GONZALES

Strategic Vision 2022-2027

Vision

Gonzales ISD is a destination district committed to growing greatness.

TRADITION.PRIDE.CONNECTION.

Mission

Gonzales Independent School District designs meaningful learning experiences that inspire students to make an impact beyond themselves.

Beliefs

- We believe productive citizens move society forward.
- We believe student success results from meaningful learning experiences.
- We believe in the power of connection and that the active role of family, community, and student and staff relationships generate positive student and staff outcomes. .
- We believe investing in the growth of all staff creates a community of learners and leaders.
- We believe when we are responsive to student needs we increase the likelihood of their success.

Goal Area 1

- Developing Effective Communication Strategies

Goal Area 2

- Focusing on Students and the Work Provided to Students

Goal Area 3

- Recruiting, Inducting, and Retaining High-Quality Staff

Goal Area 4

- Strategic Resource Management

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Strategic Goal Area 1

Developing Effective Communication Strategies

Picture of Success

Gonzales ISD boasts effective two-way communication processes employing streamlined platforms and media that meet the needs of both internal and external stakeholders/audiences. This results from seeking input and feedback from students, parents, staff, and community members regarding timely and effective communication. Clearly defined expectations for communicating varied messages have been established. Processes and procedures are in place to ensure there is clarity among staff. Practices are also in place so staff feel confident in the skills and tools required to meet the expectations. Our external audiences receive critical information in a preferred and timely manner. District leadership routinely receives positive feedback regarding stakeholder satisfaction with our communication efforts.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.1 Develop and sustain effective structures for communication and ongoing engagement of students, staff, families, and the community.

- Action Step 1.1.1: Provide a marketing and communications toolkit to school and department leaders to facilitate their ability to share successes, demonstrate innovative practices, and communicate with external and internal stakeholders.
- Action Step 1.1.2: Increase communication with and feedback from students, families, and employees by aligning and implementing strategic messaging tools.
- Action Step 1.1.3: Survey Initiatives- new hires, culture/satisfaction surveys, exit and stay surveys
- Action Step 1.1.4: Increase the social media presence of both the District and individual schools to support communication with all stakeholders regarding District programs, services, and news.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.2: Cultivate a culture of excellence, rewarding a healthy and safe learning environment.

- Action Step 1.2.1: Curate a superintendent channel to provide input and feedback on student achievement, instruction, and continuous improvement efforts.
- Action Step 1.2.2: Develop a superintendent appreciation model to recognize the efforts of staff and students to boost morale by creating a workplace culture to help individuals feel honored and special.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.3: Improve internal and external communications efforts districtwide.

- Action Step 1.3.1: Develop and implement a process for using site analytics to drive decisions on district/school digital communication content, design, and delivery.
- Action Step 1.3.2: Improve equity and access by ensuring communication is shared in English and Spanish through all communication platforms.
- Action Step 1.3.3: Improve communication by curating consistent weekly content in English and Spanish.
- Action Step 1.3.4: Provide annual professional communication training for district staff.
- Action Step 1.3.5: Increase district outreach efforts with community organizations, business partners, and other external stakeholders to keep all informed of District programs, services, and news.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.4: Expand awareness and prevention efforts regarding safety and security.

- Action Step 1.4.1: Through a multi-faceted approach, curate strategies that will increase the number of students participating and work towards a supportive culture that fosters a sense of community.
- Action Step 1.4.2: Utilize student leaders to organize opportunities for students to use their voices and work collaboratively to build awareness, prevention, and a culture of supporting one another.
- Action Step 1.4.3: Refine threat assessment procedures.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.5: Provide technology services that promote a secure environment for all.

- Action Step 1.5.1: Develop and implement appropriate cybersecurity safeguards to ensure delivery of critical services.
- Action Step 1.5.2: Develop an organizational understanding to manage cybersecurity risk to systems, people, assets, data, and capabilities.
- Action Step 1.5.3: Develop and implement appropriate activities to take action regarding a detected cybersecurity incident.
- Action Step 1.5.4: Provide a modern, robust video surveillance infrastructure environment to enhance the safety and security of the district.
- Action Step 1.5.5: Install new, and replace dated video surveillance cameras at all locations.

