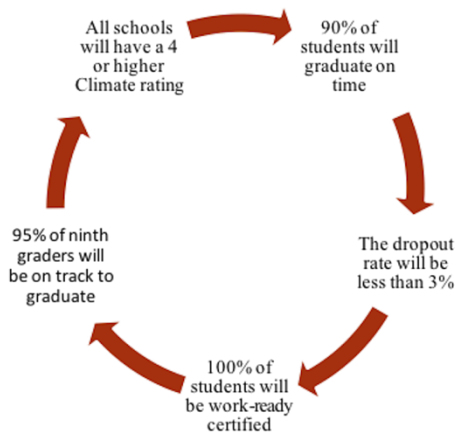




As **ONE GAINESVILLE**, we will *inspire*, *nurture*, *challenge* and *prepare* our students as we educate them to be successful in a 21st century global society.



Goal Area I: Student-Focused, High Performing Organization

- **Initiative 1:** Communications
- **Initiative 2:** School Partnerships
- **Initiative 3:** Governance

Goal Area II: High Quality Instruction with Equity of Access for All Students

- **Initiative 4:** Effective Assessment and Feedback
- **Initiative 5:** Tailored Learning Supports
- **Initiative 6:** Challenging and Innovative Instruction
- **Initiative 7:** Continuous Achievement and Customized Learning

Goal Area III: People with a Shared Purpose and Collaborative Culture

- **Initiative 8:** Talent Development
- **Initiative 9:** Supportive Culture
- **Initiative 10:** Accountability
- **Initiative 11:** Professional Learning Community

DISTRICT STRATEGIC IMPROVEMENT PLAN

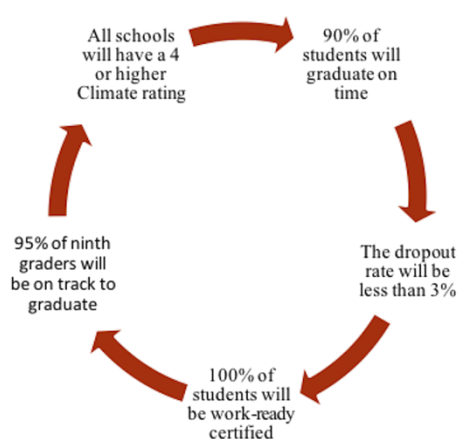
GOAL AREA I: Student-Focused, High Performing Organization



Executive Sponsors

Jeremy H. Williams, Ed.D.
Superintendent

As **ONE GAINESVILLE**, we will *inspire, nurture, challenge* and *prepare* our students as we educate them to be successful in a 21st century global society.



Why we are doing this...

As one of the original Georgia Charter Districts, Gainesville City School System is committed to being a student-focused, high performing organization. Efficient sharing of knowledge and resources between governance councils, leadership teams, families and the community is critical to ignite the innovative environment necessary to successfully improve student achievement.

More structured planning and a focus on the continuous improvement of system-wide processes and systems will better align common goals and priorities, directly link resources to prioritized outcomes and drive a new level of strong, timely, effective support to all schools.

Key Initiatives:

Communication

- a. Inform and engage the public with all aspects of our organization through various media (*Initiative Owner: Lynn Jones*)
- b. Effective utilization of Powerschool for Administrators, Teachers, Parents and Students (*Initiative Owner: Eddie Nemece*)

School Partnerships

- c. Increase family engagement and satisfaction in their child's education (*Initiative Owners: Donna Allen, Jarod Anderson, Ursula Harris, and Shannon Crook*)
- d. Build partnerships with community, businesses, colleges, and industry to develop competencies for the 21st century workplace. (*Initiative Owners: Jeremy Williams & Bryson Worley*)
- e. Align Central Office department goals and priorities to provide strong, timely, effective support to all schools (*Initiative Owner: Jeremy Williams*)

Governance

- f. Implement the governance structures of the Board of Education and Gainesville City School System charter System By-Laws (*Initiative Owner: Jeremy Williams*)
- g. Increase participation in Municipal Government processes (*Initiative Owner: Jeremy Williams*)

When We Are Done...

- We will have better informed and engaged stakeholders measured through survey results, data on the use of web-based and social media platforms and participation in district and school activities.
- We will have increased business, industry and community partnerships focused on workforce development and applications.
- Gainesville City School System Board of Education and leaders will be able to prioritize the work of the district and drive the overall accomplishment of the district's strategic improvement plan.
- Resource and budget decisions delivering world-class support and responsiveness to the needs of all district schools will be the result of a data-driven, aligned process ensuring optimal outcomes.

DISTRICT STRATEGIC IMPROVEMENT PLAN

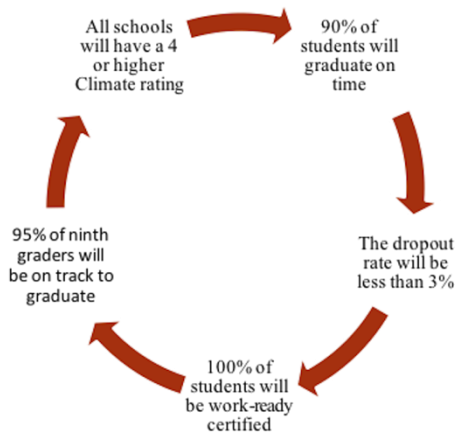
GOAL AREA II: High Quality Instruction with Equity of Access for All Students



Executive Sponsor

Sarah Bell
Chief Academic Officer

As **ONE GAINESVILLE**, we will *inspire, nurture, challenge* and *prepare* our students as we educate them to be successful in a 21st century global society.



Why we are doing this...

To reach the district's goals of increasing student achievement and on-time graduation, Gainesville City School System must transform learning and teaching at the classroom level in order to be more responsive to student needs of additional support or learning extensions.

