

Gaston County Schools  
Curriculum & Instruction Committee Meeting  
Monday, March 31, 2025

MINUTES

The Curriculum and Instruction Committee met on Monday, March 31, 2025 at 11:30 a.m. in the Central Office Board Room, 943 Osceola Street, Gastonia, NC. Those members in attendance were: Chairman Jeff Ramsey (absent), Robbie Lovelace, Janna Smith (absent) and A.M. Stephens III (absent). Mrs. Robbie Lovelace presided over the meeting.

Additional attendees included: BOE Chairman Josh Crisp, Vice Chairman Dot Cherry, Board Member Tod Kinlaw, Superintendent Dr. Morgen A. Houchard, Attorney Sonya McGraw, Associate Superintendents Gary Hoskins and Tonya Kales, Assistant Director of Finance James Beckford, Executive Directors Chris Mills, Bryan Denton, Kevin Doran, Anarah Henderson, and Tyler West, Director Rusty Parker, Chief Communications Officer Todd Hagans, and Board Clerk Dana Luoto.

Mrs. Robbie Lovelace called the meeting to order at 11:39 a.m. and welcomed everyone.

**Approval/Correction of Minutes**

Due to a quorum not being present, minutes will be approved at the next Committee Meeting.

**CTE Updates**

Director Rusty Parker presented a PowerPoint on Career and Technical Education.

(View PowerPoint)

**Superintendent's Budget Request 2025-2026**

Associate Superintendent Gary Hoskins presented a PowerPoint on the Superintendent's Budget Request 2025-2026. This PowerPoint was presented to the County Commissioners on April 1, 2025.

(View PowerPoint)

**Melmark, Inc.**

Director Chris Mills presented information concerning an annual contract with Melmark, Inc. On August 19, 2024, the Board of Education approved increasing the contract amount for Melmark from \$200,000 to \$300,000. As the needs and level of support for our students continue to increase throughout the year, the Department of Exceptional Children is requesting an increase from \$300,000 to \$400,000 for the 2024-2025 school year. This item is on the Consent Agenda for approval.

**Instructional Resources for Elementary and Secondary Schools**

Executive Directors Bryan Denton, Kevin Doran, Anarah Henderson, and Tyler West presented a PowerPoint on Instructional Resources 2025-2026 – Instructional Services.

(View PowerPoint)

**Organizational Alignment**

Associate Superintendent Tonya Kales presented a PowerPoint on Academic Services Reorganization.

(View PowerPoint)

**Innovation Schools' Updates**

Tonya Kales presented a PowerPoint on Innovation Schools' Updates.

(View PowerPoint)

**Next Committee Meeting Date/Time**

The next C&I Committee Meeting is scheduled for May 5, 2025 in the Central Office Board Room beginning at 11:30 a.m.

**Adjournment**

All business being conducted, Motion to adjourn was made by Mrs. Robbie Lovelace.

The Curriculum & Instruction Committee Meeting adjourned at 1:19 p.m.

Approved:

  
\_\_\_\_\_  
Robbie Lovelace, Committee Member

Date Approved: 5-05-25



# Career and Technical Education



## Overview

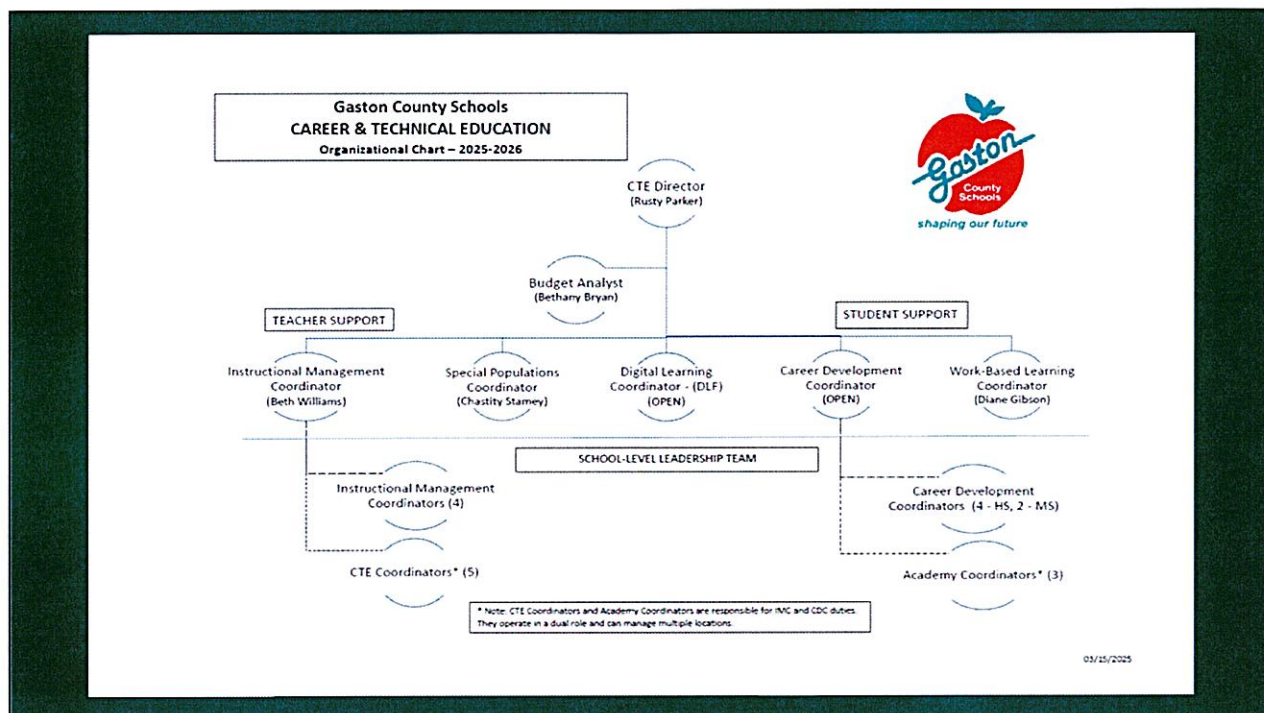
Organizational Chart – Review of CTE Leadership Team Structure

