

2017-18 District Strategic Plan

Goal 1: Gladewater ISD will provide academic programs, which will ensure that all students’ academic performance and achievement levels will reflect excellence in learning and attainment.

OBJECTIVE 1.1 Receive “Met Standard” with Distinctions

- 75% of all students and each sub-group are successful on the state accountability testing system.
- Meet System Safeguards
- Each campus will receive “Met Standard” w/Distinctions status.
- TEA Designated Distinction in student attendance - 96% District, 97% Elementary, & 95% Secondary.

TASK	STAFF	Data	SITE
1. Support each CIP.	Superintendent CIA	TAPR	All
2. Support DIP		TAPR	All
3. Monitor & evaluate student assessment data. <ul style="list-style-type: none"> ● Train new administrators in the process. ● Meet with principals after each round of data collection; discuss concerns and outcome <ul style="list-style-type: none"> ○ Goal Setting ○ Disaggregate Data ○ Monitor sub-pops ○ Student Data Spreadsheets ○ Pass/Failure Report ○ Discipline Report ○ CIP ○ Family Engagement Plan ○ Technology Expectations Plan ○ Attendance ● Monitor process across campuses ● Continue to develop documents to improve/streamline process ● Set district STAAR performance standards for goal setting. ● Set district EOC performance standards for goal setting. ● Monitor instructional materials adoption process for campuses ● Dyslexia, ESL, 504, At-Risk Monitor Program compliance ● Summer School ● Student Success Initiative ● SPED 	CIA	PLC	All
	CIA/Sped Director	TAPR <u>Calendar</u>	

<p>4. Address math and science scores</p> <ul style="list-style-type: none"> • Monitor use of TEKS Resource System - planning and rigorous implementation of state standards- all core teachers and administrators have received login, password, and training • Plan and monitor professional development (campus, district, ESC 7). • Common formative assessment data discussion meeting with principals. 	CIA	TAPR DMAC PBMAS	All
<p>5. Address Reading, Writing and Social Studies Scores</p> <ul style="list-style-type: none"> • Monitor use of TEKS Resource System - planning and rigorous implementation of state standards- all core teachers and administrators have received login, password, and training • Plan and monitor professional development (campus, district, ESC 7). • Common formative assessment data discussion meeting with principals. • Send writing teachers to training in Brownsboro 	CIA	TAPR	All
<p>6. Monitor implementation of RtI process on Title 1 campuses to meet the identified needs of students</p>	CIA	DMAC	K-8

TASK	STAFF	Data	SITE
1. Monitor & report student attendance and make improvement plan based on data.	SUPT	TAPR	All
2. Participate in annual training for identification and recruitment of migrant students with Region 7 ESC		TAPR TxEIS	All
3. Create an environment of increased accountability for all staff through annual appraisal and administrative walkthroughs		DMAC TAPR	All
4. Enhance existing technology and acquire new technology to support education reform and to improve student achievement	Tech Director	TAPR	ALL

OBJECTIVE 1.2: Gladewater ISD has a challenging CIA program, requiring high levels of learning & accountability, preparing graduates for higher education or employment.

- 25% of all students and each sub-group will attain Postsecondary Readiness standard
- Dual Credit enrollment greater than or equal to 25%
- Maintain a drop out rate less than 1%
- Maintain a completion rate of at least 95%
- 90% of students will graduate under the foundation plan and receive endorsement(s)
- 25% or above participation and 90% or above passing for CTE certification testing

TASK	STAFF	Data	SITE
1. Support each CIP	SUPT	TAPR	All
2. Monitor CIA program <ul style="list-style-type: none"> • Highlight % passing/goal setting for STAAR on benchmarks • Emphasis on elementary Academic UIL; monitor student participation. • Monitor enrollment of GHS Advanced classes 9-12 (see CTE & Dual Credit) 2017-2018, enrolled <ul style="list-style-type: none"> ○ English (84) ○ Math (200) ○ Social Studies (140) ○ Science (250) • Monitor enrollment of GMS Advanced classes 6-8 <ul style="list-style-type: none"> ✓ 2017-2018, enrolled <ul style="list-style-type: none"> ○ Language Arts (73) ○ Math (81) ○ Social Studies (73) ○ Science (81) 	CIA	TAPR DMAC	All
3. Academic planning beginning in the 6 th grade <ul style="list-style-type: none"> • Meet individually with each student to determine schedule for each year • Develop 4 year plan - grade 8 • GMS career day after STAAR testing – May 2018 • WES career day – May 2018 • Develop or update Personal Graduation Plan – Completed by March 2018 (prior to Spring Break) for grades 8-12 			GMS, GHS
4. College Awareness <ul style="list-style-type: none"> • Embed the college readiness standards into middle and high school curriculum documents • Designate the week of Nov. 13 as Generation TX Week; carry out various activities that will provide comprehensive, grade-appropriate information regarding the pursuit of higher education (HB2909) • College Shirt Day – 1st Monday Monthly 	CIA	TAPR Generation TX Website	All

