

2013-2018



# Strategic Plan

Superintendent Rob Rankin  
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*Gilchrist County School District*



## Goal Area 1

Budget &  
Finance



## Goal Area 2

Teaching &  
Learning



## Goal Area 3

Career  
Development



## Goal Area 4

Safety &  
Discipline



## Goal Area 5

Leadership

## Mission

The mission of the K-20 education system is to increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities.

## Vision

To continually provide high performing schools which include diversified experiences to all students so they exit college and/or career ready, are productive, contributing citizens and have an appreciation for and willingness to serve their community.



## Goal Area 1

Budget &  
Finance

## Beliefs

We believe...

-in the relentless pursuit of the highest, academic standards for every student.



## Goal Area 2

Teaching &  
Learning

-in providing a teaming environment that embraces diversity, promotes safety, encourages academic risk, and celebrates achievement.



## Goal Area 3

Career  
Development

-in consistently striving to produce students who are citizens of high moral and ethical character.

-in working to produce students who are equipped with the skills necessary to become 21<sup>st</sup> century leaders.



## Goal Area 4

Safety &  
Discipline

-in promoting the development of highly diversified staff that consistently model ethical behavior and that consistently employ proven academic practices.



## Goal Area 5

Leadership

-in a sound, fiscal structure that promotes learning that is progressive and relevant.



## Goal Area 1 / Budget & Finance

Achieve financial stability through efficiencies, maximizing revenues through grant applications, all the while using benchmarks to measure outcomes.

### **Objectives:**

1. Insure proper distribution of funds based on the School Board's established priorities.
2. Maintain a minimum of 8% of all general revenue resources as an unencumbered fund reserve.
3. Have the Bell and Trenton site committees meet jointly to establish District priorities for capital improvements.
4. Promote continuous efficiency improvements through benchmarking.
5. Research availability of grants for funding of specific projects.

### **Key Strategies:**

- **Prepare ongoing analysis of financial information and provide input on adjustment.**
- Report to the Board the fiscal year fund balance projection beginning in December each year.
- **Meet periodically as needed to assess capital improvement priorities.**
- Establish specific priorities for improvements with implementation programs to be monitored by the Finance Department and measure outcomes.
- **Establish elements for comparisons with other districts and report periodically to the Board.**
- Develop contacts and resources for exploring opportunities for grant funding from public and private sources.
- **Periodically report to the Board on the progress in obtaining grants.**



## Goal Area 2 / Teaching & Learning

The Gilchrist County School District will create an environment in which effective teachers are recruited and retained, and will create a learning environment and provide curriculum that is relevant to the 21<sup>st</sup> Century.

### Objectives

1. Provide opportunities for professional growth and support as evidenced by a 75% teacher retention rate.
2. Provide competitive salaries and benefit packages to all employees.

### Key Strategies

- Provide opportunities for participation in curriculum development.
- Provide planning time.
- Financially assist teachers in attaining critical area certification.
- Provide opportunities for professional growth through varied educational leadership opportunities.

**-Provide opportunities for professional growth through varied educational leadership opportunities.**

-Advertise vacant positions within the Gilchrist County School District through various media sources.

**-District representatives will attend career fairs.**

-Provide individualized professional development to meet teacher's needs.

**-Provide current and relevant professional development for all teachers to support district initiatives.**

-Provide assistance and support to newly hired teachers.

**-All years of out-of-county teaching experience will be reviewed and considered.**

-Provide compensation to teachers who perform professional duties in addition to their regular classroom assignments.

**-Provide compensation to experienced teachers who mentor newly hired teachers.**



## Goal Area 2 / Teaching & Learning

The Gilchrist County School District will create an environment in which effective teachers are recruited and retained, and will create a learning environment and provide curriculum that is relevant to the 21<sup>st</sup> Century.

### Objectives

3. Continue to integrate technology into all classrooms.
4. Support district-wide emphasis on a standards-driven curriculum that ensures every student is performing at or above grade level.

### Key Strategies

- Provide updates of hardware and software at each school site.
- Maintain a technology assistant for each school site.

