



STRATEGIC PLAN

GOAL 1

To ensure that every student in Gadsden City Schools is able to reach his/her fullest potential in order to graduate from high school prepared for college or a career.

Objective 1 – Improve student growth and achievement.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Provide quality instruction using college and career ready standards and use formative assessment to provide feedback and track student progress.	Monitor student progress using formative assessments including but not limited to Star Enterprise, Odysseyware, Classworks, Scott Foresman, Quality Core, and teacher made tests.	* Formative and summative assessment results	Annual reports and test data throughout the year.	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Create high school cohort groups for counselors to track the same students through high school to ensure credit attainment for graduation.	* Improve Graduation Rate/ STEP Academy * Four year plans for all students beginning in 8 th grade through Kuder	Annual reports and test data throughout the year.	Central Office Staff, Teachers, Principals, Counselors, Parents, Students

	Provide students with more opportunities to experience volunteer work or career exploration within our community.	* Create job shadowing class at GCHS. * K-8 Partnering with community businesses	Sign in Sheets/ Chamber partnership during the year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Ensure high quality instruction with purposeful planning and challenging curriculum at all levels.	* Classroom (School Support Teams) observations from central office and principal	Annually	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Provide advanced placement and dual enrollment classes to challenge high achievers and prepare them for college.	* Increase in number of students' dual enrollment classes and taking AP classes and passing AP tests	Annual reports and test data throughout the year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Provide ACT preparation and tutoring for high school.	* Tracking of student progress on state ACT tests for grades 3-12 * Mock test day for ACT	Annual reports and test data throughout the year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students

Objective 2 – Close the achievement gap for at-risk students.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Use formative assessments to track student progress and plan activities for remediation programs.	Collect achievement data on students identified as below grade level. (STEP Academy)	* Response to Instruction plans and annual reports provided by counselors	Ongoing throughout the year – as needed	Director of Title I, Director of Special Education, Teachers, Principals, Counselors, 21 st Century Staff
	Use data to make decisions about remediation and develop instructional plans for students through the Problem Solving Team or IEP team.	* IEP's for students with disabilities	Ongoing throughout the year – as needed	Director of Title I, Director of Special Education, Teachers, Principals, Counselors, 21 st Century Staff
	Continue to track student progress with progress monitoring tools monthly and adjust plans as needed through regularly scheduled team meetings.	* Evidence of remediation provided by teachers	Ongoing throughout the year – as needed	Director of Title I, Director of Special Education, Teachers, Principals, Counselors, 21 st Century Staff
	Provide after school tutoring through 21 st Century Program.	* Grades, test data, etc. in Data Savvy Program	Ongoing throughout the year – as needed	Director of Title I, Director of Special Education, Teachers, Principals, Counselors, 21 st Century Staff

Objective 3 – Design opportunities for success by offering an individualized approach to planning for student instruction based on academic indicators.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Meet with parents annually to review student progress and plan for the next school year.	Schedule time each year to meet individually with parents in the summer or during the school year (early release) to review grades, test scores, and student progress.	* Documentation of annual meetings with parents	Current school year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Use flex days and/or e-learning days to provide time for staff to meet with parents and plan for student success.	* Plans for students based on RtI, IEP, Kuder, ACT, Data Savvy, etc.	Current school year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students
	Full implementation of a data dashboard that keeps track of students' academic early warning indicators such as grades, attendance, discipline, and test scores.	* School calendar with days built in for parent meetings	Current school year	Central Office Staff, Teachers, Principals, Counselors, Parents, Students

Objective 4 – Use current technology and resources to engage, educate, and inform stakeholders.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Technology infrastructure that provides 21 st century tools for learning and informing stakeholders.	Provide opportunities for e-learning and on-line class projects.	* School based plans for e-learning	All year - ongoing	Administrators and Technology Staff
	Develop lesson plans with time for virtual learning.	* School based plans for e-learning/ STEP Academy	All year - ongoing	Administrators and Technology Staff
	Use social media and website to educate and inform stakeholders of academic, extra-curricular, and elective opportunities.	* Ongoing advertisements about GCS and postings to social media	All year - ongoing	Administrators and Technology Staff
	Develop teacher and student profile pages to celebrate accomplishments.	* Updates to GCS website and school websites	All year - ongoing	Administrators and Technology Staff
	Acquire additional devices for 1:1 Initiative.	* Technology Inventory	As funding is available	Superintendent, Technology Staff
	Adhere to Local and School Technology Plans		Annually	Technology and School Staff



STRATEGIC PLAN

GOAL 2
Recruit, develop, and retain a highly qualified, diverse workforce.