5. Dual course enrollment will be annually monitored <ul style="list-style-type: none"> ● 2017-2018 – course enrollment <ul style="list-style-type: none"> ○ English 1301 ○ English 1302 ○ Government 2305 ○ Government 2306 ○ US History 1301 ○ US History 1302 ○ Medical Terminology ○ Music Appreciation ○ Psychology 2301 ○ Principals of Human Sc. ○ Chemistry ○ Environmental Sc. ○ Stats 	CIA		GHS
6. Academic planning w/rigorous course alignment	CIA	TAPR	GHS
7. Provide information to students and parents on SAT and ACT testing opportunities and deadlines for registration	CIA	TAPR	GHS
8. Host Dual Credit information night for GHS parents and students and provide information to students through pre-requisite courses by February 2018	CIA	TAPR	GHS

TASK	STAFF	Data	SITE
1. Analyses of course alignment with identified job market and monitor articulated courses <ul style="list-style-type: none"> ● 2017-2018 – course enrollment <ul style="list-style-type: none"> ○ Ag Mechanics & Metal Technology ○ Ag Power Systems ○ Business Inform Mng 1 ○ Business Inform Mng 2 ○ Lifetime Nutrition & Wellness ○ Child Development ○ Child Guidance ○ Prin of Graphic Design ○ Practicum of Graphic Design ○ Graphic Design & Illus. ○ Advanced Graphic Design ○ Prin of Ag ○ Wildlife/Fish ○ Food Technology ○ Ag FD Fabrication ○ Floral Design ○ Ag Mechanics ○ Vet Med ○ Advanced Animal Science ○ Prin of Human Svc ○ Culinary Arts 1 ○ Culinary Arts 2 ○ Practicum in Culinary Arts ○ Instr Practicum in Ed & Trn 	CIA	Alignment Matrix Course Offerings	GHS

<ul style="list-style-type: none"> o Practicum in Ed & Trn o Prin of Health Science o Sports Medicine o Career Prep o Computer Programming o Web Tech o Money Matters o Professional Communication o DIM 			
<p>2. Provide Perkins certifications opportunities for students in 6 or more areas</p> <ul style="list-style-type: none"> • Each teacher to maintain database of certificate testing and results • Increase number of certifications in the following areas: <ul style="list-style-type: none"> ✓ Adobe Certified Photoshop ✓ Office Word 2010 ✓ Office Excel 2010 ✓ Office Powerpoint ✓ Office Access ✓ Texas Beef Cattle Cert ✓ HeartSaver CPR ✓ OSHA 10 Hr ✓ MicroSoft Office Sp. 	CIA	# Certifications Areas Tested	GHS
<p>3. All CTE teachers will be required to complete the Advanced Technical Credit for each course available.</p> <p>-Vince Todd, AGMECHMT, AGPOWSYS, EQUINSCI, HORTSCI, LNDTGMGT, REOMGT</p> <p>-Stephanie Todd, CHILDDDEV, CHILDGUI</p> <p>-Audra Thomas, NONE</p> <p>-Donnis Poe, NONE</p> <p>-Mary Rhodes, NONE</p> <p>-Tracy Wells, NONE</p> <p>-Ryan Bolt, NONE</p>	CIA	ATC Certifications	GHS
<p>4. Monitor completion rate and develop improvement plan base on data.</p>	SUPT	Performance Reporting TAPR	GHS GMS

OBJECTIVE 1.3: Gladewater ISD students have a vision for future success and set goals to achieve that success.

- 90% of graduates will complete application for one or more scholarships

TASK	STAFF	Data	SITE
<p>1. Systems in place to expose students to college & career planning</p> <ul style="list-style-type: none"> • SAT/ACT Information • PSAT assessments 11th • Career day at GMS and WES, May 2018 • Participation in Longview Partnership for College and Career Night – • GLOBE Career Day – 	CIA		GHS GMS

<ul style="list-style-type: none"> • Military and Trade College meet with students through Gov and Eco classes and CTE classes (Lincoln, TSTC) • Continue with Lunch set-up by Colleges • Continue newsletters for Juniors and Seniors • Continue Junior (University) & Senior (Jr. College) field trips • Research Project in Senior Class (college application and scholarship) 	SUPT	List of activities & participants Fall 2015 Newsletters – Oct/ Nov, Dec/Jan, Feb/Mar, Apr/May	
<p>2. Investigate enrolling students into junior colleges & explore scholarships</p> <ul style="list-style-type: none"> • Running spreadsheet of scholarships on GHS website • Remind to Seniors • Hardcopy posted in office • Hardcopy available to parents upon request • Maintain list of scholarships awarded each year – • Maintain list of college admissions – each student posts sign upon admission • FAFSA and Financial Aid Night for Jr. and Sr. Parent Meeting – September 2017 • 8th Grade Parent Meeting – March 2018 • 5th Grade Parent Meeting – March 2018 	CIA	All Students Enrolled Scholarship Info Financial Aide Info	GHS

OBJECTIVE 1.4: Gladewater ISD has a safe & alcohol/drug-free climate that fosters discipline, respect, confidence and a desire to contribute.