Career Development Plan

- Legislation
- District Process

Future Plans for Career & Technical Education in Gaston County Schools





## Career Development Plans

- March 6, 2023, [Bill 193](#) passed in the North Carolina Senate.
- July 12, 2023, the Senate offered a technical correction to change middle school requirement from 7<sup>th</sup> grade to 8<sup>th</sup> grade.
  - Requires the Department of Public Instruction (DPI) in coordination with the State Board of Education (Board) to study and recommend how to develop individual graduation plans for all students beginning in eighth grade to achieve the goal of success for all students in graduating career and college ready with the support and involvement of both the student's parents and school personnel.



## Career Development Plans

- A student shall not be promoted from eighth grade until a career development plan is created and shall not be promoted from tenth grade until the career development plan is revised.
- Local boards of education are encouraged to require more frequent revisions as appropriate.
- Local boards of education shall ensure that career development plans are easily accessible to students and parents and shall provide parents written notice of the initial creation of a career development plan and information on how to access the plan.
- There are four main parts to the state requirement.

## Career Development Plan (Self Discovery)

Requirement 1 – Self-assessment of the student's aptitudes, skills, values, personality, and career interests.

- Students must complete assessments that allow them to learn more about themselves and their own career interests.
- Required to have parent involvement.
- Required to be completed electronically.



## Career Development Plan (Investigate Occupations)

Requirement 2 – Exploration and identification of pathways for careers aligned with the student's self-assessment that include the following for each career:

- Identification of needed education, training, and certifications.
- Information on the most cost-efficient path to entry.
- Opportunities within the school setting to explore and prepare for the career.

## Career Development Plan (Develop High School Plan)

Requirement 3 – Alignment of academic courses and extracurricular activities with the student's identified career interests, including the following:

- Inventory of aligned courses in middle and high school in grades six through 10, and development of best strategies for course selection in grades 11 and 12 to achieve identified career interests, including courses that may lead to college credit.
- Available record of the following:
  - Examples: Completed Advanced Placement, International Baccalaureate, Cambridge Advanced International Certificate of Education (AICE), and dual-enrollment courses that may lead to college credit in high school.
  - Extracurricular activities.
  - Awards and recognitions.



## Career Development Plan (Develop a Post-Secondary Plan)

Requirement 4 – Creation of a career portfolio, which may include items such as the following:

- Documentation of postsecondary plans.
- Completion of the (FAFSA) Free Application for Federal Student Aid with parental consent.
- Résumé.
- Occupational outlook for identified career interests.

## Career Development Plans

### [Guidance from NCDPI](#)

#### Gaston County Schools

- 2024-2025 School Year
  - Focus on eighth-grade students only
  - Managed through the school counselors with assistance from Career Development Coordinators
- Goals for 2025-2026 School Year
  - Develop a career continuum from grades K – 12.
  - Create a clean communication plan, specifically with parents.



## Goals - Middle School CTE

### Curriculum Changes

- EY30 – Career Exploration will replace several program-specific courses.
  - Paxton Patterson modules (Pilot Schools).
  - For 25-26, teachers can continue to teach their current pathways. (Non-Pilot Schools Only)
- Computer Science Initiative
  - Keyboarding, Computer Science Discoveries 1, 2.
  - Project Lead The Way – Gateway: Engineering courses.

