GASTON COUNTY SCHOOLS' STRATEGIC PLAN

2014-2019

shaping our future

2014-2019
Gaston County Schools Strategic Plan

The vision of Gaston County Schools is to inspire success and a lifetime of learning.

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Priority I: College and Career Ready

State Goal 1: Every student in the NC Public School System graduates from High School prepared for work, further education and citizenship.

GCS Goal 1: Every student will graduate prepared for post-secondary opportunities.

GCS 1.1 By June 2019, GCS will increase the graduation rate to 90%.						
Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase the graduation rate to 90%	83.5	86.3	88	88.3	85.6	90
Decrease the drop-out rate	1.84	1.37	1.57	1.54	1.2	1
EOG 3 **Math**	51.2	50.8	56.8	51.2	71.3	71.3
Reading	51.8	51.9	52.5	51.0	71.9	71.9
EOG 4 **Math**	50.3	47.4	47.0	51.1	71.3	71.3
Reading	50.1	50.7	51.3	51.5	71.9	71.9
EOG 5 **Math**	48.7	53.0	51.2	52.4	71.3	71.3
Reading	47.4	48.4	48.3	51.3	71.9	71.9
EOG 6 **Math**	41.5	40.8	47.7	51.8	71.3	71.3
Reading	49.3	50.5	517	56.1	71.9	71.9
EOG 7 **Math**	38.2	38.7	43.5	52.3	71.3	71.3
Reading	51.5	47.3	51.3	55.7	71.9	71.9
EOG 8 **Math**	34.3	33.5	39.9	43.2	71.3	71.3
Reading	50.2	47.2	48.7	48.7	71.9	71.9
EOG Science						
5	51.8	57.9	62.5	63.6	76.2	76.2
8	64.9	66.1	66.6	72.2	76.2	76.2
Math I EOC	58.6	57.0	59.7	62.7	69.4	69.4
English II EOC	57.3	57.0	56.6	55.4	76.3	76.3

Biology EOC	52.6	55.9	60.1	62.5	75.5	75.5
All high schools will meet participation targets	54.5	90.6	94.4	98	100	100

GCS 1.2 By June 2019, GCS will increase the number of students completing CTE courses and opportunities.

Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
% of CTE Concentrators	46.7	48	50	52	56	58
% of students making a Silver or Higher Certification on the WorkKeys assessment	63.4	65	67	69	71	73

GCS 1.3 By June 2019, GCS will increase the number of students who graduate from high school with post-secondary credit.

Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
% of students enrolled in AP classes that take the AP exam	17.3	19.3	21.3	23.3	25.3	27.3
% of students that earn a 3 or higher on the AP Exam	57	60	62	65	67	69
Math/Reading SAT	970	1036	1102	1168	1234	1300
Math	491	497	503	509	515	520
Reading	479	485	491	497	503	510
ACT Composite(Percent of students with a composite score >17)	56.1	62	67.9	73.8	79.5	80
Composite Average	17.9	18.3	18.7	19.1	19.5	20
English	16.2	18.2	20.2	22.2	24	25
Math	18.7	21	23.3	25.6	28	29
Reading	18.5	20.9	23.3	25.7	28	29
Science	17.8	20.4	23	25.6	28	29

Priority II: Individualized Instruction

State Goal 2: Every student in the NC Public School System has a personalized education.

GCS Goal 2: Every member of our diverse student population has the opportunity for individualized instruction.

GCS 2.1 By June 2019, GCS will increase the percentage of students reading on or above grade level by the end of third grade.

Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
% of schools making expected/exceeding growth (EVAAS Model) Breakout	78	81	84	87	90	95
% of schools earning a letter grade of A-B-C	57	61.3	67.6	73.9	80	85
EOG reading grade 3 students on grade level - overall	51.8	56.8	61.8	66.8	71.9	71.9
EOG reading grade 3 students on grade level - LEP	30.8	36.8	42.8	48.8	54.9	54.9
EOG reading grade 3 students on grade level - SWD	15.3	24.1	34.9	45.7	56.4	56.4
EOG reading grade 3 students on grade level- EDS	41.3	47	52.7	58.4	64.2	64.2
EOG reading grade 3 students on grade level - Black	35.3	42.1	48.9	55.7	62.6	62.6
EOG reading grade 3 students on grade level - Hispanic	42.6	48	53.4	58.8	64.3	64.3

GCS 2.2 By June 2019, GCS will increase the strategies and tools to ensure the success of all students.

Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase % of teachers providing individualized instruction using McRel, SchoolNet	Baseline	Baseline				

GCS 2.3 By June 2019, GCS will increase opportunities for a wide variety of academic choice.

Indicator	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
# of students enrolled in a Gaston College Career and College Promise Courses	236	236	240	244	248	252

# of choice options available at all 56 schools - STEAM Program	2	2	2	3	4	5

Priority III: Capable and Committed Educators

State Goal 3: **Every student, every day has excellent educators.**

GCS Goal 3: **Every employee is capable and committed to the education of the whole child.**

GCS 3.1 By June 2019, GCS will attract and retain a high quality workforce in all schools, including high needs areas, through increased incentives.

Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase the number of national board certified teachers	90	102	106	108	112	116
New	12	12	4	2	4	4
Renewal	12	12	14	16	18	20
Increase the number of teachers with advanced degrees and/or the number of highly effective teachers based on the Pay for Performance Measures	Baseline	Baseline	500	600	700	750
Increase the teacher supplement to the state average	$2,177.0	$2,229	$2,450	$2,980	$3,210	$3,500.00
Reduce the teacher turn-over rate	13.4%	11.5%	10%	8.5%	7%	5%

GCS 3.2 By June 2019, GCS will provide employees increased access to quality, research-based professional development.

Indicator	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase the number of hours offered in professional development each year.	4,493	4,513	4, 533	4, 553	4,573	4,593

GCS 3.3 By June 2019, GCS will survey students annually to determine the level of administrator-student relationships, teacher-student relationship, and overall school and classroom climate.

Indicators	2013-2014	2014-15 Current Status	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal

Parent satisfaction survey(parents indicate they are satisfied with the education teachers provide to their child)	Baseline	75.40%	80%	85%	90%	90%
Student satisfaction survey(students indicate they are satisfied with the education teachers provide to them)	Baseline	67.89%	75%	80%	85%	90%

Priority IV: Technology

State Goal 4: **Every school district has up to date financial, business, and technology systems to serve its students, parents, and educators.**

GCS Goal 4: **Every school has up-to-date technology to support teaching and learning.**

GCS 4.1 By June 2019, GCS will ensure all schools have sufficient wireless coverage.						
Indicator	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Research and implement refresh cycle for software/hardware/infrastructure	Baseline	Baseline				

GCS 4.2 By June 2019, GCS will Increase the use of technology as a communication tool for all stakeholders.						
Indicators	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase the number of parents that access the parent portal each year						
Mobile App	22.67%	22.67%	24.94%	27.43%	30.17%	33.18%
Web Portal	39.60%	39.60%	43.56%	47.92%	52.71%	57.98%
Increase the number of visitors to the GCS website	586,000	586,000	615,300	646,065	678,368	712,286
Increase the number of viewers that view channel 21/You Tube Channel/UStream	275	275	303	333	366	403
Increase number of GCS app subscribers	730	730	766	804	844	886
Increase number of communications sent to parents--excluding attendance (Notify, Twitter, GCS Monday Morning, number of downloads of mobile apps, etc.)	Add one new or different way to communicate with parents each school year.					

GCS 4.3 By June 2019, GCS will increase the number of teachers and students who effectively use digital learning tools.						
Indicators	**Current Status**	**2014-15 Goal**	**2015-16 Goal**	**2016-17 Goal**	**2017-18 Goal**	**2018-19 Goal**
Increase the student to digital device ratio	1:1.33	1:1.2	1:1.1	1:1	1:1	1:1
Increase the percent of teachers with mobile devices(IPAD/Chromebook/Laptop)	72%	78%	84%	90%	95%	100%
Increase the number of schools that actively use Facebook and Twitter to communicate with parents and the community (56 total schools)						
Facebook	44	56	56	56	56	56
Twitter	33	56	56	56	56	56
Increase the use of technology in daily lessons for individualized instruction	19%	24%	28%	32%	36%	40%

Priority V: Healthy, Safe, and Responsible Schools

State Goal 5: Every student is healthy, safe, and responsible.

GCS Goal 5: Every student has the opportunity to learn in a safe school environment.

