

Final draft: Vision, mission, goals, and key strategies

16 May 2023

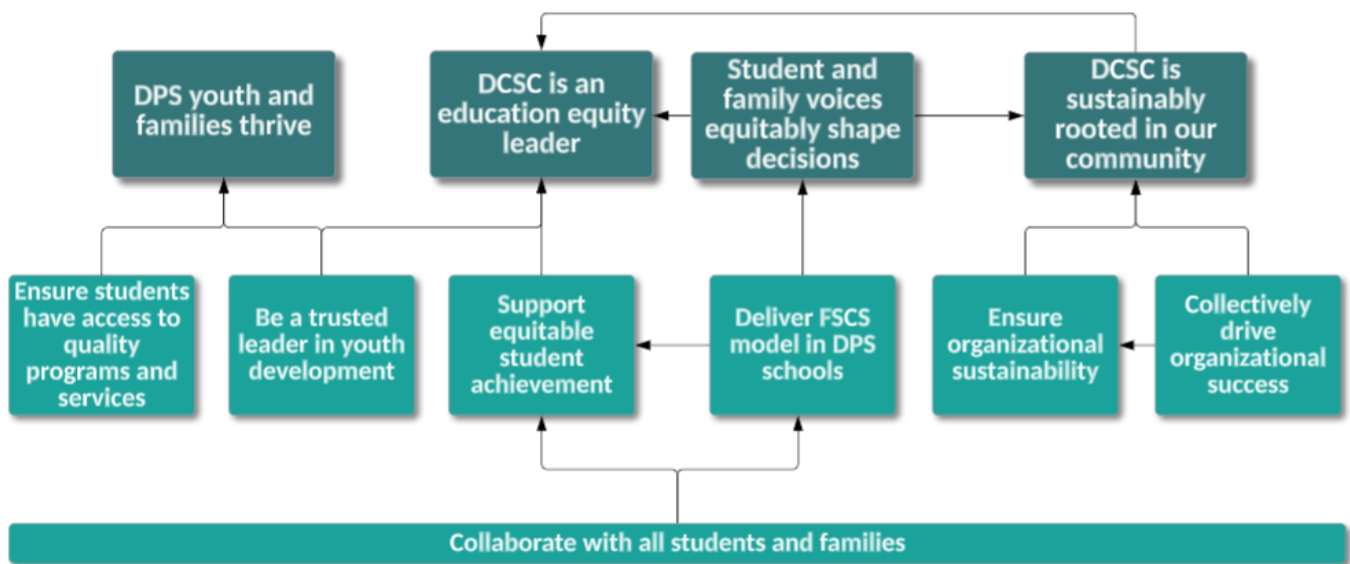


DCSC's 2022-23 strategic planning process intentionally centered students and their families, aligned with the Duluth Public School District and community partners, and reflected best practices for full-service community schools. We began by identifying and engaging key stakeholders, then used their input to drive our work. With that stakeholder guidance, we conducted a comprehensive SWOT analysis, developed an organizational vision and updated mission, and then collectively drafted and gathered feedback on goals and strategies. Below are the final draft results for board review and approval.

Vision: Students and families flourish in connected schools and communities

Mission: DCSC promotes wellbeing and success for Duluth Public Schools students and families by co-creating, celebrating, and mobilizing for equitable educational experiences.

Goals and key strategies: Below are the recommended long-term goals (10-15 years) and mid-term key strategies (5-7 years) that drive us toward achieving those goals. As we further refine our workplans, they will explicitly align with and support these key strategies. We will routinely measure progress and update our efforts to ensure we continue living our mission and striving toward our aspirational vision.



Supplemental information about the key strategies

- **Ensure students have access to quality programs and services:** Create and support strong partnerships, and connect students and families to quality programs and services to help meet their needs
- **Be a trusted leader in youth development:** Hire and support diverse staff; provide ongoing training in equity and youth development; ensure high-quality staff to deliver programs and services
- **Collaborate with all students and families:** Increase student and family engagement, leadership, and advocacy in their schools, with a special emphasis on people who are underrepresented in decision making
- **Support equitable student achievement and deliver full-service community schools (FSCS) model:**
 - Collectively identify student and family needs and assets, and strengthen community support

- Co-create, evaluate, and refine aligned school improvement, advocacy strategies
- Deliver high-quality programs and services within the FSCS model, and include stakeholders in rapid-cycle improvement
- Gain and maintain public support for DCSC and the FSCS model
- **Ensure organizational sustainability:**
 - Ensure aligned, stable, and sufficient funding and support for the organization's critical priorities
 - Raise community awareness of DCSC's impact
 - Be accountable to students, families, and the community
- **Collectively drive organizational success:** Recruit and support a diverse board and volunteer network to advance critical priorities