Dear Parents and Community Members:

We are pleased to present you with our 2022 Annual Report. This publication provides key information on our school system’s progress and highlights student achievement. It also provides a glance at our demographics and a detailed look at how our schools perform on measures such as academics, college and career readiness, and graduation rates.

The pages of this Annual Report tell a story. Inside these pages, you see our district is on a journey of continuous improvement. It is a journey focused on maximizing the potential of every student. For over 150 years, we have maximized every opportunity to provide students with a first-class education.

The Board of Education and I remain committed to creating excellent schools. We could only do it with engaged parents and strong community partners. Boldly, we stand strong, prepared to equip students with a world-class education.

To prepare these world-class students for global competitiveness, we must maintain high standards for excellence. For example, one of the most important ways to support academic excellence is by being financially responsible.

Last year, our district preserved our financial integrity by maintaining a balanced budget. As you will see in this report, we supported this student-centered, balanced budget while providing quality programs that met or exceeded our students’ needs.

We couldn’t do this without acknowledging the role of our teachers and staff. We appreciate the willingness of all our employees to be fiscally responsible with resources.

In closing, I sincerely thank the community for supporting our educational programs. I am honored to live in a district that cultivates academic success.

We hope you will find this Annual Report informative. The Douglas County Board of Education and I thank you for supporting our school system. Thank you for partnering with us as we pursue academic excellence.

Sincerely,

Trent North, Superintendent
MISSION

We will SERVE our community with excellence by...

• Helping our students reach their potential as we prepare them for college and career in a safe and supportive environment
• Recruiting, cultivating and retaining the best teachers, staff and administrators
• Providing a challenging curriculum and relevant learning opportunities
• Providing the highest quality instructional resources and tools
• Fostering a culture of continuous improvement

VISION

Our VISION is to build a community of lifelong learners who become responsible individuals, independent thinkers and productive citizens in a global society.

BELIEFS

We BELIEVE that we must...

• Understand how children and adults learn and continue learning
• Build communities of lifelong learners
• Cultivate the leadership potential of every employee, student and parent in our school system
• Be creative, energetic visionaries who respond quickly to diverse and evolving issues
• Meet the diverse needs of all stakeholders (students, parents, employees and community)
• Maintain efficient and effective administrative processes for instruction, operations, human resources and sound fiscal management

This Annual Report aims to provide key information on the 2021-22 educational progress for the Douglas County School System.

The Douglas County Board of Education values its diverse community and is driven to ensure equitable and innovative opportunities for every learner. During the 2021-2022 school year, we continued delivering on our promise of building a community of lifelong learners who become responsible individuals, independent thinkers, and productive citizens.

The pandemic posed some challenges to our daily lives that school year. Because of new variant strains and shortages in supplies and labor, our schools continued to adapt to challenges related to COVID-19. However, DCSS teachers and staff adapted and remained focused on teaching and learning. As a result, our students are thriving and over 1,965 students graduated in the Class of 2022!

To help us meet their needs socially, emotionally, and academically our district developed a stakeholder-driven strategic improvement plan for the school system. Our annual report reflects our four Strategic Priorities: Teaching and Learning, Stakeholder Engagement, Culture and Climate, and Resources.

These goal areas allow our community to have a voice in the strategic improvement planning process. It also allows our district to learn how to improve daily as a team by creating a learning system that continually works to improve. We have much to celebrate and be hopeful for as we look ahead to the next year.

Among the triumphs we are celebrating this year is our graduation rate. Our district graduation rate rose from 87.7 to 88.7%. We also celebrated the groundbreaking of the Legacy Arena, a multipurpose arena that will soon house our graduations and educational events. Besides that lasting legacy, our students and staff continue to be recognized for their efforts and accomplishments.

The key to achieving learning and growth is relationships. By strengthening the connections among our students, staff, and families, we can achieve the learning, growth, and equitable outcomes that our District values.
The Douglas County Board of Education was one of 60 school boards in Georgia to be named a 2022 Exemplary Board by the Georgia School Boards Association (GSBA). There are 181 school districts in the state.