GCS 5.1 By June 2019, GCS will increase facility safety features.						
Indicator	Current Status	2014-15 Goal	2015-16 Goal	2016-17 Goal	2017-18 Goal	2018-19 Goal
Increase the number of high quality camera systems that are in each school (56 total schools)	5	10	15	20	25	30
Install and maintain panic buttons in each school	56 and County Office Buildings	56 and County Office Buildings	56 and County Office Buildings	56 and County Office Buildings	56 and County Office Buildings	56 and County Office Buildings
Increase the number of video entry systems	16	56 and County Office Buildings	55 and County Office Buildings	54 and County Office Buildings	54 and County Office Buildings	54 and County Office Buildings
SROs in each school						
Elementary Schools	Part-time SRO	Part-time SRO	Part-time SRO	Part-time SRO	Part-time SRO	Part-time SRO
Middle and High Schools	Full-time SRO	Full-time SRO	Full-time SRO	Full-time SRO	Full-time SRO	Full-time SRO

GCS 5.2 By June 2019, GCS will increase anti-bullying efforts.						
Indicators	**Current Status**	**2014-15 Goal**	**2015-16 Goal**	**2016-17 Goal**	**2017-18 Goal**	**2018-19 Goal**
Decrease the number of bullying incidents for the school districts	261	567	307	141	106	60
Increase the number of ways to inform parents of anti-bullying efforts in the school district	Use of GCS Communications Dept. and Local Media Sources	Use of GCS Communications Dept. and Local Media Sources	Add at least one additional way to inform each year.			
All schools deliver Digital Citizenship curriculum to students (56 total schools)	Baseline	Baseline	56	56	56	56
All schools will teach "citizenship" through Advisory, Connections, Character Ed, etc. addressed through SIP by SIT (56 total Schools)	Baseline	Baseline	56	56	56	56

GCS 5.3 By June 2019, GCS will increase community resources to maximize student support systems.						
Indicators	**Current Status**	**2014-15 Goal**	**2015-16 Goal**	**2016-17 Goal**	**2017-18 Goal**	**2018-19 Goal**
Increase business partnerships -faith based	407 (104 fb)	407	417	427	430	450
Increase the number of volunteers	3800	3900	4000	4050	4075	5000

STRATEGIES: Reaching Goals

Priority I: College and Career Ready

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GCS 1.1 By June 2019, GCS will increase the graduation rate to 90%.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Summer Offerings	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Annually, End of Summer	Teachers, Materials, School Sites	Formative Assessment Data
Increase number of Pre-k Classrooms until every elementary school with kindergarten has a pre-k classroom	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	Annually	Classroom space at each school, state funding	List of Pre-K sites
Increase STEM resources and Professional Development opportunities for teachers	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Annually	Time for professional development, funding for resources	School resource list, professional development calendar
Partner with Belmont Abbey College to renew focus on the Middle School Concept	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes**	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	May, September, January	Dr. Sara Powell, This We Believe	Surveys, School Visit Data, EOG Data

	Executive Director of Middle School Instruction				
Partner with UNC-Charlotte to offer professional development in math for middle school math teachers	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	May, September, January	Dr. Michelle Stephan, Dr. Teresa Petty	PD evaluations, EOG data,
Expand academic advisement / school-based counseling program for high school students	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Carrie Minnich** Executive Director of Exceptional Children/AIG	**James Montgomery** Executive Director of High School Instruction **Rebekka Powers** Chief Accountability Officer	Beginning of the Year, Middle of the Year, End of the Year	School Counselors Special Populations Resources (EC, ESL)	Test data showing cohort rates of participation and proficiency
Provide SIOP training for teachers at all levels	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	Yearly	Funding for substitutes, instructional resources for teachers, presentation materials	PD registration lists Sign-in documentation Evaluations

Increase / Expand communication with minority / language minority community	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Todd Hagans** Chief Communications Officer **Carrie Minnich** Executive Director of Exceptional Children/AIG **Betty Worthy**	**Carrie Minnich** Executive Director of Exceptional Children/AIG	August and January	Same time translated versions of all GCS parent communications	Copies of Communication
Provide more opportunities for grade recovery to 9th grade students	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction	**James Montgomery** Executive Director of High School Instruction	Every Six Weeks	Personnel after-school Grade recovery Materials	Increase number of students participating
Expand programs in CTE - more alternative choices	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Brett Buchanan** Director of Career-Technical Education	**Brett Buchanan** Director of Career-Technical Education	Yearly	Funding	Information in High School Curriculum Guide, List of middle school courses in PowerSchool, Students graduating with CTE concentration and industry credentials