Objective 1 – Create and maintain an atmosphere of respect among stakeholders.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Partner with the community through special activities	Increased participation in community activities: Parades, Special Olympics, school and student recognition and business partnerships	*Number of participating schools, number of students, teachers, organizations, businesses	Annually	School Administrators and Central Office Staff

Objective 2 – Foster a culture of opportunity

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Provide district specific potential administrator training	Continue the Gadsden Aspiring Administrators Program (GAAP)	*Number of participants and program completers	2015-2016 School Year	Director of School Improvement, Human Resources
Recognize outstanding teachers from each school	Initiate and improve Teacher of the Year Awards, Teachers of the Month		Annually / Winter	Special Services Coordinator

Objective 3 – Build system staffing to support schools

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
<p>Maintain an ongoing comprehensive plan for recruitment, selection, orientation, and retention of diverse personnel.</p>	<p>Implement effective New Employee Orientation, Mentoring, Professional Development</p>	<p>*New-teacher retention rates *Number and diversity of applicants for positions</p>	<p>Annually / Pre In-Service</p>	<p>Central Office Staff, School Administrators</p>
<p>Recruitment of certified personnel</p>	<p>Increase Recruiting Visits</p>	<p>*Recruitment visit results *Number and diversity of applicants for positions</p>	<p>Annually / November – April</p>	<p>Director of Student Services</p>

<p>Identify and analyze factors that motivate employees to remain in or depart from positions.</p>	<p>Develop and implement a Post-Employment Survey</p>	<p>*Analysis and appropriate responses to survey results</p> <p>*New-teacher retention rates</p> <p>*Percent of teachers highly qualified, per federal guidelines</p>	<p>Ongoing / Begin Spring, 2016</p>	<p>Director of Human Resources, School Administrators</p>
<p>Early posting, Employment Contracts, interviews</p>	<p>Implement and increase efforts to recruit and hire potential employees earlier.</p>	<p>*New-teacher retention rates</p> <p>*Recruitment visit results</p> <p>*Number and diversity of applicants for positions</p>	<p>2015-2016 Recruiting Season</p>	<p>Superintendent, Board of Education, Recruitment Specialist, Board Attorney</p>
<p>Involve community leaders in district recruitment efforts.</p>	<p>Select Community Leaders will participate in teacher recruitment visits</p>	<p>*New-teacher retention rates</p> <p>*Recruitment visit results</p> <p>*Number and diversity of applicants for positions</p>	<p>Spring, 2015</p>	<p>Recruitment Specialist, Selected Community Leaders</p>

Objective 4 – Provide progressive and relevant professional development

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
<p>Train employees through high-quality professional development programs.</p>	<p>Mentoring, AMSTI, ARI, AP, MMGW, and CCRS.</p>	<ul style="list-style-type: none"> *Participation, program and expenditures per teacher for professional training *Number of participants in professional development activities *Evaluations of professional development activities *Review of Professional Learning Plans (PLPs) *Percent of teachers highly qualified, per federal guidelines *Percent of teachers with advanced degrees *State monitoring review results *Technology surveys and usage reports 	<p>Annually / Ongoing</p>	<p>Leadership Staff and School Administrators</p>

<p>Incorporate effective evaluation for improvement of professional performance.</p>	<p>EducateAlabama and LeadAlabama</p>	<p>*Review of Professional Learning Plans (PLPs) *State monitoring review results</p>	<p>Annually Self-Assessment/ Aug. Professional Learning Plans (PLPs)/Oct. Site Visits Nov./May Summary/July</p>	<p>Superintendent, School Administrators, Director of Human Resources</p>
---	--	---	--	--

Objective 5 – Encourage and support leadership development

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Enhance leadership development	Coaching, mentoring, and training in programs such as AMSTI, ARI, AP, MMGW, GAAP, CLAS and CCRS.	<p>*Participation, program and expenditures per teacher for professional training</p> <p>*Number of participants in professional development activities</p> <p>*Evaluations of professional development activities</p> <p>*Review of Professional Learning Plans (PLPs)</p> <p>*Percent of teachers with advanced degrees</p> <p>*Technology surveys and usage reports</p>	<p>Annually / Ongoing</p> <p>GAAP / 2015-2016 School Year</p>	Superintendent and Director of School Improvement



