

STRATEGIC INITIATIVES 2018-2022

- Leadership Development
- Compensation and Evaluation
- Transforming Teaching and Learning
- Operational Efficiency and Effectiveness



Gwinnett County Public Schools' vision is to become a system of world-class schools, and its mission is to pursue excellence for each student. The relentless focus on this vision and mission has led the school district to make great strides over the years... however, there is still much to do. Remaining steadfast in its quest to become a system of world-class schools, GCPS is focused on the following important strategic initiatives which will help move GCPS in that direction:

- **Leadership Development:** GCPS is committed to the development of new leaders and to providing ongoing opportunities for those already in leadership positions;
- **Compensation and Evaluation:** GCPS continues its work to expand its revised evaluation system, while also designing and implementing a fair, flexible compensation system that rewards and recognizes staff for exceptional performance; and
- **Transforming Teaching and Learning for Increased Student Achievement:**
The district also is dedicated to the development and implementation of innovative approaches that engage students in their learning while preparing them for the future.
- **Operational Efficiency and Effectiveness:** GCPS continues its efforts to address facility and technology needs as it proactively manages growth. Operationally, the district is dedicated to providing services with the highest levels of effectiveness and accountability.

Strategic Priorities



To learn more about Gwinnett County Public Schools' strategic direction, review the Strategic Priorities for 2010-2020 on the GCPS website (www.gwinnett.k12.ga.us).

They outline the qualities and characteristics our employees and other stakeholders believe are desirable for 10 major components of the school district. We think you will see clearly how the four key initiatives connect with the district's Priorities.



The focus on these initiatives will move the district forward in its efforts to become a system of world-class schools. The work tied to these initiatives is fundamental to our core business of teaching and learning. They are connected! What's more, these initiatives are directly linked to the strategic direction outlined in Gwinnett County Public Schools' Strategic Priorities for 2010-2020.

In the coming months, GCPS will continue talking about these initiatives, building upon the connections they have to our students and teachers. As we talk about these connections, we hope to inspire conversations about how we *all* can better connect with each other, our schools, and our vision to become a system of world-class schools.

STRATEGIC INITIATIVES 2018-2022

Leadership Development
Compensation and Evaluation
Transforming Teaching and Learning
Operational Efficiency and Effectiveness

Stay connected! Read on to learn more about the major district initiatives for 2018–2022.

Compensation and Evaluation Systems:

The Gwinnett Teacher and Leader Effectiveness System is more than an evaluation tool... it focuses on identifying areas of strength as well as needed growth and individualizing professional development based on specific needs. Fully implemented in 2014–15, the Gwinnett Teacher Effectiveness System (GTES) is used with all teachers. GTES uses observation data, growth in student achievement, and student perception surveys to determine a teacher’s effectiveness. In addition, the Gwinnett Leader Effectiveness System (GLES) is used to evaluate leaders.



The implementation of the new evaluation system prepared the district for the implementation of a revised compensation system where employees will be rewarded and recognized for performing at high levels. In August of 2017, GCPS transitioned all teachers and certified staff compensated on the district’s teacher salary schedule to a Performance-Based Salary Schedule. This new salary schedule acknowledges performance— not time on the job— as the impetus for advancement on the salary schedule. In 2018–19, GCPS will implement Performance-Based Awards for teachers. These awards will recognize that GCPS has great teachers in every school, and they will be rewarded for outstanding performance at their schools and districtwide.

Operational Efficiency and Effectiveness:

GCPS is looking beyond today’s classroom to provide learning environments and service for tomorrow’s students. In order to do this, facilities must have the infrastructure and technological resources to advance teaching and learning. Ensuring operational efficiency and effectiveness calls on the district to:

- Develop and address facility planning needs of students and staff, allowing the district to continue a proactive approach for managing growth.
- Continue to advance the district’s maturity in terms of data governance and information security through the adoption and enforcement of industry best practices, procedures, and standards.
- Continue elevating pupil transportation service to the highest levels of student safety, effectiveness, and accountability.



Transforming Teaching and Learning for Increased Student Achievement:

Preparing students for the demands of the 21st century so they are ready for college, work, and civic responsibility will require changes in what and how students learn, how they are taught, and the way they are engaged in the teaching and learning process. We hope to accomplish this transformation through innovative approaches that include the following:



- **Capitalizing on the work of the Creativity, Innovation, Entrepreneurship, and Transformation (CIET) Team’s definition of innovation, engagement, and rigor to guide the work of transforming teaching and learning.**
- **Expanding student and parental choice options through (whole) school model diversification** (blended instruction, academies, theme/magnet schools, and charter schools).
- **Increasing access to premier innovative learning opportunities within existing schools** (Entrepreneurship programs, STEM/STEAM programs, project-based/problem-based learning, fine arts programs, and Dual Language Immersion).
- **Recognizing and incentivizing successful cluster-level or multi-school innovation**
- **Prioritizing achievement for all students.** Success today requires critical thinking, adaptability, collaboration, problem solving, and creativity— skills that go beyond the basics for which schools were designed in the past. Addressing these needs will take time but GCPS plans to:
 - Develop and share a trajectory for student success aligned with current Learn4Life efforts;
 - Ensure all students have access to instructional programs that maximize their potential;
 - Decrease variability among classrooms and schools;
 - Develop and implement a clearly defined, districtwide system to coordinate learning support serves through Response to Intervention; and
 - Increase the percentage of college- /career-ready graduates.

Leadership Development:

Developing the organization’s leaders continues to be a priority in 2017–18. In addition to the Aspiring Principal Program (APP), the district’s Quality-Plus Leader Academy includes the Aspiring Leader Program (ALP) which focuses on recruitment, development, and retention of assistant principals; the District Leader Program focused on the development of central office leaders; Certified Quality Leader Training; ongoing leadership seminars; and just-in-time training and mentoring for current leaders. The district’s focus on leadership development also addresses the scale and sustainability of effective leadership practices through active engagement with other thought leaders.