- Office referrals @ ≤20%; ISS referrals @ ≤20% secondary, ≤10% elementary; AEP @ ≤5%
- At least 90% of survey respondents will identify GSD as a safe & drug-free environment
- Positive drug test results will be less than 3% of students tested
- Student body will be involved in student leadership organizations w/ at least one community service project.

TASK	STAFF	Data	SITE
<p>1. Monitor of discipline plans, referrals & punishments on a 6 week basis.</p> <ul style="list-style-type: none"> • Discipline Referral Report • Referrals by Offense Report • Suspension & DAEP Report • ISS Report • Corporal Punishment Report 	CIA	Discipline reports	All
2. Implement improvement plans based on data	SUPT	Improvement Plans	All
<p>3. Drug testing 7-12 extra-curricular activities & 30 ½ day drug dog visits</p> <ul style="list-style-type: none"> • Drug Dog Visits - • Drug Testing - 5 tests per year 	SUPT	Policies Report12-14	GHS GMS

4. Student & parent education programs on drug & alcohol usage <ul style="list-style-type: none"> ● East Texas Council on Al. and Drug Abuse <ul style="list-style-type: none"> ○ WES - January 2018 ○ GHS - Health & CTE Classes ● Wellness Point <ul style="list-style-type: none"> ○ GHS - Child Dev Classes ● Red Ribbon Week – Campus Activities (Oct) 	CIA SUPT	Program Objectives	All
5. Awareness Education <ul style="list-style-type: none"> ● Hydrocephalus, move from Sept to Oct ● Celebrate National Unity Day, GHS and GMS ● Anti-bullying Week, Campus Activities October ● Human Trafficking Month, January ● Dating Violence Awareness Month – February – campus activities ● Iwo Jima Day, February ● Alcohol Awareness Month – April - campus activities ● Autism Awareness Month, April ● Postpartum Depression Awareness Month, May ● Lung Cancer Awareness Day, May 	CIA	Program	GHS
7. Implement & monitor FitnessGram <ul style="list-style-type: none"> ● Administered & data entered by coaches ● Data submitted by Tech Director 	Tech Director	Results	All
8. CPI training completed annually	CIA Sped Director	Certificate Card	All

TASK	STAFF	Data	SITE
1. Monitor number participants & service projects	SUPT		All
2. Make improvements based on data		Reports	All
3. EOP update, safety & security audit 3 year cycle		Plan	All
4. Update to date CPR/First Aid/AED training & RCP training		Certificates	GMS GHS

OBJECTIVE 1.5: Gladewater ISD has a high quality faculty and staff.

- 100% of staff will be certified in area of assignment
- Positive working environment w/ staff turnover rate no greater than 20% annually
- Provide opportunity for at least 30 hours of identified professional development per year for teachers
- Personal absentee rate will be less than 6%

TASK	STAFF	Data	SITE
1. Hiring practices and completion of permits <ul style="list-style-type: none"> ● Utilize SearchSoft thru ESC7 for online applications and University Job Board <ul style="list-style-type: none"> ○ UT Tyler ○ LeTourneau ○ ETBU ○ SFA ○ SHSU ○ Texas A&M Commerce and Texarkana ● Monitor types of certification <ul style="list-style-type: none"> ○ Novice Teachers ● 100% of teachers highly qualified ● Attend University Job Fairs <ul style="list-style-type: none"> ○ UT Tyler ○ SFA ○ Texas A&M Commerce ○ Wiley College ○ Jarvis Jr. College 	HR Officer	Assignments	All
2. Provide adequate staff development budget <ul style="list-style-type: none"> ● Title 1 Part A ● Title 2 	CIA Business Director	ESC Contracts	
3. All employees are appraised by various methods with identified growth areas as needed <ul style="list-style-type: none"> ● Growth Plans 	HR Officer		
4. T-TESS evaluations guided by student data <ul style="list-style-type: none"> ● Walk thru report 	HR Officer	WT Analysis	
5. Conduct an analysis of T-TESS results <ul style="list-style-type: none"> ● Appraisers complete annual training 	HR Officer		
6. Conduct employee survey <ul style="list-style-type: none"> ● Exit Questionnaire with FormSpace 	HR Officer	Survey results	All
7. Employee Recognition & Celebration Programs <ul style="list-style-type: none"> ● Convocation gift ● Service award dinner ● TCB Awards each six weeks 	HR Officer	Program Awards	All
8. Induction/mentoring program <ul style="list-style-type: none"> ● Beginning of school luncheon with beginning teachers and mentors 	HR Officer	Survey Results	All