GCS 1.2 By June 2019, GCS will increase the number of students completing CTE courses and opportunities.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Test **Review Software purchased for all CTE classrooms**	**Brett Buchanan** Director of Career-Technical Education	**School-Level CDC's**	Once a Month	Software Funding	Monthly Meeting with CDC bringing reports
CTE Websites that include a headshot of the teachers, blueprints, and pictures of lessons and activities that occur in the classroom.	**HS CTE Teachers**	**HS CTE Teachers**	Beginning of the School Year	Websites Blueprints Pictures	CTE Director checks each website at the beginning of the year
Middle School CDC's work with current 8th grade students to develop a 4 year plan prior to registering for ninth grade	**CDC's**	**CDC's**	February-April of School Year	HS CTE Website CTE Plan Chart	HS Scheduling CDC's
Include information on the GCS website about online course offerings for parents and community	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services Services **James Montgomery** Executive Director of High School Instruction	Updated yearly	Website	Number of students enrolled in NCVPS courses
Work with Gaston College on CCP and articulation plans	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services Services **James Montgomery** Executive Director of High School Instruction	January, June	Professional Development for high school counselors and CDC's	Increase number of students participating
District CTE Folder Accessible to County-Wide Counselors and Principals	**Brett Buchanan** Director of Career-Technical Education	**Brett Buchanan** Director of Career-Technical Education	When New Items are Developed	Drive CDC Folder Counselor Folder Principal Folder Teacher Websites	CTE Director updates

GCS 1.3 By June 2019, GCS increase the number of students who graduate from high school with post-secondary credit.

Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
AP Certification Classes	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	March-May	Funding for Travel and Registration	Number of Teachers who Register
Apex (AP Review)	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	Second Semester (January)	Funds for APEX Student Logins	Usage Report
AP Refresher Training	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	August-October	Funding for Travel, Substitutes Registration	Number of Teachers who Register
AP Teacher PLC	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	**Carrie Minnich** Executive Director of Exceptional Children/AIG **School-Based High School Administrators**	Several times throughout the year	Calendar	Sign-in Sheets
Face to Face Review for Select AP courses	**Carrie Minnich** Executive Director of Exceptional Children/AIG **James Montgomery** Executive Director of High School Instruction	**Carrie Minnich** Executive Director of Exceptional Children/AIG	EOY (April)	Funding for Teacher Stipends	Student Sign-In Sheets Number of Teacher Stipends
Expand AP offerings and AP exam participation	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery**	**Carrie Minnich** Executive Director of Exceptional Children/AIG	March, April, July-August, June 2016	Professional Development and travel funding, new	March (evaluate current), April (principals add new courses for

	Executive Director of High School Instruction **Carrie Minnich** Executive Director of Exceptional Children/AIG			text books/course resources	fall), July-August (train new teachers), June 2016 (evaluate exam participation)
Open access to Gaston College or other community colleges	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Carrie Minnich** Executive Director of Exceptional Children/AIG	**James Montgomery** Executive Director of High School Instruction	January, June	Collaboration with Gaston College Staff, transportation	Number of students enrolled in courses at Gaston College
Increase/ expand communication about high school course offerings with minority / language minority community	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Ana Matthews Lead ESL Teacher HS Counselors**	**Carrie Minnich** Executive Director of Exceptional Children/AIG	August, January, June	HS Curriculum Guide, access to translated versions of HS Curriculum Guide, International Center contact information (telephone number and address) for translation assistance	Copies of parent communication, Parent Surveys
Monthly instructional updates for high school counselors during monthly School Counselor PLC	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Carrie Minnich** Executive Director of Exceptional Children/AIG **Dr. Adriane Mingo** Director of Professional Learning	**James Montgomery** Executive Director of High School Instruction	Monthly	Time on agenda	Agendas from meetings, minutes from the meeting

GCS 2.2 By June 2019, GCS will increase the strategies and tools to ensure the success of all students.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
County will provide common resources that provide universal screeners, intervention strategies and progress monitoring tools	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Yearly	Funding	Teacher use data from programs implemented
Provide after school countywide curriculum PLCs	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	Yearly	Funding and Resources	Teacher Survey Feedback, Classroom Walkthroughs and Observations, Benchmark Data
TIPS 1, TIPS 2, and TIPS 3 professional development to support novice teachers	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Dr. Kim Mattox** Assoc. Sup.for Human Resources **Dr. Adriane Mingo** Director of Professional Learning	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Dr. Kim Mattox** Assoc. Sup. for Human Resources **Dr. Adriane Mingo** Director of Professional Learning	Monthly- August through May	Funding, scheduling	Sign in documentation
Provide targeted professional development for EOG and EOC teachers	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	August, January, May	Funding for substitutes, instructional resources for teachers, presentation materials	Teacher Feedback forms
Provide SIOP training for teachers at all levels	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	Yearly	Funding for substitutes, instructional resources for teachers, presentation materials	PD evaluations, Classroom Walkthroughs for implementation monitoring and support
Title I Math teacher PLC to share strategies, analyze standards, analyze data	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Carrie Minnich**	**Carrie Minnich** Executive Director of Exceptional Children/AIG	Monthly Meetings	Benchmark data, formative assessment data, materials as	Benchmark data, EOG / EOC data