**-Provide technology training for school personnel who will assist students with software/hardware updates.**

-Technology needs will be assessed at each school site, and technology additions/upgrades will be matched to student need.

**-Technology additions to the classroom will be strategically placed to ensure optimum performance in the learning environment.**

-Progress monitor students in grades K-12 to ensure student success.

**-Identify low performing and under-performing students and design instructional strategies and services to meet their needs.**

-Maintain instructional coaches.



## Goal Area 2 / Teaching & Learning

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### Objectives

5. Provide instruction that actively engages students in the learning process.
6. Provide appropriate scheduling in order to maximize student learning.

### Key Strategies

- Provide ongoing professional development for all teachers to learn in a variety of effective teaching strategies to meet student needs and enhance opportunities for student growth and performance.
- Monitor teaching strategies in order to ensure that best practices are being used correctly in the classroom.
- Use various instructional delivery models relevant to learning needs.
- Provide a school calendar and schedule that best meets student needs and enhances academic growth and achievement.



## Goal Area 3 / Career Development

The goal of the Gilchrist County School District is to introduce career opportunities, provide exemplary Career and Technical Education (CTE) Programs, and prepare students to enter the workforce and/or postsecondary education.

### Objectives

1. By the completion of 5<sup>th</sup> grade, students will have a knowledge base of careers.

### Key Strategies

- Elementary teachers will integrate at least one career development activity each year into the grade level curriculum.
- Continue Career Day activities at the elementary level.
- Continue participation in the Academy of Health Related Professions Health Fair in the second grade.
- Provide informational presentations to parents and students on high school career and technical programs by the end of the 5<sup>th</sup> grade.
- Expose students to STEM (Science, Technology, Engineering, and Math) through inquiry based learning.





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### Objectives

2. By the completion of 8<sup>th</sup> grade, students will be able to make an informed decision about choosing a Career and Technical Program of Study in high school.
3. By the end of 8<sup>th</sup> grade, middle school students will have foundational technology skills sufficient for transition into high school.

### Key Strategies

- Integrate speaking and listening skills which are needed to be successful in a CTE program.
- Incorporate Career Focus activities for all middle school students through career research, career interest inventories, student presentations on career and technical programs and guest speakers.**
- Middle school guidance counselors and teachers will plan and implement career development activities for each grade level.
- Continue CTE Program recruitment activities for 8<sup>th</sup> graders.**



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### Objectives

4. Provide an educational environment that encourages and supports all students to complete a Career and Technical Program of Study in high school.
5. Students will exit the career and technical programs with an industry certification.
6. Provide district financial support for career and technical programs.

### Key Strategies

- Maintain a technology equipment replacement plan and budget for all high school programs.
- Maintain consistent public relations strategies to communicate information about the benefits of the career and technical education programs to students, parents, staff, and community.

- The annual school registration process will encourage parent participation in their student's program of study through communication of test scores, academic and career assessment information, and input in the scheduling process.
- Continue support of the existing career academy and career magnet programs.
- Continue emphasis on the academic and Career and Technical Education curriculum integration to support the foundation skills of reading, writing, math and STEM opportunities across all curriculum areas.
- Continue involvement of business partners in the development and implementation of Career and Technical Education Programs.
- Continue articulation agreements and dual enrollment opportunities with postsecondary institutions.
- Reemphasize communication skills and the qualities of honesty, integrity and leadership in the Career and Technical Education Programs.
- Identify potential career areas that meet the high wage/high demand criteria with significant local and regional job placement opportunities.



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### Objectives

7. All students will develop a career plan to assist in guiding them toward their postsecondary goals.

### Key Strategies

- High School Guidance Counselor will provide ongoing support and information to students regarding career development opportunities.
- Implement consistent public relations strategies to communicate information to parents and community about guidance services and career development activities.
- The annual school registration process will encourage parent participation in their student's program of study through communication of test scores, academic and career assessment information, and input into the scheduling process.
- Encourage all students to complete a Career and Technical Education Program of Study in high school.
- Continue Career Expo for 12<sup>th</sup> Grade students.
- Research initiative to expose 11<sup>th</sup> Graders to the college education application process.