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Strategic Goal Area 1

Developing Effective Communication Strategies

Strategy 1.6: Define the District's identity through PR and branding strategies.

- Action Step 1.6.1: Create high impact videos that focus on Gonzales, Gonzales ISD, teaching and the student/teacher relationship. To be used on HR webpage, at job fairs and on social media.
- Action Step 1.6.2: Create "Teacher Value Proposition Statement" developed by a committee of administrators, teachers, parents and students to encompass what differentiates GISD from all other competitors.

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Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Picture of Success

Focusing on students and the quality of work provided to students is paramount in Gonzales ISD. Academic growth for all students is expected and resources are aligned and allocated as needed for student success. All staff members are afforded a wide variety of targeted professional learning opportunities which ensure that they have the necessary knowledge and skills to fulfill their responsibilities. Opportunities for teachers to collaborate, design, and reflect both between and among grade levels, campuses, and disciplines strengthen the quality of the work provided to students. Teachers consistently seek input from their students about the work and use that information to make future work more engaging. Students appreciate their voice being valued and take pride in advocating for themselves. It is understood that in order for students to be engaged in their learning, the adults in the building must also be engaged and reflective in their practice. Efforts are in place to gather productive feedback from staff engaging in district aligned goals that promote student growth/ success.

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Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Strategy 2.1: Develop a shared understanding of student learning with all stakeholders.

- Action Step 2.1.1: Education of stakeholders on academic student expectations through content specific family engagement nights at least two times per semester.
- Action Step 2.1.2: Implement a prekindergarten through third grade literacy initiative. Increase the percentage of students on grade level by third grade with 100% of third grade students on grade level within five years.
- Action Step 2.1.3: Develop a district-wide framework for instructional delivery that defines student and staff engagement to be reviewed and evaluated yearly.
- Action Step 2.1.4: Increase the percentage of graduates that meet the criteria for CCMR from 63% to 100% by August 2027.
- Action Step 2.1.5: Implement community initiative, Apaches Reading Together, to promote literacy.

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Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Strategy 2.2: Empower leadership at all levels through an aligned professional development system.

- Action Step 2.2.1: Annually develop a professional learning plan that is centered around teacher and administrator capacity and self-directed learning.
- Action Step 2.2.2: Build capacity of teachers and administrators through quarterly instructional learning walks at each campus.

Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Strategy 2.3: Provide equitable instructional services for student success.

- Action Step 2.3.1: Create an aligned instructional delivery framework for students of special populations to be reviewed and evaluated yearly.
- Action Step 2.3.2: Train special programs staff over the testing accessibility features that students utilize.
- Action Step 2.3.3: Facilitate understanding of student expectations regarding the STAAR redesign.
- Action Step 2.3.4: Implement training for teachers and staff that includes utilizing individualized accommodations during Tier 1 instruction
- Action Step 2.3.5: Integrate special education staff members into the instructional planning process.
- Action Step 2.3.6: Utilize professional organization caseload recommendations.

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Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Strategy 2.4: Design engaging and educational experiences for students and staff.

- Action Step 2.4.1: Establish an attendance plan with pathways that enhance student learning opportunities to increase student attendance by 1% every year.
- Action Step 2.4.2: Enhance educational experiences of students and staff through a feedback cycle per semester to individualize student and staff growth.
- Action Step 2.4.3: Increase student participation levels in extracurricular activities.

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Strategic Goal Area 2

Focusing on Students and the Work Provided to Students

Strategy 2.5: Gonzales ISD will integrate technology in academic experiences that prepare learners to be successful in a global society.