## Goals - High School CTE

### Personnel

- Realign School-Level Leadership Team
- Introduce Instructional Coaches

### Pathways

- Alignment with regional industry needs.
- Some programs may be realigned.



## Career and Technical Education

### Department Goals and Initiatives:

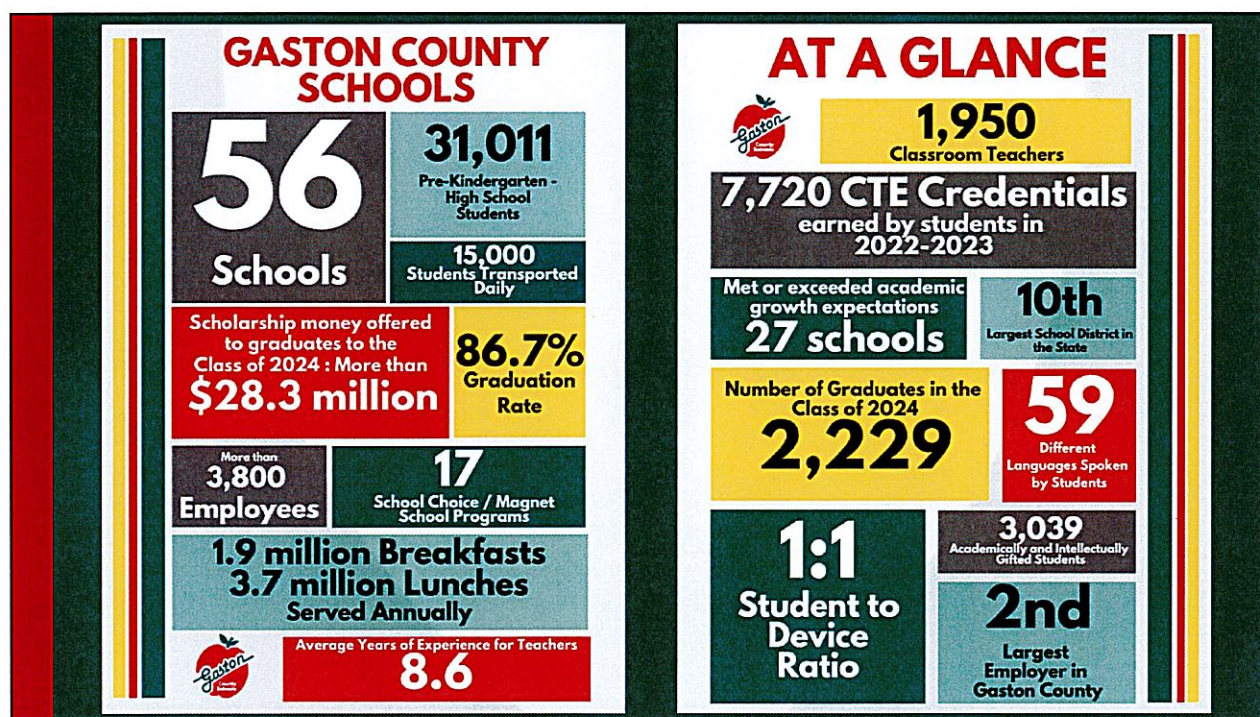
- Expansion of Career & Technical Student Organizations (CTSOs)
- Expansion of Work-Based Learning opportunities.
- Realignment of our credential process to pair with industry needs.

## Career and Technical Education



# Superintendent's Budget Request 2025-2026

Will be Presented to the  
County Commissioners  
on April 1st.





## County Funding

### Types of County Funding for GCS

- Operating Funds
- Capital Maintenance Funds
- School Bond Proceeds and Payments
- County School Resource Officers
- Commissioners' School



4

## County Funding

### Types of County Funding for GCS

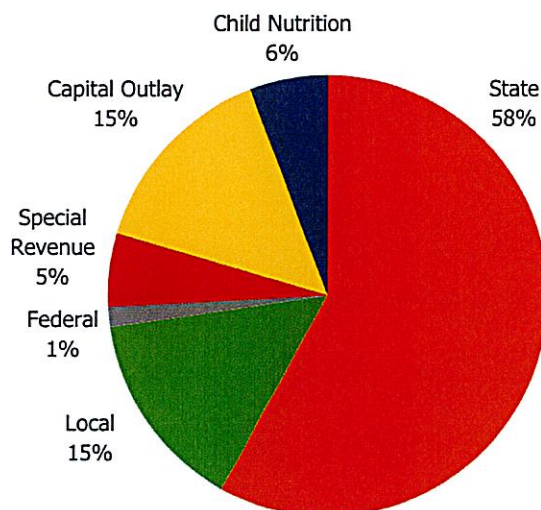
- Operating Funds
- Capital Maintenance Funds



