



2022-2023

# STRATEGIC PLAN



## Mission: “Developing the Whole Child”

Goose Creek CISD develops and enhances each learner’s intellectual, social, and emotional well-being facilitated by a highly qualified team committed to Growth, Community, Collaboration, Innovation, Success and Determination.



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**TARGETS**

- ▶ Improve Overall Performance
- ▶ Close Achievement Gaps
- ▶ Improve Attendance
- ▶ Engagement via Technology
- ▶ Strengthen College, Career, Military Readiness
- ▶ Develop Social & Emotional Learning

**STRATEGIES**

- ▶ Create relational capacity standards
- ▶ Continue instructional rounds
- ▶ Provide college level courses & exam strategies
- ▶ Implement culturally responsive teaching
- ▶ Utilize attendance committee recommendations
- ▶ Provide professional learning on technology
- ▶ Implement Early Learning Academies
- ▶ Expand AVID System
- ▶ Targeted Committee Work

**MEASURES**

- ▶ State Assessment Results
- ▶ Professional Learning schedules/outcomesScore reports for each Domain
- ▶ ESSA Equity Plan Results
- ▶ Attendance Reports
- ▶ Technology Usage Reports
- ▶ T-TESS Evaluation Scores
- ▶ Committee Recommendations

**TARGETS**

- ▶ Increase Community Relationships
- ▶ Strengthen Effective Communications

**STRATEGIES**

- ▶ Feature partnerships in community
- ▶ Provide support to Education Foundation and Partners In Education
- ▶ Implement projects and partnerships that promote overall health and wellness
- ▶ Actively celebrate district success on all available platforms
- ▶ Provide timely and urgent communications
- ▶ Involvement of all stakeholders in planning and decision-making

**MEASURES**

- ▶ Alumni recognitions and reports
- ▶ Partners in Education reports
- ▶ Be Well Baytown project reports
- ▶ Data analytics on website & social media
- ▶ Communications notifications
- ▶ Annual Report
- ▶ SHAC Annual Report
- ▶ Campus Website Audits

**TARGETS**

- ▶ Maintain and Improve Facilities
- ▶ Provide a Safe and Secure Environment

**STRATEGIES**

- ▶ Implement energy-efficient programs
- ▶ Continue a Preventative Maintenance (PM) program on equipment
- ▶ Implement strategies that promote safety & security in all environments
- ▶ Provide effective threat assessment training for staff & perform all required safety drills
- ▶ Increase police and security officer staff as needed & host Emergency Operations training

**MEASURES**

- ▶ Audit reports on energy efficiency
- ▶ Reports on safety incidents
- ▶ Internal & External Safety Audits
- ▶ Documentation on safety drills
- ▶ Funding sources for additional police and security
- ▶ Reports on safety & cybersecurity incidents
- ▶ TLE Seal for data privacy
- ▶ COVID Dashboard reports

**TARGETS**

- ▶ Recruit highly qualified staff who strive for excellence
- ▶ Increase teacher retention and employee job satisfaction
- ▶ Develop highly qualified leaders

**STRATEGIES**

- ▶ Utilize our featured programs and local partnerships to recruit and retain high quality teaching staff
- ▶ Research and implement an Employee Organizational Health Inventory
- ▶ Continue to strengthen our New Teacher Mentor Program
- ▶ Offer a total compensation package for staff
- ▶ Implement leadership development opportunities

**MEASURES**

- ▶ Recruitment reports from identified programs and systems
- ▶ Enrollment in Clinical Student programs
- ▶ Organizational Health Survey results and action plans
- ▶ Staff retention and absence reports
- ▶ Salary comparison data
- ▶ Portrait of a leader review
- ▶ Academy participation

**TARGETS**

- ▶ Maintain a 25% or more operating reserve budget
- ▶ Maintain our AAA or higher rating

**STRATEGIES**

- ▶ Adopt a balanced budget at the operating level on an annual basis
- ▶ Develop and maintain long-range capital improvement plan
- ▶ Consider all cost savings and operating efficiency options
- ▶ Receive and unmodified opinion on the audited Annual Financial Report
- ▶ Review financial metrics for superior ratings

**MEASURES**

- ▶ Fund balance reports
- ▶ Acquisition of capital assets & improvements
- ▶ Operating expenditures per student
- ▶ Instructional expenditures per student
- ▶ Bond, FIRST, and annual audit reports



# DEVELOPING THE WHOLE CHILD

## VISION

We empower every student with knowledge and skills they need to succeed in a global community.