STRATEGIC PLAN

GOAL 3 Involve stakeholders

Objective 1 – Foster a high level of support for our system through community interaction

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Reach out to local businesses for support	Personal visits to area businesses.	*Number of business that become involved	Annually	School Administration
	Recognition of businesses at school events.	*Number of business reps attending	Annually	School Administration and Central Office
	Back to school event at First Friday	* Event completion	Summer 2015	School Administration and Central Office
	Job Shadowing in the Community	* Semester evaluations from business partners	Annually /on-going	GCHS Administration and Chamber of Commerce

Objective 2 – Develop a public relations team for each school

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Assign staff/faculty members to the Public Relations team	Reach out to businesses, churches, organizations.	* Increase in support for our school system	2015-Ongoing	School Administration
Students/staff from each school team form a system team.	Discuss and develop ideas/social media, web page/site updates	* Increased support	2015-Ongoing	School administrators/ Staff Member

Objective 3 – Increase parental support

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Reach out to parents/guardians regarding after school program opportunities	Implement after school program at high school and continue current programs.	* Increase in student involvement due to parent/guardian awareness	Annually	School Administration
Promote school community meetings	Conduct/hold meetings with community /organizations to increase awareness in programs	*Student/staff/parent involvement	Annually	School Administration
Continue parent and open house events	Open House, College Admissions night for parents, Tour of Career Tech facilities, etc.	*Attendance	Annually	School Administration and teachers



STRATEGIC PLAN

GOAL 4

Ensure safe and effective educational environments for multiple learning opportunities.

Objective 1 - Collaborate with local law enforcement agencies to improve safety within our school buildings and their grounds

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Align safety plans of all schools to develop as much uniformity as possible so that first responders know the actions that we take as a school system.	Check to ensure that all safety plans are updated with the most accurate information (school system personnel and local agencies).	* All safety plans will reflect accurate information	Throughout the year.	Central Office Personnel, Safety Coordinator, Principals, and Assistant Principals
	Review school resource officer (SRO) guidelines/expectations and ensure that they are implemented system-wide.	* All SROs will perform in the same manner regardless of the building in which they are assigned	Throughout the year.	Central Office Personnel, Safety Coordinator, Principals, and Assistant Principals

	Ensure that faculty and staff members are visible and actively engaged in supervision of students.	* Fewer incidents will occur that could have been prevented due to lack of supervision	Throughout the year.	Central Office Personnel, Safety Coordinator, Principals, and Assistant Principals
	Train assistant principals on procedures in dealing with situations that directly affect the building and the school day should they have to act in place of the principal (ex. Power outages and no water supply).	* Assistant principals will have to correct procedures to handle any and all emergency situations that could possibly occur at the building level	Throughout the year.	Central Office Personnel, Safety Coordinator, and Assistant Principals
	Work on creating a condensed form of school safety plans in a mini flip chart format.	* Begin the creation of a condensed safety plan	Throughout the year.	Central Office Personnel, Safety Coordinator, Principals, and Assistant Principals
	Ensure that all campus grounds are secure to prevent individuals from entering the interior of the grounds.	* All campus grounds system-wide will be secured	Throughout the year.	Central Office Personnel, Safety Coordinator, Principals, and Assistant Principals

Objective 2 - Improve supervision of students through human resources and technology.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Create educational environments in which all school building personnel exhibit knowledge and importance of active engagement of student supervision.	Examine current supervision plans for each school to determine areas in which there are gaps in supervision due to lack of personnel or engagement.	* Discipline referrals are decreased in number	Annually	Director of Student Services, Principals, Assistant Principals, Faculties and Staffs
	Ensure that all school personnel are abreast of their responsibilities while on supervision.	* School personnel are actively engaged at all times when supervising students	Annually	School Administrators
	Develop plans that provide layers of support for supervision including technology/camera upgrades	* Monitoring reflect adequate coverage in problem areas	Annually	School and District Administrators
	Create a committee of system-wide administrators to evaluate supervision plans that are currently in place.	* Plans reflect adequate coverage in problem areas	Annually	School and District Administrators
	Collaborate with law enforcement to work towards the implementation of a "Scared Straight" Program for Gadsden City Schools.	* An open communication with research will take place to implement a "Scared Straight" program	Annually	School and District Administrators