4

### Revenues by Source

State	\$220,909,905
Local	\$56,401,704
Federal	\$5,653,326
Special Revenue	\$20,475,555
Capital Outlay	\$56,136,406
Child Nutrition	\$21,798,500
<b>Total</b>	<b>\$381,375,396</b>



### Local Per Pupil Expenditure Ranking\*

School District	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Brunswick County	19	13	20	16	20
Iredell-Statesville	70	54	55	41	29
Union County	30	37	32	36	37
Onslow County	42	34	68	67	39
Johnston County	74	85	82	68	44
Cabarrus County	39	30	33	46	48
Cleveland County	68	46	53	52	76
Lincoln County	83	80	92	87	79
Catawba County	66	71	81	86	80
<b>Gaston County</b>	<b>71</b>	<b>70</b>	<b>84</b>	<b>85</b>	<b>85</b>
Alamance County	57	55	62	55	89

Source: DPI Table 25 - Per Pupil Expenditure Ranking (Child Nutrition Excluded)

\*Out of 115 School Districts in the State of North Carolina



## Peer Group Local Funding Comparison

County	Per Capita Income <sup>1</sup>	K-12 Funding <sup>2</sup>	Property Tax Levy <sup>2</sup>	K-12 Funding/Property Tax Levy
<b>Gaston</b>	<b>\$49,674</b>	<b>\$53,000,000</b>	<b>\$202,400,000</b>	<b>26.2%</b>
<b>Peer Group</b>				
Alamance	\$48,980	\$48,800,000	\$109,100,000	44.7%
Brunswick	\$58,281	\$54,400,000	\$172,100,000	31.6%
Cabarrus	\$54,754	\$97,500,000	\$239,700,000	40.7%
Catawba	\$55,223	\$44,000,000	\$121,600,000	36.2%
Cleveland	\$45,126	\$28,397,362	\$77,200,000	36.8%
Iredell	\$64,437	\$72,000,000	\$204,200,000	35.3%
Johnston	\$49,672	\$88,500,000	\$189,600,000	46.7%
Lincoln	\$58,227	\$26,800,000	\$94,700,000	28.3%
Onslow	\$51,585	\$73,997,000	\$137,200,000	53.9%
Union	\$67,641	\$122,700,000	\$235,600,000	52.1%
<b>Average Peer Group</b>	<b>\$55,393</b>	<b>\$65,709,436</b>	<b>\$158,103,900</b>	<b>41.6%</b>

Source: NCACC County Map Book, 2024

<sup>1</sup>Per Capita Income is for 2022

<sup>2</sup>K-12 Funding and Property Tax Levy is for 2023-2024

## Peer Group Local Funding Comparison

County	Per Capita Income <sup>1</sup>	K-12 Funding <sup>2</sup>	Property Tax Levy <sup>2</sup>	K-12 Funding/Property Tax Levy
<b>Gaston</b>	<b>\$49,674</b>	<b>\$53,000,000</b>	<b>\$187,130,714</b>	<b>28.3%</b>
<b>Peer Group</b>				
Alamance	\$48,980	\$48,800,000	\$108,617,789	44.9%
Brunswick	\$58,281	\$54,400,000	\$166,709,460	32.6%
Cabarrus	\$54,754	\$83,100,000	\$236,516,760	35.1%
Catawba	\$55,223	\$31,200,000	\$118,069,000	26.4%
Cleveland	\$45,126	\$28,400,000	\$76,171,624	37.3%
Iredell	\$64,437	\$52,400,000	\$203,227,660	25.8%
Johnston	\$49,672	\$88,500,000	\$191,821,000	46.1%
Lincoln	\$58,227	\$26,800,000	\$91,168,700	29.4%
Onslow	\$51,585	\$74,000,000	\$137,238,653	53.9%
Union	\$67,641	\$110,000,000	\$230,407,828	47.7%
<b>Average Peer Group</b>	<b>\$55,393</b>	<b>\$59,760,000</b>	<b>\$155,994,847</b>	<b>38.3%</b>