## CORE VALUES

Goose Creek CISD is committed to:

- ▶ Preparing all students for college and career readiness with the ability to build collaborative relationships, lead dynamically, communicate skillfully, and think critically.
- ▶ Providing a safe and secure environment for all students and staff, including physical, social, and emotional development and support.
- ▶ Building partnerships with families and the community to support our schools in a meaningful way.
- ▶ Creating a culture of mutual respect, dignity, and transparency to build trust with each other and those we serve.
- ▶ Providing every student with equitable access to high-quality instruction, supports, facilities, and other educational resources, even when this means differentiating resource allocation.



 32 CAMPUSES

 24K STUDENTS

 4K STAFF MEMBERS



IMPACT EARLY COLLEGE HIGH SCHOOL  
RANKED 28TH OUT OF THE NATION'S TOP 500 SCHOOLS

GOOSE CREEK MEMORIAL HIGH SCHOOL  
AVID NATIONAL DEMONSTRATION SCHOOL  
NATIONAL MODEL GLOBAL BUSINESS CAREER ACADEMY




ROBERT E. LEE HIGH SCHOOL  
NATIONAL MODEL STEM CAREER ACADEMY

ROSS S. STERLING HIGH SCHOOL  
NATIONAL MODEL HEALTH  
SCIENCE CAREER ACADEMY



STUART CAREER TECH HS  
TEXAS P-TECH  
DESIGNATED CAMPUS



 Distinguished School

1:1 IPAD INITIATIVE  
DISTRICT-WIDE

AUSTIN ELEMENTARY  
LEE HIGH SCHOOL



1 OF 5 SCHOOL  
DISTRICTS IN TEXAS TO  
RECEIVE TLE SEAL FOR  
DATA SECURITY  
& SAFETY

 10%  
DECREASE OF  
AGGREGATE TAX RATE

32  
  
PARTNERS IN  
EDUCATION

TEACHER  
STARTING SALARY  
**\$61.25K**  
NEW FACILITIES  
SCHEDULED FOR  
CONSTRUCTION  
**5**

**\$1.7 MILLION**  
EDUCATION FOUNDATION  
AWARDED DOLLARS TO DATE



FULL DAY PRE-K & ELEMENTARY DUAL-LANGUAGE



 1.8K  
GIFTED & TALENTED  
STUDENTS

1.6K INDUSTRY  
CERTIFICATIONS  
EARNED

6,784  
STUDENTS  
ENROLLED IN  
AT LEAST ONE  
CAREER &  
TECHNICAL  
EDUCATION  
COURSE

10 CAREER  
ACADEMIES

3 NATIONAL MODEL  
CAREER ACADEMIES

10 CTSO NATIONAL  
COMPETITORS



**\$18 MILLION**  
IN SCHOLARSHIPS

45 ASSOCIATE DEGREES  
EARNED IN 2020-2021

1,885  
STUDENTS ENROLLED IN AT  
LEAST ONE DUAL CREDIT

1,093 STUDENTS TAKING AT  
LEAST ONE AP CLASS

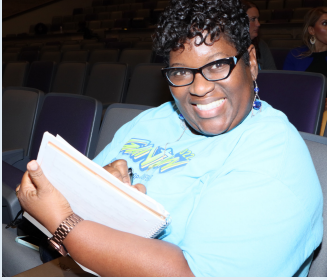
65 ADVANCED PLACEMENT  
SCHOLARS

- 57 DISTINCTIONS EARNED IN 2021-2022
- 21 ATHLETIC PLAYOFF APPEARANCES
- 1 STATE CHAMPION IN TRACK & FIELD
- 30 CONSECUTIVE YEARS NATIONAL HISTORY FAIR COMPETITORS
- 61 TMEA ALL REGION CHOIR STATE QUALIFIERS
- 3 ORCHESTRA SWEEPSTAKES
- 3 MARCHING BAND SWEEPSTAKES RECEIVED IN 2021 UIL MARCHING CONTESTS



# INSTRUCTIONAL FRAMEWORK

## PLC PROCESS



- ▶ Commitment to engagement in professional learning activities
- ▶ PLCs include norms, agendas, roles and responsibilities, evidence-based practices, and data review
- ▶ 4 critical questions drive all Professional Learning Communities
- ▶ Agendas and products will be collected and reviewed by administration bi-monthly
- ▶ Bi-monthly meetings for all teacher teams, at a minimum