	Executive Director of Exceptional Children/AIG			curriculum warrants	
AIG Math meetings/Professional Development in grades 6 & 7	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Carrie Minnich** Executive Director of Exceptional Children/AIG	**Carrie Minnich** Executive Director of Exceptional Children/AIG	Quarterly Meetings	Materials as curriculum warrants	Sign-in documentation for participation, CWTs for monitoring of implementation
AIG ELA AIG ELA meetings/Professional Development in grades 6, 7, 8	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Carrie Minnich** Executive Director of Exceptional Children/AIG	**Carrie Minnich** Executive Director of Exceptional Children/AIG	Quarterly Meetings	Materials as curriculum warrants	Sign-in documentation for participation, CWTs for monitoring of implementation

Priority II: Individualized Instruction

State Goal 2: Every student in the NC Public School System has a personalized education.

GCS Goal 2: Every member of our diverse student population has the opportunity for individualized instruction.

GCS 2.1 By June 2019, GCS will increase the percentage of students reading on or above grade level by the end of third grade.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Literacy Teachers at all Title I Elementary Schools	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Carrie Minnich** Executive Director of Exceptional Children/AIG	August, January, May	Literacy Teachers, Leveled Literacy Instruction (LLI), mClass	mClass
Expand MTSS Implementation - Intent to Implement Schools, High Schools	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Yearly through 2020	Training for all staff, Central Office Contact Person	Census Report

GCS 2.3 By June 2019, GCS will increase opportunities for a wide variety of academic choice.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Open an elementary STEAM magnet school	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Carrie Minnich** Executive Director of Exceptional Children/AIG **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	Monthly through fall 2016	School site, resources, training	Timeline for opening
Collaborate with Gaston College on CCP and Articulation plans	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction	January, June	Professional Development for high school counselors and CDC's	Increase number of students participating

Expand AP course offerings at the high school level	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Carrie Minnich** **Carrie Minnich** Executive Director of Exceptional Children/AIG	**Carrie Minnich** Executive Director of Exceptional Children/AIG	March, April, July-August, June 2016	Professional Development and travel funding, new text books/course resources	March (evaluate current), April (principals add new courses for fall), July-August (train new teachers), June 2016 (evaluate exam participation)
Provide open access to Gaston College or other community colleges	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **James Montgomery** Executive Director of High School Instruction **Brett Buchanan** CTE Director	**James Montgomery** Executive Director of High School Instruction	August 2015, January 2016	Communication and Information from Gaston College regarding CCP schedule and course offerings	Number of students enrolling in CCP courses

Priority III: Capable and Committed Educators

State Goal 3: Every student, every day has excellent educators.

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GCS 3.1 By June 2019, GCS will attract and retain a high quality workforce in all schools, including high needs areas, through increased incentives.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
TIPS Program for beginning teachers, Years 1-3	**Academic and Curriculum Facilitators K-12**	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	Beginning of the Year (September)	Facilities, Materials, Presenters, etc.	TIPS Agreement
Three Day Support Sessions	**Academic and Curriculum Facilitators K-12**	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction	Beginning of the Year	Facilities, Materials, Presenters, etc.	Workshop Registration and Sign-in
Teaching and Learning Conference	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	August	Facilities, Materials, Presenters, etc.	Workshop Registration and Sign-in
Monthly Newsletter	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	Beginning of each month	Facilities, Materials, Presenters, etc.	Publication of Newsletter
Individualized Support based on Teacher/Administrator Requests	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	Several times throughout the year	Facilities, Materials, Presenters, etc.	Requests made
Saturday Make-up Sessions for Late Hires	**Academic and Curriculum Facilitators K-12**	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes**	Several times throughout the year	Facilities, Materials, Presenters, etc.	Sign-in sheets

Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
		Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction			
In-County Hiring Coordinator	**Joey Clinton** Executive Director of Human Resources	**Joey Clinton** Executive Director of Human Resources	n/a	Interviews Candidates	Posting of Position and Hiring
National Board Certification Support Sessions at Rader Center	**Katherine Plecnik** Professional Learning Specialist	**Katherine Plecnik** Professional Learning Specialist	Several times throughout the year	Facilities, Materials, Presenters, etc.	Calendar
Support from current GCS National Board Certified Teachers	**Katherine Plecnik** Professional Learning Specialist	**Katherine Plecnik** Professional Learning Specialist	Several times throughout the year	Facilities, Materials, Presenters, etc.	Sign-in sheets
Reception to recognize new National Board Certified teachers	**Todd Hagans** Directors of Communications	**Todd Hagans** Directors of Communications	Spring	Invitations	Invitations RSVPs
Support for EPI Teachers	**Joey Clinton** Executive Director of Human Resources	**Joey Clinton** Executive Director of Human Resources	Several times throughout the year	Facilities, Materials	Meeting Agendas and Sign-ins

GCS 3.2 By June 2019, GCS will provide employees increased access to quality, research-based professional development.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
GCS Teaching and Learning Conference	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	BOY-August	Facilities, Materials, Presenters, etc.	Workshop Registration Portal
Professional Development Catalog produced and advertised each semester	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	**Celeste Sadler Katherine Plecnik** Professional Learning Specialist	EOY-June	Professional Development Offerings, Digital Copies	Catalog Posted on Website and Sent to School-Level Administrators
Professional Development offered by departments	**Several Departments** County-wide	**Several Departments** County-wide	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
School-Based	**School-level Administrators**	**School-level Administrators**	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal

Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Curriculum and Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
TSS	**Cindee Matson** Asst. Supt. For Administration	**Cindee Matson** Asst. Supt. for Administration	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
Accountability	**Rebekka Powers** Chief Acct. Officer	**Rebekka Powers** Chief Acct. Officer	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
Student Support Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
Human Resources (Mentors)	**Joey Clinton** Executive Director of Human Resources	**Joey Clinton** Executive Director of Human Resources	Several times throughout the year	Facilities, Materials, Presenters, etc.	Professional Development Catalog and Work-shop Registration Portal
Public School Works	**Michael Nance** GCS Safety Officer	**Michael Nance** GCS Safety Officer	Several times throughout the year	Facilities, Materials, Presenters, etc.	
Provide Professional Standards Program (PSP) Professional Development for Qualifying Personnel	**GCAEOP Rep. NCAEOP-PSP Registrar**	**GCAEOP Rep. NCAEOP-PSP Registrar**	Several times throughout the year	Facilities, Materials, Presenters, etc.	Registration

GCS 3.3 By June 2019, GCS will survey students annually to determine the level of administrator-student relationships, teacher-student relationship, and overall school and classroom climate.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Create parent, student and staff climate surveys annually and share with all stakeholders.	**Rebekka Powers** Chief Accountability Officer	**Accountability Dept.**	End of the Year	Survey Software, Link to Survey, Communication /advertisement	Link to survey, completed survey data

Priority IV: Technology

State Goal 4: **Every school district has up to date financial, business, and technology systems to serve its students, parents, and educators.**

GCS Goal 4: **Every school has up-to-date technology to support teaching and learning.**

GCS 4.1 By June 2019, GCS will ensure all schools have sufficient wireless coverage.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Questionnaire sent to principal's to give feedback on their refresh cycle	**Cindee Matson** Asst. Supt. For Administration	**School-level administrators**	EOY	Survey Survey link shared	Review Responses

GCS 4.2 By June 2019, GCS will increase the use of technology as a communication tool for all stakeholders.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Communication tool session at the Superintendent's Parent Meeting at the start of each school year to introduce parents to all the communication tools GCS offers.	**Todd Hagans** Chief Communications Officer **Rebekka Powers** Chief Accountability Officer	**Communications Dept. Accountability Dept.**	Beginning of the Year	Facility, Handouts, Presentation	Parent Portal, GCS App, U-Stream, YouTube, Parentlink, Schoolwire user statistics
Provide instructions and registering all new students who enroll during the schools year through school enrollment process	**Todd Hagans** Chief Communications Officer **Rebekka Powers** Chief Accountability Officer	**Communications Dept. Accountability Dept.**	Throughout the School Year	Printed directions in enrollment packets	Parent Portal, GCS App, U-Stream, YouTube, Parentlink, Schoolwire user statistics
Provide link on GCS homepage about the registration process for Parent Portal and GCS App	**Todd Hagans** Chief Communications Officer **Rebekka Powers** Chief Accountability Officer	**Communications Dept. Accountability Dept.**	Beginning of the school year	n/a	Parent Portal, GCS App, U-Stream, YouTube, Parentlink, Schoolwire user statistics
Collaborate with Principals on how to create/maintain a Facebook and Twitter account	**Todd Hagans** Chief Communications Officer	**Communications Dept. Accountability Dept.**	Throughout the School Year	Handouts, Presentation	Quarterly checks on schools' Facebook and Twitter accounts