Source: NCDPI Statistical Profile - Table 30, and County Budget Ordinances

<sup>1</sup>Per Capita Income is for 2022

<sup>2</sup>K-12 Funding and Property Tax Levy is for 2023-2024



## Peer Group Local Funding Comparison

County	Per Capita Income <sup>1</sup>	K-12 Funding <sup>2</sup>	Property Tax Levy <sup>2</sup>	K-12 Funding/ Property Tax Levy
<b>Gaston</b>	<b>\$49,674</b>	<b>\$53,000,000</b>	<b>\$187,130,714</b>	<b>28.3%</b>
<b>Peer Group</b>				
Alamance	\$48,980	\$48,800,000	\$108,617,789	44.9%
Brunswick	\$58,281	\$54,400,000	\$166,709,460	32.6%
Cabarrus	\$54,754	\$83,100,000	\$236,516,760	35.1%
Catawba	\$55,223	\$31,200,000	\$118,069,000	26.4%
Cleveland	\$45,126	\$28,400,000	\$76,171,624	37.3%
Iredell	\$64,437	\$52,400,000	\$203,227,660	25.8%
Johnston	\$49,672	\$88,500,000	\$191,821,000	46.1%
Lincoln	\$58,227	\$26,800,000	\$91,168,700	29.4%
Onslow	\$51,585	\$74,000,000	\$137,238,653	53.9%
Union	\$67,641	\$110,000,000	\$230,407,828	47.7%
<b>Average Peer Group</b>	<b>\$55,393</b>	<b>\$59,760,000</b>	<b>\$155,994,847</b>	<b>38.3%</b>

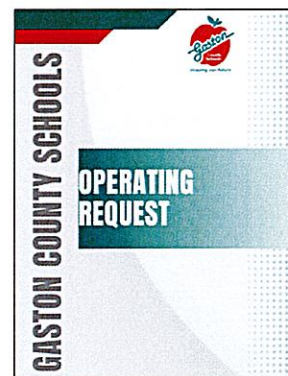
Source: NCDPI Statistical Profile - Table 30, and County Budget Ordinances

<sup>1</sup>Per Capita Income is for 2022

<sup>2</sup>K-12 Funding and Property Tax Levy is for 2023-2024

## Use of County Funds

- Salary supplements - Teachers, Principals and APs
- Maintenance and custodial personnel
- Supplies and materials
- Student technology
- Utilities and insurance
- School Resource Officers
- Athletics and arts programs
- Charter school payments





## Gaston County Schools FY 2025–2026 Local Funding Expansion Request

### Gaston County Schools Funding Request

Recommendation Item	Expenditures		
	Ongoing	New	Total
<b>Ongoing Expenditures</b>			
Inflation Supplies and Contracted Services	\$ 315,000	-	\$ 315,000
State Increase in Employee Compensation	540,000	-	540,000
<b>New Expenditures</b>			
Teacher Salary Supplement Increase	\$ -	\$ 3,600,000	\$ 3,600,000
<b>Total</b>	\$ 855,000	\$ 3,600,000	\$ 4,455,000

## Operating Request

**\$315,000**

### Inflation Supplies and Contracted Services

- 2024 core inflation rate of 2.5%
- 2025 projected core inflation rate of **2.0%**
- 2025 projected supplies and contracted services of **\$15.7M**



## Operating Request

**\$540,000**

### State Increase in Employee Compensation

- There is no State budget for 2025-26
- The State increased employee compensation by 3% for FY 2024-25
- We are budgeting a 3% increase for 2025-26
- Local payroll is projected to be \$17.9M

## Operating Request

**\$3,600,000**

### Teacher Salary Supplement Increase

- Increases have averaged \$500,000 per year
- The average teacher supplement is \$3,860
- An increase of \$3.6M will align GCS with the teacher supplements of our peer group school districts
- Essential for teacher recruitment and retention



### Peer Group Teacher Supplement Funding Comparison

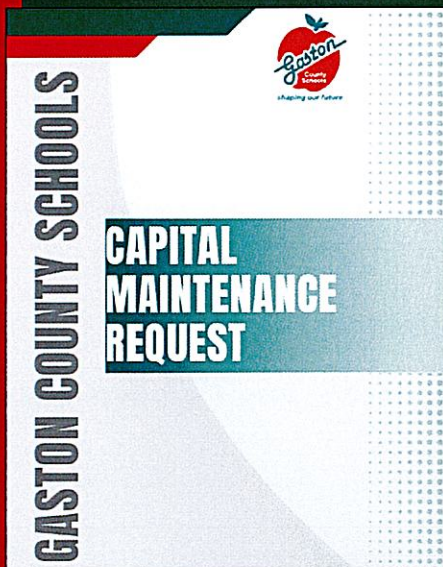
School District	Per Capita Income	Average Teacher Salary Supplement	School District Rank (out of 115)
<b>Gaston County</b>	<b>\$49,674</b>	<b>\$3,860</b>	<b>68</b>
<b>Peer Group</b>			
Alamance-Burlington	\$48,980	\$6,568	20
Brunswick County	\$58,281	\$6,839	18
Cabarrus County	\$54,754	\$6,481	23
Catawba County	\$55,223	\$4,668	62
Cleveland County	\$45,126	\$6,017	31
Iredell-Statesville	\$64,437	\$4,384	69
Johnston County	\$49,672	\$6,507	22
Lincoln County	\$58,227	\$5,909	35
Onslow County	\$51,585	\$5,610	42
Union County	\$67,641	\$5,242	50
<b>Average Peer Group</b>	<b>\$55,393</b>	<b>\$5,740</b>	<b>39</b>