GSBA’s recognition program is a three-tier process to achieve the highest level in board governance. The three recognition levels are Quality, Distinguished and Exemplary, with Exemplary being the highest level.

This is the fourth consecutive year the board has received the Exemplary Board designation.

District Accreditation

In April, 2022, the school system was recommended for National District Reaccreditation through Cognia, an internationally recognized accrediting board that evaluates school systems across the U.S and 85 other countries.

The district Index of Education Quality (IEQ) or overall rating from the review, is 334.19 (an increase of over 26 points since the last review). This is well above the five year average range of 278.34, for all school systems evaluated by Cognia.

The school system will undergo the accreditation process again in 2027.

DCSS Superintendent Trent North was named Georgia’s 2023 Superintendent of the Year on December 1 at the Georgia School Boards Association/Georgia School Superintendents Association’s Conference in Atlanta.

Superintendent North went on to be selected as one of four finalists for 2023 National Superintendent of the Year by AASA School Superintendent’s Association. The Announcement was made on December 19. The 2023 National SOTY is to be named on February 16, 2023.
DCSS Financial Statement

**Expenditures FY 2022**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$207,233,445</td>
<td>67.26%</td>
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<tr>
<td>School Administration</td>
<td>$22,058,774</td>
<td>7.16%</td>
</tr>
<tr>
<td>Maintenance and Operations</td>
<td>$22,038,564</td>
<td>7.15%</td>
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<tr>
<td>Student Transportation</td>
<td>$15,218,190</td>
<td>4.93%</td>
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<tr>
<td>General Administration</td>
<td>$14,298,550</td>
<td>4.6%</td>
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<tr>
<td>Pupil Services</td>
<td>$10,368,125</td>
<td>3.4%</td>
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<tr>
<td>Staff Services</td>
<td>$16,910,070</td>
<td>5.5%</td>
</tr>
<tr>
<td>Total</td>
<td>$308,125,722</td>
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</tr>
</tbody>
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**Revenues:**

- **2019-2020**
  - State: $169,448,849
  - Local: $95,313,734
  - Federal: $15,362,916
  - Total: $280,125,499

- **2020-2021**
  - State: $160,300,882
  - Local: $102,746,549
  - Federal: $32,827,355
  - Total: $295,874,786

- **2021-2022**
  - State: $168,621,226
  - Local: $110,323,765
  - Federal: $51,576,419
  - Total: $330,521,411

**Operating Fund Resources FY 2022**

<table>
<thead>
<tr>
<th>Sources</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>State Sources</td>
<td>51.02%</td>
</tr>
<tr>
<td>Local Sources</td>
<td>33.38%</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>15.60%</td>
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</table>

**DCSS Enhancements, Capital Projects**

- Paid bond debt
- Continued construction of the AHS Performing Arts Center to near completion
- Completed renovations to new central office
- Began construction of the DCSS Legacy Arena
- Updated HVAC systems at several schools
- Updated playground equipment at several schools
- Purchased video surveillance trailers for DCSS police department
- Purchased eleven new school buses

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**Schools**

- 20 Elementary Schools
- 8 Middle Schools
- 5 High Schools

**Students and Staff**

- 25,849 Students
- 3,140 Full time employees
- 1,997 Certified staff
- 1,393 Certified staff with advanced degrees

- 17th Largest school district in Georgia
- Largest employer in Douglas County
- Approximately 70% of employees live in Douglas County

**Average number of students per instructional staff**

(teachers and paraprofessionals)

- Elementary: 10.4
- Middle: 12.1
- High: 14.3

**Student Demographics**

- Black: 56.5%
- Hispanic: 19.8%
- White: 16%
- Two or more races: 5.9%
- Asian: 1.5%
- Other*: .3%

* Pacific Islander, American Indian

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**DCSS Police Department Site of Legacy Arena on Hwy. 5 at Gurley Road (October 2022 photo)**
College and Career Ready

American College Testing (ACT)

The ACT is a national college admissions examination that consists of curriculum based subject area tests in the following areas: Mathematics, English, Reading, Science, and an optional writing portion. ACT results are accepted by all 4-year colleges and universities in the United States. The ACT is an achievement test and is scored on a 0 to 36 scale.

