for postsecondary success.



Impact Statement

We will know we are successful if:

- ▶ The district establishes a common understanding of expectations and outcomes based on the state aligned curriculum.
- ▶ All schools have access to aligned learning experiences.
- ▶ All students have the capacity to monitor their learning and progression toward established goals.

Impact Metrics

- ▶ We will see an increase in student academic performance and growth as measured by state assessments and district benchmark data.
- ▶ We will see consistent use of tiered supports across all schools as measured by fidelity checks and school implementation rubrics.
- ▶ We will see an increase in student goal-setting and academic self-monitoring as measured by student portfolios, self-assessment tools, and teacher-reported goal-tracking data.

Pillar Initiatives

- ▶ We will translate state-aligned standards into student-friendly learning goals and share them with families through clear, grade-level and content-area guides.
- ▶ We will prioritize protected collaborative planning time in every school for teachers to analyze student data, plan targeted supports, and adjust instruction to better meet students' unique needs.
- ▶ We will implement a districtwide framework for positive, engaging, and safe learning environments. Each school will: (1) adopt hands-on, standards-aligned curricular experiences in every grade; (2) celebrate student growth; and (3) provide teachers with tools to better engage each learner.
- ▶ We will ensure all learners have access to high-quality resources, mentorship, and enrichment programs.

Pathways to Purpose and Career Readiness

Dothan City Schools will empower students through innovative experiences beyond the classroom—such as internships, job shadowing, and career events—that prepare them for the workforce. By offering diverse opportunities and strong support, we help students explore their identities, build confidence, and define their future paths.



Impact Statement

We will know we are successful if:

- ▶ Students graduate ready to join a competitive workforce, earning a W-2 or 1099 as a clear milestone of their academic journey and a source of pride for the community.
- ▶ Students feel supported, valued, and a true sense of belonging in their schools, leading them to take ownership of their learning.
- ▶ Students are given the tools and opportunities to thrive academically and personally, paving the way for lifelong success and strengthening the overall well-being of our community.

Impact Metrics

- ▶ We will see an increase in students participating in career exploration experiences as measured by the number of internships, job shadowing experiences, and career event attendees.
- ▶ We will see an increase in graduates earning a W-2 or 1099 income by graduation as measured by senior exit surveys and post-graduate follow-up data.
- ▶ We will see an increase in students reporting confidence in their postsecondary plans as measured by student self-reports and counselor-collected data during senior planning meetings.

Pillar Initiatives

- ▶ We will implement structured teacher collaboration cycles to integrate real-world applications and career-connected learning into core academic classes and CTE courses.
- ▶ We will expand simulated workplace strategies into core classes, grades 9-12, ensuring that all students experience at least one course designed with workplace roles, expectations, and assessments aligned to industry standards.
- ▶ We will expand workplace exposure opportunities by bringing in teachers, speakers, and community members in order to increase student awareness, engagement, and connection with local industries.
- ▶ Throughout the district, we will cultivate robust partnerships with business and industry leaders to provide resources and investments into CTE programs and classrooms.





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For more information
visit www.dothan.k12.al.us