### Peer Group Teacher Supplement Funding Comparison

School District	Per Capita Income	Average Teacher Salary Supplement	School District Rank (out of 115)
<b>Gaston County</b>	<b>\$49,674</b>	<b>\$3,860</b>	<b>68</b>
<b>Peer Group</b>			
Alamance-Burlington	\$48,980	\$6,568	20
Brunswick County	\$58,281	\$6,839	18
Cabarrus County	\$54,754	\$6,481	23
Catawba County	\$55,223	\$4,668	62
Cleveland County	\$45,126	\$6,017	31
Iredell-Statesville	\$64,437	\$4,384	69
Johnston County	\$49,672	\$6,507	22
Lincoln County	\$58,227	\$5,909	35
Onslow County	\$51,585	\$5,610	42
Union County	\$67,641	\$5,242	50
<b>Average Peer Group</b>	<b>\$55,393</b>	<b>\$5,740</b>	<b>39</b>
<b>GC Less Average Peer Group</b>	<b>-\$5,719</b>	<b>-\$1,880</b>	<b>29</b>
<b>Additional Teacher Funding Needed</b>		<b>\$3,652,192</b>	

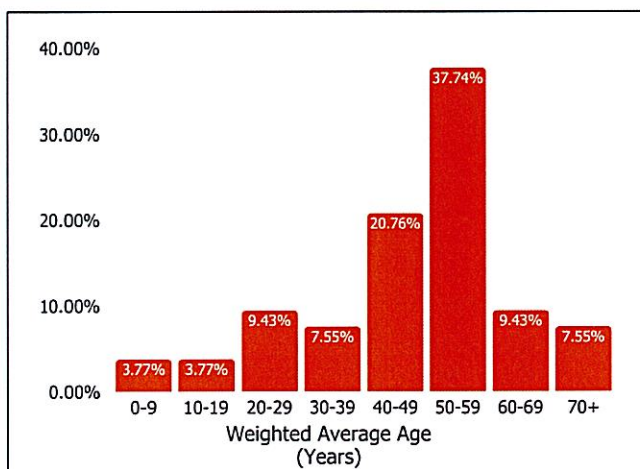


## Capital Maintenance Request



- **5.1M** sq feet of school/office space
- Current funding \$0.44 per sq. foot or **\$2.2M**
- Peer group median funding \$1.35 per sq. foot or **\$6.9M**
- **75%** 40+ years old

## Age of School Buildings



Weighted Average Age (Years)	Number of Schools
0-9	2
10-19	2
20-29	5
30-39	4
40-49	11
50-59	20
60-69	5
70+	4
<b>Total</b>	<b>53</b>



# Capital Maintenance Request

**\$2,227,000**

## Capital Maintenance and Repairs

- Capital maintenance funding has been \$2.2M each year for the last four years
- Targeted funding of \$6.9M by 2027-28
- Begin at \$2.2M in 2025-26, then \$4.5M in 2026-27 and \$6.9M in 2027-28

## Request Summary

Operating Funds	Adopted Budget					Funding Request
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Sources of Revenue:</b>						
Gaston County Appropriation	\$ 49,811,704	\$ 51,501,704	\$ 52,501,704	\$ 53,001,704	\$ 53,501,704	\$ 60,056,704
Student Chromebooks (1)	-	-	-	-	2,100,000	-
Fines and Forfeitures	700,000	700,000	700,000	700,000	700,000	700,000
Interest	50,000	50,000	50,000	50,000	100,000	100,000
Fund Balance Appropriated	-	-	-	-	-	-
<b>Revenue</b>	<b>\$50,561,704</b>	<b>\$52,251,704</b>	<b>\$53,251,704</b>	<b>\$53,751,704</b>	<b>\$56,401,704</b>	<b>\$60,856,704</b>
<b>Expenses</b>	<b>\$50,561,704</b>	<b>\$52,251,704</b>	<b>\$53,251,704</b>	<b>\$53,751,704</b>	<b>\$56,401,704</b>	<b>\$60,856,704</b>

Capital Maintenance Funds	Adopted Budget					Funding Request
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Sources of Revenue:</b>						
County Capital Outlay (1)	\$ 1,227,000	\$ 2,227,000	\$ 2,227,000	\$ 2,227,000	\$ 2,227,000	\$ 2,227,000
State Funds	-	-	-	-	-	-
<b>Revenue</b>	<b>\$1,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>
<b>Expenses</b>	<b>\$1,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>	<b>\$2,227,000</b>

(1) Student Chromebook purchases were provided to GCS as County Capital Outlay in FY 2024-2025. It is being reported here as Gaston County Appropriation since it is not a capital asset.