GCS 4.3 By June2019, GCS will increase the number of teachers and students who effectively use digital learning tools.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
BYOD Initiative	**TSS** **Cindee Matson** Asst. Supt. For Administration **School-Level Administrators**	**TSS** **Cindee Matson** Asst. Supt. For Administration **School-Level Administrators**	Multiple dates throughout the school year	Application Committee Approval	Approved Applications
School-level investment in mobile devices to increase student to mobile device ratio	**Title One** **School-Level Administrators**	**Title One** **School-Level Administrators**	Multiple times throughout the school year	Funding Purchase Orders	Number of devices purchased
DiscoveryED Pilots	**Curriculum Facilitators** **TSS** **Cindee Matson** Asst. Supt. For Administration	**Curriculum Facilitators** **TSS** **Cindee Matson** Asst. Supt. For Administration	Beginning of the Year, Middle of the Year, End of the Year	DiscoveryEd Training Dates Facility Technology	Number of Trainings Number of Attendees
Staff members who attend district training receive a mobile device	**TSS** **Cindee Matson** Asst. Supt. For Administration	**TSS** **Cindee Matson** Asst. Supt. For Administration	Training Dates	Funding Devices Attendees	Number of devices given to attendees
Pinnacle	**Cindee Matson** Asst. Supt. For Administration	**Cindee Matson** Asst. Supt. For Administration	**Open:** Nov/Dec. **Due:** Jan.	Applications Application Review Comm.	Applications
Leaders	**Cindee Matson** Asst. Supt. For Administration	**Cindee Matson** Asst. Supt. For Administration	**Open:** Nov/Dec. **Due:** Jan.	Applications Application Review Comm.	Applications
Boot Camp to prepare Potential Applicants to apply to be a Pinnacle Leader the following school year	**Cindee Matson** Asst. Supt. For Administration	**Cindee Matson** Asst. Supt. For Administration	**Open:** Nov/Dec. **Due:** Jan.	Applications Application Review Comm.	Applications
Pinnacle Buddy	**Cindee Matson** Asst. Supt. For Administration	**Cindee Matson** Asst. Supt. For Administration	**Open:** Nov/Dec. **Due:** Jan.	Applications Application Review Comm.	Applications
Align PD to technology and programs that integrate into instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Carrie Minnich** Executive Director of Exceptional Children/AIG **Cindee Matson** Asst. Superintendent For Administration	Yearly	Funding for substitutes, instructional resources for teachers, presentation materials	Sign-in documentation for participation, CWTs for monitoring of implementation

	James Montgomery Executive Director of High School Instruction **Cindee Matson** Asst. Superintendent For Administration				
Align technology resources to teacher unit guides	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Academic and Curriculum Facilitators** **K-12**	**Derrick Jackson** Executive Director of Elementary School Instruction **Marty Starnes** Executive Director of Middle School Instruction **James Montgomery** Executive Director of High School Instruction **Carrie Minnich** Executive Director of Exceptional Children/AIG	Yearly	Funding for substitutes for Curriculum Revision Teams	Teacher Feedback forms

Priority V: Healthy, Safe, and Responsible Schools

State Goal 5: Every student is healthy, safe, and responsible.

GCS Goal 5: Every student has the opportunity to learn in a safe school environment.

GCS 5.1 By June 2019, GCS will increase facility safety features.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Hiring of Security Compliance Manager	**Gary Hoskins** Assoc. Superintendent for Fianance and Operations	**Glenn Bratton** Security Compliance Manager	Beginning of the Year, Middle of the Year, End of the Year	Funding	Evaluations Security Audits
School Security Audits	**Glenn Bratton** Security Compliance Manager	**Glenn Bratton** Security Compliance Manager	Beginning of the Year	Compliance Manager Position	Dates and reports of school audits
Bids on Video Entry Systems	**Cindee Matson** Asst. Superintendent for Administration	**Cindee Matson** Asst. Superintendent for Administration	Beginning of the Year, Middle of the Year, End of the Year	Funding, Bids	Completed Projects
District-wide training for panic buttons	**Glenn Bratton** Security Compliance Manager	**Glenn Bratton** Security Compliance Manager	Beginning of the Year, Middle of the Year	Training Materials	Completed Trainings
Implementation of New Camera Systems in all schools	**Gary Hoskins** Assoc. Superintendent for Fianance and Operations	**Danny Garret** Project Manager	Beginning of the Year, Middle of the Year, End of the Year	Funding, Bids	State reports on projects

