Goal 4 (Continued)

Strategy 4
Continue District’s strong financial ratings by maintaining high bond credit rating and receiving “Unqualified Audit Opinion” on the Comprehensive Annual Financial Report.

Strategy 5
Continue to enhance and effectively manage warehouse inventory, handling of surplus furniture and U.S. Mail process.

Strategy 6
Streamline budget development and reporting processes and develop processes to improve budget monitoring practices.

Strategy 7
Formalize current process of comparing national and district per square foot and acreage cost for maintenance, building services and grounds.

Strategy 8
Expand the financial portions of staff development training for district employees.

Strategy 9
Aggressively pursue strategies so the district will not depend on the unassigned reserve as a funding source.

Goal 5
Communications and Community Engagement

Improve public understanding and support of public schools.

Performance Objectives
1. Increase the percentage of parents rating the district and schools as Excellent or Good, as measured by a district survey, by 1 percentage point each year from the baseline year.
2. Increase the percentage of the general public rating the district and schools as Excellent or Good, as measured by a district survey, by 1 percentage point each year from the baseline year.
3. Document a minimum of 900 hours of mentoring, shadowing, and career exploration contributed by businesses, civic clubs, and other organizations in 2013-14; increase by 10% annually.
4. Increase district-wide volunteer support of schools by 5,000 hours annually from 665,045 in 2011-12 to 715,045 in 2017-18.
5. Increase volunteer hours for the ten schools with the lowest volunteer hours on a per-student calculation by 10% each year.
6. Initiate a minimum of three new presentations/speeches/exhibits promoting GCS each year.
7. Increase “Likes” (electronic subscriptions) of the Greenville County Schools Facebook page by 10% each year.
8. Release an average of ten positive news stories monthly.
9. Achieve annually a minimum of 90% positive or neutral Upstate news media coverage.
10. Publish a minimum of six Op-Eds, including third party endorsements, through Upstate media outlets annually.
11. Provide marketing and media relations in-service to 100% of principals and district leaders by 2017-18.
12. Publish and distribute a minimum of six position papers and/or Legislative Alerts annually on issues impacting students and school personnel.
13. Document that 100% of parents have opportunities each year to participate in a minimum of one conference with school personnel to discuss their child’s academic achievement.
14. Increase the percentage of parents using the Parent Portal by at least 5 percentage points each year.

Goal 5 Strategies

Strategy 1
Survey both internal and external publics to determine perceptions of the school district and schools and reasons/sources for those perceptions.

Strategy 2
Expand opportunities for involvement and community support.

Strategy 3
Expand marketing/communications efforts using both traditional and “new” media and other venues.

Strategy 4
Advocate for GCS by proposing legislative priorities that ensure successful public education experiences.

Strategy 5
Increase parents’ involvement in their children’s education.

Strategic Education Plan 2013-18

Plan Foundation

Mission

We collaborate with the home and community to provide educational experiences which prepare students for life-long learning and for ethical, productive participation in a democratic society and the global community.

Beliefs

We believe...

- All students can learn.
- Students are the center of the educational process.
- Students learn best in a safe, inviting environment where they are engaged in learning.
- Students have the responsibility to be active learners.
- Students must have highly competent and caring teachers, principals, and support personnel.
- Students should have equitable access to educational opportunities.
- Educational experiences empower students to communicate and collaborate effectively, solve problems competently, think critically and creatively, and act responsibly.
- Effective learning environments nurture the total well-being, independence, creativity, interests, and talents of students, preparing them for post-high school success.
- Our educational organization prepares students to value learning and to contribute to society.
- Our educational organization prepares students to be financially responsible and economically viable citizens.
- Curriculum and instruction should meet the needs of all students.
- Parent involvement and volunteer services support/enhance the teaching/learning process.
- Education is the shared responsibility of home, school, business and community.
- A comprehensive, fully funded public education is a right.

Vision

To be an exemplary, continuously improving educational organization in which all students achieve their maximum potential through a rigorous, engaging curriculum and support systems that cultivate and promote their well-being.

Strategic Goals

1. Student Learning and Achievement
   Raise the academic challenge and performance of each student.

2. Quality Personnel
   Ensure quality personnel in all positions.

3. School Environment
   Provide a school environment supportive of learning.

4. Financial Resources
   Effectively manage/further develop necessary financial resources.

5. Communications and Community Engagement
   Improve public understanding and support of public schools.
Strategic Education Plan 2013-18

Goal 1  Student Learning and Achievement
Raise the academic challenge and performance of each student.

Performance Objectives
1. Meet the state and federal accountability objectives for all students and subgroups in Writing and English Language Arts each year.
2. Meet the state and federal accountability objectives for all students and subgroups in Mathematics each year.
3. Meet the state and federal accountability objectives for all students and subgroups in Science each year.
4. Meet the state and federal accountability objectives for all students and subgroups in Social Studies each year.
5. Increase student performance on state and national assessments, including the Iowa Test of Basic Skills (ITBS), Advanced Placement (AP) exams, the Scholastic Assessment Tests (SAT), and the ACT.
6. Increase the on-time student graduation rate by one percent (1%) each year, from 72.4% in 2012 to 80% by 2018.