## Secondary

- ▶ AVID strategies evident in planning for secondary campuses
- ▶ Junior High ELA and math teachers address instructional needs for their intervention period, where students are scheduled every 9 weeks.
- ▶ Daily meetings for all EOC teachers
- ▶ Monthly meetings for Fine-arts, Athletics, CTE, and LOTE teachers (week 1-campus teams & week 2-district teams)

## INSTRUCTIONAL ALIGNMENT

- ▶ Visible Learning Model - learning intention, learning progressions, and success criteria written in student academic language and posted in the classroom
- ▶ Implementation of Instructional Rounds
- ▶ AVID strategies utilized in all secondary classrooms
- ▶ Balanced literacy approach in PK-5
- ▶ All professional development will align with district goals and initiatives
- ▶ Before campus purchase or implementation, all curriculum materials, instructional resources, and professional development must be approved by the district program director
- ▶ Principals and assistant principals will actively participate in all campus-based staff development



## T-TESS/FOCUSED WALK-THROUGHS

- ▶ Minimum of 10 walk-throughs weekly
- ▶ Minimum of 5 feedback meetings weekly





## GOAL: INCREASE ACADEMIC ACHIEVEMENT

Our primary purpose as a school district is to educate our students and prepare them for future success in college, career, and/or military service. This requires that our students develop a solid foundation in their ability to read, solve equations, and solve problems. Goose Creek CISD is working diligently to ensure that our focus is always on student learning, and collaboration with staff to ensure our instructional practices are effective. Initiatives such as Instructional Rounds and Professional Learning Communities are hallmarks of our district.

### Accountability Score

#### STRATEGIES

- ▶ Identify district-wide non-negotiables and create/revise Instructional Focus Documents for all content areas and grade levels.
- ▶ Implement teacher-to-teacher modeling and instructional support.
- ▶ Expand Instructional Rounds with a focus to develop level of next work, aligned to PLC's and improved instructional support.
- ▶ Implement a comprehensive professional development plan with identified high-yield strategies to support underserved populations.
- ▶ Implement the Early Learning Academies model district-wide to improve early childhood literacy for all students.

#### KEY MEASURES

- ▶ Curriculum Documents
- ▶ State Assessment Results
- ▶ TAPR Report
- ▶ Training Schedules
- ▶ Beginning of the Year/End of the Year Assessment Results

OVERALL FOR 2021-2022 <b>89 B</b>	2021-2022	89	DISTINCTIONS EARNED IN 2021-2022 <b>57</b>
	2020-2021	N/A	
	2019-2020	N/A	
	2018-2019	87	

#### STUDENT ACHIEVEMENT

<b>84 B</b>		
COMPONENT	SCORE	% GRADE
STAAR Performance	76	40%
College, Career & Military Readiness	94	40%
Graduation Rate	80	20%

#### SCHOOL PROGRESS

<b>92 A</b>		
COMPONENT	SCORE	% GRADE
Academic Growth	85	0%
Relative Performance	92	100%

#### CLOSING THE GAP

<b>84 B</b>		
COMPONENT	SCORE	% GRADE
Academic Achievement	27.0	50%
Graduation Rate	6.7	10%
English Language Proficiency	10.0	10%
School Quality	30.0	30%



## College, Career, Military Readiness

### STRATEGIES

- ▶ Increase dual credit offerings at all high school campuses.
- ▶ Provide students opportunities to take college entrance exams.
- ▶ Incorporate test taking strategies in high school ELA classes for college entrance exams.
- ▶ Continue to implement the AVID system at all secondary campuses with fidelity.

### KEY MEASURES

- ▶ College, Career, and Military Readiness Score in Domain 1
- ▶ AVID Coaching & Certification Instrument Findings

### COLLEGE, CAREER, & MILITARY READINESS

2018-2019	2019-2020	2020-2021	2021-2022
62	NA	75*	94



## Improved Attendance Rates

### STRATEGIES

- ▶ Implement a district attendance committee to provide recommendations for campus incentives. Incentives will be highlighted based on recommendations.

### KEY MEASURES

- ▶ Attendance goals in STAAR Action Plans
- ▶ Quarterly report on efforts/measures to improve attendance and truancy

### ATTENDANCE RATE

2018-2019	2019-2020	2020-2021	2021-2022
94.9%	95.35%*	93.23%*	93.18%



## Increase Student Engagement Using Technology

### STRATEGIES

- ▶ Provide professional development with staff to increase awareness, proficiency, and student engagement using technology.
- ▶ Educational technology staff will model, assist, and coach teachers in classrooms with technology implementation.