- Action Step 2.5.1: Ensure identity and access management portal is both secure and convenient for end users. Setup and maintain the use of a rostering management system.
- Action Step 2.5.2: Design learning experiences that seamlessly integrate technology into the curriculum.
- Action Step 2.5.3: Provide a network service for digitally created student portfolios that will follow the learners throughout their schooling.
- Action Step 2.5.4: Develop a comprehensive professional development plan for in person and on-line learning to enable educators to facilitate learners' use of technology.
- Action Step 2.5.5: Increase technology Self-Serve options for students, faculty, and staff.

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Strategic Goal Area 3

Recruiting, Inducting, and Retaining High-Quality Staff

Picture of Success

The recruitment, induction, and retention of high quality staff remains a priority in Gonzales ISD. It is well-understood that having a stable workforce committed to the district direction is vital to its success.

Ongoing training and development for all employees is available in a timely and "as needed" manner. Learning opportunities are accessible in a variety of modes to meet the varied needs of our staff. Our commitment to retaining high quality staff is evidenced by reduced attrition rates, quality facilities and technological resources, meaningful professional development, and a focus on staff engagement. Flexibility in the allocation of resources (i.e. time, people, space, information, and technology) ensures that commitments to innovation and continuous growth are met. A clearly articulated succession plan for key district leaders exists and is reviewed regularly.

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Strategic Goal Area 3

Recruiting, Inducting, and Retaining High-Quality Staff

Strategy 3.1: Recruit and Retention -Develop innovative recruiting and retention strategies to attract and retain highly qualified candidates at Gonzales ISD.

- Action Step 3.1.1: Annually compare salaries to keep GISD competitive in the marketplace. Present new competitive compensation plan to the board for approval prior to peak hiring season.

- Action Step 3.1.2: Mentor Program developed to ensure our new teachers are supported from the district level and campus level. Advertised the mentor program supports provided on website to better market supports provided to teachers who choose GISD. Mentors selected will be the strongest teachers and be provided a stipend with clear expectation of support to be provided that is consistent throughout the district.

- Action Step 3.1.3: Host teachers through TIEC (J-1 Teacher Program) for hard to fill positions and retain the teachers in these positions for the 3 year term.

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Strategic Goal Area 3

Recruiting, Inducting, and Retaining High-Quality Staff

Strategy 3.2: Grow Your Own Programs - Successfully develop "Grow Your Own Programs" within Gonzales ISD to increase internal candidates from within the district and community.

- Action Step 3.2.1: Student to Teacher - Gonzales ISD course plan for high school education in training students to complete field experience, have the opportunity for employment with the district upon high school graduation, and pursue their bachelor's degree while working as a classroom teacher.

- Action Step 3.2.2: Paraprofessional to Teacher - Gonzales ISD paraprofessional transition to locally certified classroom teacher.

- Action Step 3.2.3: Grow Your Own Administrator- Leadership development program that provides support to eligible Gonzales ISD employees through Professional development opportunities in the district and outside of the district to grow strong leaders for tomorrow to support our schools and district in administrative roles.

Strategic Goal Area 3

Recruiting, Inducting, and Retaining High-Quality Staff

Strategy 3.3: Provide engaging professional development that is meaningful to staff.

- Action Step 3.3.1: New hire orientation task force developed to create orientation that is meaningful from district level to campus level to support the onboarding needs of both new employees and new to the profession employees.

- Action Step 3.3.2: Provide far-reaching "loop" training for all departments to ensure all employees are trained on district wide initiatives without missing staff.

- Action Step 3.3.3: Design a training program that makes the financial services team's message directly available to 100% of GISD staff. Communicate the existence of the financial training program to 100% of GISD staff.

- Action Step 3.3.4: Department development of handbooks and guidelines to provide consistency in department expectations, practices, and requirements to be updated annually.