Goal 2  Quality Personnel
Ensure quality personnel in all positions.

Performance Objectives
1. Train 100% of managers and employees on the new on-line/recruiting applicant system by June 30, 2014.
2. Maintain a student expulsion rate below 0.5% of the total school district population.
3. Increase the percentage of students/parents taking advantage of choice options from 15% to 16% by 2018.
4. Achieve an annual student attendance rate of 95%.
5. Develop and implement a comprehensive initiative to improve student bus behavior.
6. Maintain and support classroom technologies required to provide an environment for learning 21st Century skills.
7. Increase school attendance across all school levels.
8. Increase the percent of staff who feel safe at school from 95.5% to 96.5% by 2018.
10. Increase the percent of teachers who are satisfied with the school environment from 88.0% to 91.0% by 2018.
11. Increase the percent of teachers who are satisfied with the school environment from 91.6% to 94.5% by 2018.
12. Increase the percent of students who feel safe at school from 91.5% to 95.5% by 2018.
13. Increase the percent of secondary students who feel safe at school from 90.3% to 93.0% by 2018.
14. Increase the percent of staff who feel safe at school from 95.5% to 96.5% by 2018.
15. Maintain the percentage of students/parents taking advantage of choice options from 15% to 16% by 2018.

Goal 3  School Environment
Provide a school environment supportive of learning.

Performance Objectives
1. Achieve an annual student attendance rate of 95%.
2. Maintain a student expulsion rate below 0.5% of the total school district population.
3. Improve school bus discipline, as evidenced by a decrease of 1% per year in bus referrals.
4. Increase the percentage of students/parents taking advantage of choice options from 15% to 16% by 2018.
5. Annual targets and goals specified in the Long Range Facilities Plan and Capital Improvement Program, as measured by completion of projects and initiatives outlined in the plan.
6. Based on factors under the control of Greenville County Schools, improve on-time bus arrival rates, as measured by the Transportation Call Center late bus report.
7. Respond to health and safety work order requests within 24 hours and other work order requests within three weeks.

Based on outcomes of the annual State Department of Education Surveys:
8. Increase the percent of parents who are satisfied with the school environment from 88.0% to 91.0% by 2018.
9. Increase the percent of students who are satisfied with the school environment from 93.3% to 95.5% by 2018.
10. Increase the percent of teachers who are satisfied with the school environment from 91.6% to 94.5% by 2018.
11. Increase the percent of parents who feel the school is safe from 93.5% to 95.5% by 2018.
12. Increase the percent of elementary students who feel safe at school from 91.5% to 95.5% by 2018.
13. Increase the percent of secondary students who feel safe at school from 90.3% to 93.0% by 2018.
14. Increase the percent of staff who feel safe at school from 95.5% to 96.5% by 2018.
15. Maintain the percentage of teachers who indicate there is adequate space in their facility at a minimum level of 95%.

Goal 4  Financial Resources
Effectively manage/further develop necessary financial resources.

Performance Objectives
1. Increase utilization of the Purchasing Card (P-Card) by 10% each year through 2017-18 to cut costs and to streamline the purchasing process.
2. Maintain financial independence of Food Service Operations.
3. Promote on-line W2 access to achieve 50% employee participation by 2017-18.
4. Reduce Workers Compensation claims by school staff (teachers/ aides) by 10% annually through 2017-18.
5. Maintain Bond Credit Ratings of AA+ by S&P and Aa1 by Moody’s credit rating agencies.
7. Present a balanced General Fund Budget for Board review by June 1 of each year.
8. Maintain Bond Credit Ratings of AA+ by S&P and Aa1 by Moody’s credit rating agencies.

Goal 4 Strategies
1. Continue to enhance the Nutrition Services Program to assure its effectiveness and fiscal independence.
2. Expand utilization of the Purchasing Card (P-Card) program and initiate online services to streamline revenue generation process and decrease expenses pertaining to document storage.
3. Develop processes to allow online access to W2 information, employee donations to United Way, and effectiveness and efficiency of service delivery.
4. Continue to review practices and procedures within the maintenance, operations and facilities departments to enhance the efficiency and effectiveness of service delivery.
5. Support schools and district offices through high quality custodial service.
6. Continue replacement plan for all Greenville County Schools vehicles, equipment and district-owned buses.
7. Improve the effectiveness and efficiency of the bus transportation system to assure optimal learning opportunities for all students.
8. Maintain the percentage of teachers who feel the school is safe from 93.5% to 95.5% by 2018.
9. Increase the percent of secondary students who feel safe at school from 90.3% to 93.0% by 2018.
10. Increase the percent of staff who feel safe at school from 95.5% to 96.5% by 2018.
11. Increase the percent of teachers who are satisfied with the school environment from 88.0% to 91.0% by 2018.
12. Increase the percent of students who are satisfied with the school environment from 93.3% to 95.5% by 2018.
13. Increase the percent of teachers who are satisfied with the school environment from 91.6% to 94.5% by 2018.
14. Increase the percent of parents who feel the school is safe from 93.5% to 95.5% by 2018.

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