GCS 5.2 By June 2019, GCS will increase anti-bullying efforts.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Develop schedule for Rachel's Challenge Schedule for 2015-16	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Dates from Schools	Rachel's Challenge Schedule. Calendar of Events updated
Train Principals, AP, and Counselors on "How to Write a Safety Plan"	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Facility, handouts, registration	Training dates, Registration
Implement the use of the DPI "Bullying Assessment Tool"	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Assessment Tool	Documentation of Implementation

Create a database for tracking incidents in the district.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Database, types of incidents	Database Responses
Provide the Superintendent/Assistant Superintendent of Student Support Services with an annual report of the Bullying Activities each school year in the district.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Data pull from Educator's Handbook	Completed Report
Evaluate how Bullying Assessment Tools works with MTSS DPI initiative.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	n/a	Evaluation documentation/notes
Create an Anti - Bullying Webpage for student staff and parents.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	WebPage Portal	Completed WebPage
Invite Parents to Rachel's Challenge Program.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Inviations, dates	Communication Process
Develop a Parent Program to be offered once a quarter. Info to include warning signs, how to respond, what steps to take, Student Rights, Social Media, Student Code of Conduct.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Dates, facility, presentations, handouts	Program details, invitations
Survey the schools to determine what is currently being done.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Survey software. Survey questions	Survey results
Develop a monitoring system of continued efforts.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Monitoring template	Monitoring feedback

Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Involve School-Based Therapist to provide training to staff.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Dates, facility, presentations, handouts	Training documentation, registration
Provide Mental Health Referral to identified "bullies."	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Mental Health Process, Packets	Mental Health paperwork
Evaluate the current Digital Lessons we have. Update and provide to schools at each grade level.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Digital Lesson database, ITFs/ teachers to update lessons	Completed Digital Lessons
Notify the principals and SIT committees of the requirements for the SIP regarding Anti-Bullying, Character Ed. etc.	**Dr. Melissa Balknight** Assoc. Supt. For Academic Services **Chris Mills** Alternative Education Coordinator	**Chris Mills** Alternative Education Coordinator	Beginning of the Year, Middle of the Year, End of the Year	Handouts, Process created	Documentation of expectations.

GCS 5.3 By June 2019, GCS will increase community resources to maximize student support systems.					
Strategy	Person(s) responsible for implementation	Person(s) responsible for reporting data	Benchmark Dates	Required Resources	Monitoring Method
Raise visibility of the GCS Business and Community Partnership Office through annual Partnership Recognition Event.	**Valerie Yatko** Director of Business Partnerships	**Valerie Yatko** Director of Business Partnerships	Event will take place by May annually	Sponsorship & funding/ venue site/ awards	Annual Report
Continue to speak and present programs at churches, businesses and other community events.	**Valerie Yatko** Director of Business Partnerships	**Valerie Yatko** Director of Business Partnerships	As scheduled annually	Continued contact with community utilizing local networks / Service on local boards and advisory groups	Quarertly Report
Utilize GCS communications to post partnerships highlights.	**Valerie Yatko** Director of Business Partnerships **Todd Hagans** Chief Communications Officer	**Valerie Yatko** Director of Business Partnerships	2 to 4 stories highlighted on website, or other publications	none	Publicaitions and media
Attend community events to engage contacts.	**Valerie Yatko** Director of Business Partnerships	**Valerie Yatko** Director of Business Partnerships	As scheduled annually	Community Contacts	Quarterly Report
Continue Management of Volunteer Database and	**Valerie Yatko** Director of Business Partnerships	**Valerie Yatko** Director of Business Partnerships	Daily	GCS Volunteers Database/	Daily

				Background Check Service/	
convenient access for Volunteer Orientation.					
Encourage schools to post volunteer needs on individual school web pages.	**Valerie Yatko** Director of Business Partnerships **Todd Hagans** Chief Communications Officer	**Valerie Yatko** Director of Business Partnerships	As scheduled	Collaboration with Communications Dpartment Resources	Quarterly Report
Recruit, train and speak on behalf of the GCS Mentor Program.	**Valerie Yatko** Director of Business Partnerships	**Valerie Yatko** Director of Business Partnerships	As scheduled annually	Printed Marketing Materials	Quarterly Report