Students thrive in learning environments where teachers have tools and skills to be responsive to individual student demonstrations of content mastery. Building customized programs of study for all students requires schools to have the ability to identify, encourage and strengthen literacy, mathematical applications and other critical thinking skills and interests.

A balanced assessment system will support the implementation of customized instruction for students. Gainesville's drive to create personalized learning opportunities for all students will require a comprehensive student-focused system of learning supports.

Key Initiatives:

Effective Assessment and Feedback

- h. Continue to revise grading protocols and practices to clearly communicate a vision of academic success for all students (*Initiative Owner: Sarah Bell*)
- i. Promote enhanced understanding and use of state and local assessment initiatives, including Milestones, DIBELS, AimsWeb, and SRI. (*Initiative Owner: Shea Ray*)

Tailored Learning Supports

- j. Develop and implement multi-tiered systems (MTSS) of academic and behavioral support to ensure student success. (*Initiative Owner: Sarah Bell, Leigh Sears, Mike Enright, Laura Herrington, Diane Fielden*)

Challenging and Innovative Instruction

- k. Increase the number of students engaged in rigorous courses promoting real-world application (*Initiative Owner: Sarah Bell*)
- l. Utilize research-based strategies to promote literacy (*Initiative Owners: Sarah Bell and Leigh Sears*)
- m. Utilize research-based practices to promote quality mathematics instruction (*Initiative Owner: Sarah Bell*)

Continuous Achievement and Customized Learning

- n. Teachers, case managers, athletic coaches, counselors, school and district level administrators, social workers and graduation coaches will monitor attendance, behavior, mastery of the curriculum and pathway completion. (*Initiative Owners: Leigh Sears, Shea Ray, Bryson Worley*)

When We Are Done...

- Students will increase achievement as measured by Milestones, Universal Screeners, and other local assessments
- Graduation rates will increase, with an emphasis on subgroups experiencing achievement gaps.
- Tailored learning supports will result in increased attendance, decreased discipline referrals and increased mastery of the curriculum as measured by attendance rates, discipline reports, course performance and achievement on assessments.
- Percentage of students who are taking and succeeding in advanced level courses will increase.

DISTRICT STRATEGIC IMPROVEMENT PLAN

GOAL AREA III: People with a Shared Purpose and Collaborative Culture

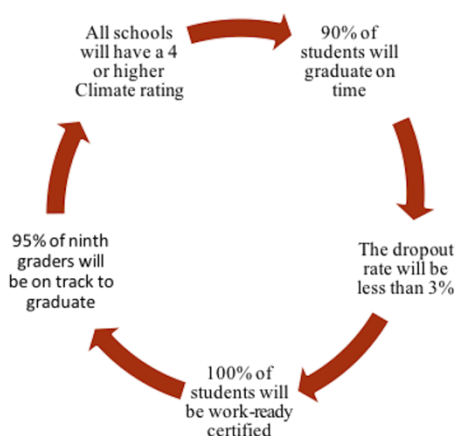


Executive Sponsor

Priscilla Collins
Chief Professional Services
Officer



As **ONE GAINESVILLE**, we will *inspire, nurture, challenge* and *prepare* our students as we educate them to be successful in a 21st century global society.



Why we are doing this...

Identifying effective employees is vitally important to our district. Our teachers, administrators and school staff work hard every day to put students on the path to realizing their full potential. Educators are motivated by making a difference for their students, and we are committed to recognizing the positive impact they have on students' academic performance.

Collectively, we desire a working environment built on trust, assurance that all receive the necessary development opportunities, tools to enhance skills and clear processes ensuring everyone understands how they can be successful and how they fit into the larger organization. The district is committed to targeted recruiting and outreach programs producing high quality employees while celebrating equity and diversity.

The Gainesville City School System Leadership Essentials are the behaviors expected of all employees; as ONE GAINESVILLE we work together to inspire, nurture, challenge and prepare.

Key Initiatives:

Talent Development

- o. Provide professional development and coaching to current and aspiring leaders aligned with the Gainesville City School System Leadership Essentials (*Initiative Owner: Dr. Paula Rufus and Priscilla Collins*)
- p. Increase recruitment of minority teachers and administrators. (*Initiative Owner: Priscilla Collins*)

Supportive Culture

- q. Provide access to resources and recognition of achievement to recruit and retain high performing employees (*Initiative Owners: Lynn Jones and Gwen Wiley*)

Accountability

- r. Improve the effectiveness of evaluations by maintaining the integrity of Teacher Keys Evaluation System (TKES) and Leader Keys Evaluation System (LKES) processes. (*Initiative Owner: Priscilla Collins*)

Professional Learning Community

- s. Utilize collaborative planning to facilitate the development and continuation of professional learning communities and enhance vertical articulation. (*Initiative Owner: Priscilla Collins*)

When We Are Done...

- We will have established strategic partnerships with the best educator, leader and employee preparation and training programs.
- We will have set district expectations for assigning teachers to classrooms based on students' needs.
- The district will have a multi-faceted "Heroes of the Herd" employee recognition program.
- Employees will experience a workplace where mutual trust, transparency and collaboration are expected norms.
- Employees will be better informed of critical district initiatives to drive more successful implementation of new programs and processes.
- Retention of the district's most effective employees will increase, leading to a more stable staff population and reducing employee turnover-related costs.
- All system employees will have a clear understanding of the high expectations existing for specific roles and will have received regular feedback and support on performance and development areas.
- All employees will be treated as professionals through the targeted support received for respective growth and development.
- Professional Learning will be fully leveraged to support the professional growth needs of all employees in order to meet the demands of Gainesville City's achievement of its four year strategic improvement plan.