## Request Summary

Operating Request: **\$60.1 million**

- *Current Budget \$55.6 million*

Capital Maintenance Request: **\$2.2 million**

- *Maintaining 2024-25 level*

Total increase: **\$4.5 million**







## Academic Services- Instructional Resources 2025-2026

Board of Education Committee Meeting

March 31, 2025

### **Instructional Resource Goals This Time Last Year (for 24/25)**

- Reduce spending by eliminating duplicate resources
- Prioritize collaboration and active learning over screen time
- Limit resources that require additional training for instructional staff
- Provide opportunities for input from teachers, principals, and stakeholders.



## Instructional Resource Goals (for 25/26)

- **Consistent resources and spending compared to 24/25**

\*Resources support implementation of the North Carolina academic standards.

\*Each of these contracts represent renewals of resources currently in use in our schools. They do not represent any additions.

## Elementary Resources

### Contract Renewals

- **Assessing Math Concepts** - Kindergarten math Diagnostic
- **iReady Math Diagnostic** - 1st - 5th Grade math Diagnostic
- **Ready Math** - K-5 math Core Curriculum
- **HMH Into Reading** - K-5 reading Core Curriculum, year 3 of 6 for the adoption (final payment)
- **RAZ Plus** - standards-based digital library
- **SchoolNet** - standards-based assessment builder (similar to the EOG)
- **Discovery Ed** - standards-based instruction videos and texts for science and social studies
- **LETRS** - Licensing to sustain state-required training



## Middle School Resources

### Contract Renewals

- **Imagine Learning/Edgenuity** - online platform for GVA
- **Instructure/Canvas** - learning management system
- **Ready Math Toolbox 6-8** - core math curriculum, digital only
- **IXL** - diagnostic and skill practice, reading & math
- **SchoolNet** - standards-based assessment builder
- **Discovery Ed** - core science curriculum, digital only
- **EdPuzzle** - library of interactive videos & resources, all content areas
- **HealthSmart Digital** - core health curriculum, digital only

## High School Resources

### Contract Renewals

- **ACT WorkKeys Test Prep** - screeners and interactive practice
- **HMH Into Literature** - core reading curriculum, year 3 of 6 for the adoption (final payment)
- **Imagine Learning/Edgenuity** - online platform for GVA and credit recovery
- **Instructure/Canvas** - learning management system
- **IXL** - math diagnostic and skill practice
- **SchoolNet** - standards-based assessment builder
- **EdPuzzle** - library of interactive videos & resources, all content areas
- **HealthSmart Digital** - core health curriculum, digital only
- **College and Career Promise** - curriculum fees, textbooks, etc. for Gaston College courses



## Other Resources

### Contract Renewals / Purchases

- **Leader in Me** - Programming materials and professional development for Leadership Academy Schools



Questions?

Instructional Resources  
2025-2026

Board of Education Committee Meeting

March 31, 2025



# Academic Services Reorganization

*Note: No additional positions are added through the reorganization; rather an alignment to the district's vision for the supports needed moving forward*

## Academic Service Purpose Statement

Leading with head and heart, the Academic Services Team will **provide strategic systems of support** focused on the **GCS instructional framework, data-driven instruction, and intentional leadership development**, resulting in high-quality teaching and learning for all.



## Current Reality

Elementary Instruction	Secondary Instruction
8 Academic Facilitators support all Elementary Schools through a tiered approach	9 Curriculum Facilitators support all Middle and High Schools through a tiered approach
25 Content Teachers that support Title I elementary schools	4 Content Teachers that support Title I middle schools
2 Data Integration Specialists	

## Path Forward – funded through Title I and II

- Realigning the Curriculum & Instruction facilitator positions into three roles using current allotments:
  1. Elementary and Secondary Curriculum Coordinators
  2. Teacher Support Facilitators
  3. Data Integration Specialists
- Realigning the Content Teacher role into an Instructional Coach for Title I schools
- Director of Data Analytics – funded through decrease in Curriculum and Instruction Facilitators