<ul style="list-style-type: none"> • Observe beginning teacher 5 times by mentor • Observe experienced teacher 5 times by beginning teacher • 3 walk-throughs by HR • 2 formatives with beginning teachers, one prior to PDAS and one after PDAS • 1 Mock PDAS by HR • 5 written observation reports from beginning teachers • 5 written observation reports from mentors 			
9. Monitor Teacher Turnover Rate - Excluding Retirees <ul style="list-style-type: none"> • Target for 17-18 <20% 	HR Officer SUPT	Personnel Data	All

TASK	STAFF	Data	SITE
1. Monitor staff absences on 6 week basis with year to date data	HR Officer	Reports	All
2. Implement improvement strategies based on data		Plans	All
3. Competitive compensation package	Business Director SUPT	Market survey	All

GOAL 2: Gladewater ISD will promote the continual upgrade of facilities while providing multi-level safety and security of students and staff.

OBJECTIVE 2.1: Provide systems to ensure that facilities will be clean and well maintained

- Custodial inspection score will average at least 80
- 95% of maintenance work orders completed

TASK	STAFF	Data	SITE
1. Preventative maintenance	SUPT	Data	All
2. Maintenance Workorder system monitored and analyzed		Plans	All
3. Implement and monitor custodial inspections		Data	All
4. Oversee stadium renovations		Plans/Data	All
5. Oversee facilities projects from 2014 Bond		Plans/Data	All

GOAL 3: Gladewater ISD will provide sound financial management through integrity, planning and accountability to provide for the operation of the District’s financial affairs and all student related programs and services.

OBJECTIVE 3.1: GISD will develop and adopt balanced budgets to include monitoring 2014 Bond Series and Stadium Renovations.

- Meet First Rating System
- Maintain three month operating budget per TEA

TASK	STAFF	Data	SITE
1. Spring Budget Workshop with Board Designee	Director of Business	BoardBook	All
2. Monitor Energy Management System	Director of Maintenance	Data	All
3. Staffing Ratio Analysis <ul style="list-style-type: none"> • Elementary - December • Secondary - January 	Director of HR SUPT	TAPR	All
4. FIRST System Rating	Director of Business	TEA Audit	All
5. Annual Audit	Director of Business	Audit Report	All
6. Monthly Board Reports	Director of Business	BoardBook	All
7. Review and verify all applications for payment	SUPT Director of Business	Report	All

GOAL 4: Gladewater ISD will establish a process that ensures interactive, open, honest, timely and effective communication among district employees, students, parents and the community at-large

OBJECTIVE 4.1: Establish a process that ensures interactive, open, honest, timely and effective communication among district employees, students, parents and the community at-large

- 100% of required district/campus communication will be completed.

TASK	STAFF	Data	SITE
1. Annual monitoring of communication systems as identified in program evaluation data records <ul style="list-style-type: none"> ● Mail quarterly issues of Bear Facts to parents/guardians of all students ● Publish TCB recipient information each six weeks in Gladewater Mirror 	SUPT	Published	All
2. Annual GISD brochure	Tech Director	Published Published	All All
3. Annual monitoring of communication systems as identified in program evaluation data records <ul style="list-style-type: none"> ● BlackBoard – 6 calls per campus per 6 wks 	Tech Director	Published	All
4. Utilize online resources as a means of communication with stakeholders (i.e. website, Facebook, Twitter)	Tech Director	Plans	All
5. Include ways to educate staff on the value of parent contributions and ways to reach out to parents	SUPT	Family Engagement Plan	All

OBJECTIVE 4.2: Promote participation through parent/community involvement programs.

- 10% increase in volunteer hours

TASK	STAFF	Data	SITE
1. Monitor existing programs & participation as identified in program evaluation data records <ul style="list-style-type: none"> • Volunteer hours reported each month • Continue to recruit through parent/community events • Continuous updating of volunteer contact information • Monitor teacher volunteer requests and parent programs • Monitor and report on D.A.D.S. Club activities focused on improved campus safety and security • Increase awareness of SHAC <ul style="list-style-type: none"> ○ Nutrition Education ○ Suicide Prevention Education • Analyze parent survey 	SUPT SUPT CIA	1st wks Programs & participation	All

TASK	STAFF	Data	SITE
1. Monitor existing programs & participation as identified in program evaluation data records <ul style="list-style-type: none"> • District and Campus newsletters • Newspaper and television • Flyers • Email and website 	SUPT Tech Director	Programs & participation	All
2. Public meeting for TAPR report	CIA	Sign In	All