## Goal Area 4 / Safety and Discipline

The Gilchrist County School District will provide a safe and secure campus.

### Objectives

1. Provide a drug free and violence free campus.

-Positive Behavior Support (PBS) expectations will be presented to students on a regular basis.

**-Provide students will information in multifaceted methods (assemblies, student handbooks, brochures, etc.).**

-Provide parents with information concerning all available programs and school policies using newspaper, website, phone home system, newsletter, social media and open house programs.

**-Continue use of drug dogs.**

-Increase the use of video cameras (buildings and bus).

**-SRO will be visible around campus and establish a positive rapport with students.**

-Advertise the accessibility of hot line for student use (anonymous reporting for all types of reporting crime, truancy, bullying, and cyber bullying).

### Key Strategies

-SRO will provide drug and violence awareness programs (K-12).

**-School Board Attorney will present student information on drug use consequences.**

-Guidance Counselor will facilitate character education (K-12)

**-Guidance Counselors will facilitate social skills education (k-12)**



## Goal Area 4 / Safety and Discipline

The Gilchrist County School District will provide a safe and secure campus.

### Objectives

2. Provide a written safety plan for emergencies on campus.
3. Provide a consistent and uniform discipline plan.

### Key Strategies

- Have a simple evacuation plan for all types of emergencies (violent acts, fires, and natural disasters).
- Conduct mandatory planned in-service for all school personnel at the beginning of the school year.
- Ensure that any plan we adopt is in compliance with existing laws, policies, and guidelines (county, state, federal).

**-The school principal or designee is in charge of the school's crisis intervention (safety) plan.**

-Conducts regularly scheduled emergency related drills and identify critical team members.

**-Provide all personnel with student code of conduct.**

-Review and make available student handbook to parents, students, staff and local stakeholders.

**-Have the school principal or designee be in charge of the discipline and safety plans and maintain records to ensure accountability.**

-Be sure all plans are reviewed and updated prior to the start of a new school year.



## Goal Area 4 / Safety and Discipline

The Gilchrist County School District will provide a safe and secure campus.

### Objectives

4. Continue safety assessments of all school grounds/environment.

### Key Strategies

- Increase SRO visibility during high traffic times.
- Ensure all gates are locked and secured.**
- All visitors must check in/check out at the front office with ID and wear a badge.
- All staff members will wear an ID badge.**
- Building and doors will be locked.
- Maintain proper speed on campus.**
- Vehicles must have parking decal and park in assigned spot.
- Maintain supervision and safety at all school sponsored events.**



## Goal Area 5 / Leadership

The Gilchrist County School District will staff district and school leadership positions with high performing leaders desiring to be life-long learners, committed to the district's vision and exhibit cutting edge, visionary leadership.

### Objectives

1. Establish high standards for identifying school leader candidates while promoting the district as a highly successful and professional place of employment.
2. Create a pipeline of promising, qualified potential leaders.
3. Maintain a competitive compensation package for district and school leaders.
4. Provide a potential leadership training component that will allow opportunities to experience the work of a school leader.
5. Allow school-based administrators an opportunity to achieve principal certification.

### Key Strategies

- Identify needs before beginning a search for a candidate.
- Continue to provide a program that supports teachers in developing leadership skills.
- Encourage those with potential to explore an education leadership program.
- Provide on-going professional development.
- Provide opportunities for potential school leaders to attend rigorous trainings covering relevant and essential topics related to the expectations of the school leader's position.
- Provide opportunities for administrative field experience.
- Enroll assistant principals and principals who do not hold principal certification in the NEFEC Leadership Certification program.



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### Objectives

6. Incorporate contemporary, scientifically researched-based programs and strategies into the workplace.

### Key Strategies

- Participate in professional development opportunities.
- Attend local, regional, and state workshops/training.
- Continue collaborating with the North East Florida Educational Consortium and member districts.
- Encourage participation in professional organizations.