**ACT Scores**

<table>
<thead>
<tr>
<th></th>
<th>English</th>
<th>Mathematics</th>
<th>Reading</th>
<th>Science</th>
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<tr>
<td></td>
<td>State</td>
<td>DCSS</td>
<td>State</td>
<td>DCSS</td>
</tr>
<tr>
<td>2022</td>
<td>21.0</td>
<td>18.2</td>
<td>20.8</td>
<td>17.8</td>
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<tr>
<td>2021</td>
<td>22.1</td>
<td>18.9</td>
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<tr>
<td>2020</td>
<td>21.3</td>
<td>18.7</td>
<td>21</td>
<td>18.5</td>
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**Composite**

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<th>DCSS</th>
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<tbody>
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<td>21.6</td>
<td>19.0</td>
</tr>
<tr>
<td>2021</td>
<td>22.6</td>
<td>19.8</td>
</tr>
<tr>
<td>2020</td>
<td>21.7</td>
<td>19.4</td>
</tr>
</tbody>
</table>

Scholastic Aptitude Test (SAT)

The SAT is a globally recognized college admissions test designed to assess academic readiness for college through student reasoning based on knowledge and skills. The maximum score is 800 for each section for a total possible score of 1600.

**SAT Scores**

<table>
<thead>
<tr>
<th></th>
<th>Evidence-Based Reading &amp; Writing</th>
<th>Mathematics</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State</td>
<td>DCSS</td>
<td>State</td>
</tr>
<tr>
<td>2022</td>
<td>536</td>
<td>518</td>
<td>516</td>
</tr>
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<td>2021</td>
<td>546</td>
<td>533</td>
<td>531</td>
</tr>
<tr>
<td>2020</td>
<td>532</td>
<td>518</td>
<td>511</td>
</tr>
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</table>

Graduation Rate

The DCSS Class of 2022 four-year high school graduation rate of 88.7% once again surpassed the graduation rate for Georgia, 84.1%, as well as the rates of many surrounding school districts. Graduation rate is defined as the percentage of students who graduate from secondary school with a regular diploma in the standard number of years.

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>DCSS</th>
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<tbody>
<tr>
<td>2022</td>
<td>84.1</td>
<td>88.7</td>
</tr>
<tr>
<td>2021</td>
<td>83.7</td>
<td>87.7</td>
</tr>
<tr>
<td>2020</td>
<td>83.8</td>
<td>89.4</td>
</tr>
</tbody>
</table>
**Elementary Schools**
- Annette Winn Elementary School
- Arbor Station Elementary School
- Beulah Elementary School
- Bill Arp Elementary School
- Bright Star Elementary School
- Burnett Elementary School
- Chapel Hill Elementary School
- Dorsett Shoals Elementary School
- Eastside Elementary School
- Factory Shoals Elementary School
- Holly Springs Elementary School
- Mason Creek Elementary School
- Mirror Lake Elementary School
- Mt. Carmel Elementary School
- New Manchester Elementary School
- North Douglas Elementary School
- South Douglas Elementary School
- Sweetwater Elementary School
- Winston Elementary School

**Middle Schools**
- Chapel Hill Middle School
- Chestnut Log Middle School
- Factory Shoals Middle School
- Fairplay Middle School
- Mason Creek Middle School
- Stewart Middle School
- Turner Middle School
- Yeager Middle School

**High Schools**
- Alexander High School
  - Liberal Arts College Preparatory and AP Capstone Magnet
- Chapel Hill High School
  - Advanced Placement (AP) Magnet
- Douglas County High School
  - International Baccalaureate (IB) Magnet
- Lithia Springs High School
  - STEM Academy Magnet
- New Manchester High School
  - Fine Arts Magnet

**Charter School**
- Brighten Academy

**Non-traditional Schools & Programs**
- Academy at CCI
- College and Career Institute (CCI)
- Douglas County Success Center
- FLEX Academy

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