Objective 3 - Reduce school safety and discipline issues tied directly to technology and/or social media.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Improve student discipline and school safety by creating an environment at the school level that does not encourage or tolerate misuse of the technology resources provided to students.	Review and modify the district-wide student code of conduct to address threats, incitements of violence at school, posting of videos and/or pictures through social media that disrupt the school environment.	* Decrease in student discipline referrals related to electronic devices	Present-August 2015	System-wide Technology Staff, Principals, Assistant Principals, Faculties and Staffs
	Establish discipline measures to be used when addressing threats, incitements of violence at school, posting of videos and/or pictures through social media that disrupt the school environment.	* Reduced number of discipline and school safety issues related to social media	Annually	System-wide Technology Staff, Principals, Assistant Principals, Faculties and Staffs
	Revise/review - Establish discipline measures that address misconduct when using wireless and broadband services provided by Gadsden City Schools.	* Discipline procedures are established in the 2015-16 Student Code of Conduct	Annually	System-wide Technology Staff, Principals, Assistant Principals, Faculties and Staffs
	Increase supervision of students by faculty and staff members at the school level to decrease misconduct via technology.	* Faculty and staff member take an active role in monitoring students and report abuse to administration.	Annually	School Administrators, Faculty and Staff

	Using our current Wi-Fi, design a student portal that will closely monitor the above stated issues.	* Student portal is created and shows effectiveness.	Annually	District Technology Staff
	Review/revise electronic device policies of school systems that are similar to Gadsden City Schools to determine their methods for dealing with issues related to social media.		Annually	System-wide Technology Staff, Principals, Assistant Principals, Faculties and Staffs
	Review current BYOD (Bring Your Own Device) Policy for effectiveness.		Annually	System-wide Technology Staff, Principals, Assistant Principals, Faculties and Staffs



STRATEGIC PLAN

GOAL 5

Pursue and secure multiple resources while maximizing operational efficiency.

Objective 1 - Pursue additional funding from all applicable sources

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Expand educational opportunities and experiences through grant writing, partnerships, etc., in the securing of funding.	Identify and secure multiple sources of funding and grants.	<ul style="list-style-type: none"> * Monthly and Annual Financial Updates * Annual Reports * Increased Programs * Secured Grants 	Monthly and Annually	System Grant Writer, Administrators, Principals and Teachers
	Support legislation to enhance local district flexibility and funding.	* Legislative Action Review	Annually	Administrators, Principals and Teachers

Objective 2 - Increase resources through private partnerships with the business community and other stakeholders.

Strategy	Activity	Key Indicators for Success	Timeline	Responsible Person(s)
Recruit and Develop partnerships with businesses and the community	Implement functions and activities to improve school support through presentations, accountability and partnerships. Develop community support through public relations and shared projects.	<ul style="list-style-type: none"> * Minutes/Announcements for partnership meetings * Volunteer sign-in sheets * Increase in Titan Pride across the community * State monitoring results * Documented Partnerships including: <ul style="list-style-type: none"> United Way Chamber of Commerce The Rotary Club Cultural Arts Center Gadsden Water Works The City of Gadsden Family Success Center Success by 6 YMCA James M. Barrie Center First United Methodist Church 	2015 - Ongoing	School Administration and Central Office Staff
	Ensure that instructional initiatives, budget, and other district /school plans align with each other and support the strategic plan	* Checklist crosschecks for consistency	2015 - Ongoing	School Administration and Central Office Staff

	Increase parent volunteers	<ul style="list-style-type: none"> * Minutes/Announcements for partnership meetings * Volunteer sign-in sheets * Increase in Titan Pride across the community * Documented Partnerships noted above 	2015 - Ongoing	School Administration and Central Office Staff
	Secure committed mentors	<ul style="list-style-type: none"> * Volunteer sign-in sheets 	2015 - Ongoing	School Administration and Central Office Staff
	Advocate for Gadsden City Schools	<ul style="list-style-type: none"> * Increase in Titan Pride across the community 	2015 - Ongoing	School Administration and Central Office Staff
	Invite new business partnerships	<ul style="list-style-type: none"> * Minutes/Announcements for partnership meetings * Documented Partnerships noted above: 	2015 - Ongoing	School Administration and Central Office Staff