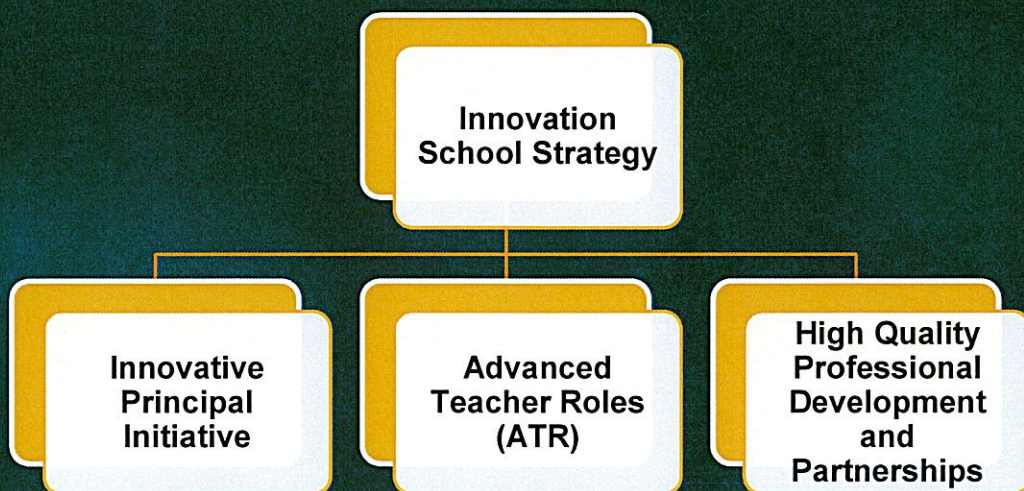
## Path Forward

Director of Elementary Instruction	Director of Secondary Instruction
Elementary Curriculum Coordinators (4) K-5 Math K-2 ELA/SS 3-5 ELA/SS K-5 Science	Secondary Curriculum Coordinators (4) 6-12 Math 6-12 ELA 6-12 Science 6-12 Social Studies
K-12 Teacher Support Facilitators (6)	
<b>Chief Accountability Officer</b>	
Director of Data Analytics (1)	
Data Integration Specialists (2)	



# Innovation Schools' Updates

## Now and Future - Vision to Action



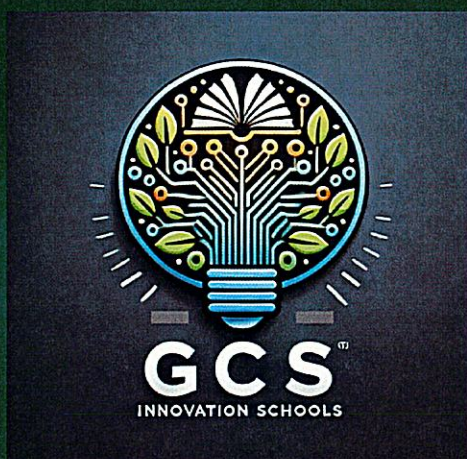


## 2025-2027 Innovation Schools



HH Beam	Beth Crosby	Restart, Bottom 5%, LP
Bessemer City Central	Anna Miller	Restart, LP
Woodhill	Jaime Wallace	Restart, Bottom 5%, LP
Pleasant Ridge	Shawn Hubers	Restart, LP
Sherwood	Justin Beam	Restart, LP
Lingerfeldt	Jenny Cabe	Restart, Bottom 5%, LP
Southwest	TBD	Restart, Bottom 5%, 1 of the 5 that moved to LP
Grier	Jessica Mellon	Restart, Bottom 5%, LP
Ashbrook	Matt Rikard	Did not meet growth, D, 1 of 5 that moved to LP
Hunter Huss	Kelsey Elms	Restart, LP

## Innovation Schools' Purpose Statement



Gaston County's Innovation Schools will serve as a replicable model for high quality teaching and learning, ensuring every student has access to exemplary educators who embrace growth through coaching and data-driven instruction, preparing them for lifelong success.



## District Desired Outcomes

### Lever: Instructional Infrastructure

#### Condition 10: Assessment Strategy

GCS has an assessment system that prescribes rigorous, standards-aligned interim assessments, resulting in timely and user-friendly student data. Schools have a consistent process and culture for analyzing this data to improve instructional planning and delivery, which includes the creation of their own short-cycle checks for understanding from a bank of district-provided resources. District leaders leverage this data for curriculum and professional development decisions.

## District Desired Outcomes

### Lever: Instructional Infrastructure

#### Condition 13: Data-Informed Collaboration and Planning Strategy

System and school leaders foster and ensure teacher collaboration for at least 90 minutes per week with critical and transparent analysis of data to identify needed adjustments in instructional practice. Teachers experience meaningful, results-oriented coaching around student learning gaps and teacher practice gaps.



## District Desired Outcomes

### Lever: Talent Management

#### Condition 8: Systems to Attract, Hire, and Retain Teachers and Staff

GCS has an effective support system focused on recruiting and retaining high-quality teachers for Innovation Schools that have a proven track record, which is supported by district initiatives, including continuous job embedded development and other incentives (ATR).

## District Desired Outcomes

### Lever: Talent Management

#### Condition 9: Strategy to Develop Transformative Teachers

GCS works consistently to provide employees with meaningful and highly effective professional development tailored to meet the needs of district initiatives and/or school-specific needs based on data as well as ongoing instructional coaching with strong feedback cycles to accelerate teaching practice and student learning.