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Strategic Goal Area 4

Strategic Resource Management

Picture of Success

Processes and procedures exist to ensure resource allocation is aligned to the District's strategic priorities. Policies, procedures, and programs that do not align with the district vision are revised or abandoned. Community partnerships are utilized to strengthen and expand the District's capacity. Resources and workflows are aligned to streamline and broaden their reach. Funding opportunities are pursued that are aligned with the District's strategic priorities and District needs. Technology is utilized to lessen consumption of energy thus freeing up resources that would have otherwise been used elsewhere. District facilities are effectively utilized as a source of revenue creation and for community benefit. Board-adopted financial targets/goals are in place.

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Strategic Goal Area 4

Strategic Resource Management

Strategy 4.1: Develop a long-term financial plan.

- Action Step 4.1.1: Create a financial planning committee to determine financial goals and recommend them to the Board for adoption.
- Action Step 4.1.2: Identify and commit to a data management system to maintain the financial planning data and cross-train on its use.
- Action Step 4.1.3: Provide a minimum of one report per year to the Board and Superintendent on the District's status regarding the long-term financial plan.

Strategic Goal Area 4
Strategic Resource Management

Strategy 4.2: Comprehensive & Functional Procedure Manual(s) to Facilitate Continuity of Services & Quality Customer Service

- Action Step 4.2.1: Refine the financial procedures manual so that it is meaningful and interactive for end users; At least once annually send out a survey to GISD Employees (email group) to gather feedback on the usefulness of the manual.
- Action Step 4.2.2: Build out the inner-department manual(s) so that they are functional for financial services staff; at least once per year, at least one task in each manual is tested by another financial services team member.

Strategic Goal Area 4

Strategic Resource Management

Strategy 4.3: Design and manage a system that allocates resources in alignment with strategic priorities.

- Action Step 4.3.1: Incorporate a link to the strategic priorities to 100% of FTE and project funding requests.
- Action Step 4.3.2: Design a process for support department budgets to align with enrollment shifts.
- Action Step 4.3.3: Assemble a group to gather feedback on the process and refine/enhance future processes.

Strategic Goal Area 4
Strategic Resource Management

Strategy 4.4: Prioritize maintenance and cleanliness of facilities.

- Action Step 4.4.1: Establish an electronic work order system with electronic devices for maintenance personnel

Strategic Goal Area 4
Strategic Resource Management

Strategy 4.5: Utilize transportation technology effectively to minimize administrative tasks, enable analytics, and improve operational efficiency.

- Action Step 4.5.1: Electronic fueling system to keep track of usage and mileage
- Action Step 4.5.2: Technology implementation on buses for attendance and app for parents to keep track of students

Strategic Goal Area 4
Strategic Resource Management

Strategy 4.6: Gonzales ISD Technology will provide infrastructure to support digital instruction and learning.

- Action Step 4.6.1: Analyze current systems for upgrades and effective support annually.
- Action Step 4.6.2: Provide a robust wireless infrastructure that is highly accessible, easily maintained, and secure.
- Action Step 4.6.3: Implement a District-wide fiber optics infrastructure to increase bandwidth and improve the network.
- Action Step 4.6.4: Leverage resources to perform upgrades of District wired and wireless infrastructure across the district.

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Strategic Goal Area 4

Strategic Resource Management

Strategy 4.7: Streamline processes, procedures, and documentation to increase consistency and provide efficiency regarding technology services.

- Action Step 4.7.1: Increase customer satisfaction. Improve response time to tickets. Understand the needs of the District. Provide context and information regarding District software

- Action Step 4.7.2: Develop and execute a process or procedure for technical support documentation.

- Action Step 4.7.3: Develop a routine staff development internal training program for all technical staff.

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Strategic Goal Area 4
Strategic Resource Management

Strategy 4.8: Increase investment in our learning community through advocacy and partnerships.

- Action Step 4.8.1: Create a system for District staff to use when asking for or receiving donations or volunteer hours that will allow the District to collect data to accurately gauge current engagement activity.
- Action Step 4.8.2: Target communication efforts with current and potential long-term partners with a focus on District priorities.
- Action Step 4.8.3: Create a database to efficiently match community resources with student and campus needs.