### KEY MEASURES

- ▶ Technology Usage Reports
- ▶ T-TESS Walkthroughs & Evaluations

### TECHNOLOGY T-TESS PERCENTAGE (ACCOMPLISHED/DISTINGUISHED RATINGS)

2018-2019	2019-2020	2020-2021	2021-2022
28%	25%*	46%	TBD

\* COVID-related impact on statistic.





## Social Emotional Learning

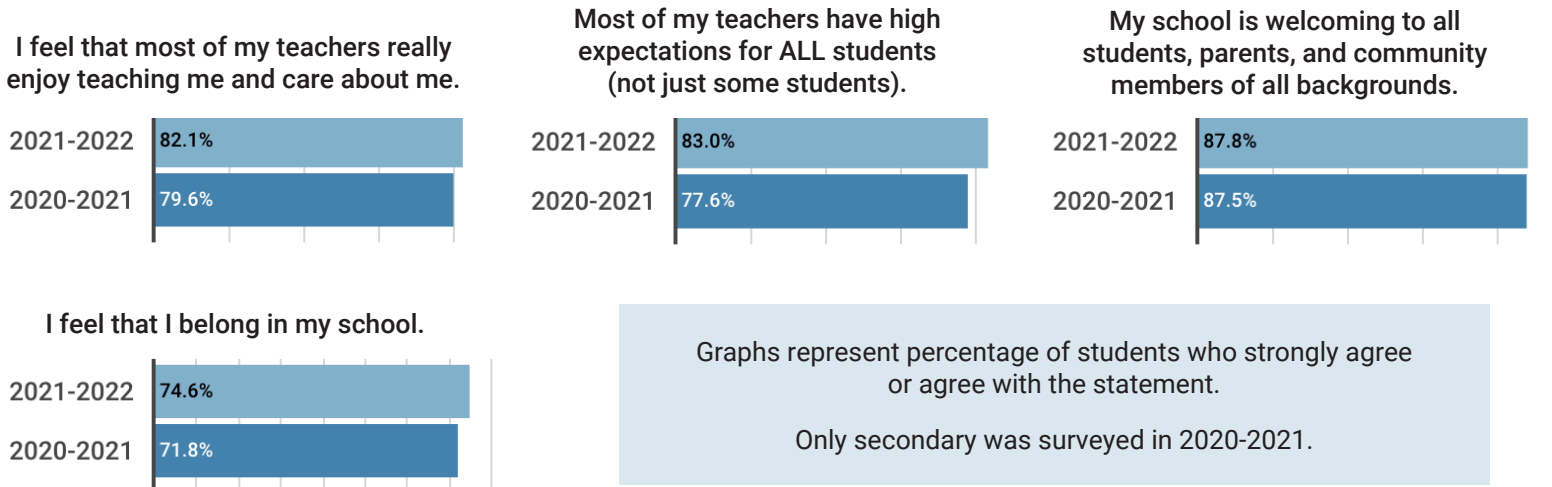
### STRATEGIES

- ▶ Identify and provide professional development, texts, and resources that promote culturally responsive teaching.
- ▶ Establish district standards and expectations for building and nurturing relationships with our customers and co-workers.
- ▶ Host one or more social family event per campus each year.
- ▶ Implement strategies that promote social emotional learning, such as Positive Behavior Intervention & Supports and Character Strong.
- ▶ Implement strategies to address bullying concerns as recommended by the Anti-Bullying Committee.
- ▶ Implement strategies to promote a positive district climate of equity, diversity, and inclusion, as recommended by the Student Advocacy Committee.

### KEY MEASURES

- ▶ Professional Development Plans & Trainings
- ▶ ESSA Equity Plan Results
- ▶ Domain 3 Score
- ▶ Survey Results (parents, students and staff)
- ▶ Equity Scorecard

## STUDENT SURVEY ON SOCIAL EMOTIONAL LEARNING





## GOAL: STRENGTHEN COMMUNITY PARTNERSHIPS

Goose Creek CISD’s partnership with our city and community businesses is vital to our future goals. Local partnerships allow the community to support our schools in a meaningful way. Through partnerships, such as Partners in Education, Education Foundation, and Be Well Baytown, our students gain mentors, workforce experience, resources, and health education. When we strengthen our community partnerships, we provide more opportunities and experiences for our students.



### Increase Community Relationships

#### STRATEGIES

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- ▶ Feature GCCISD partnerships on our website, social media platforms, and publications
- ▶ Provide alumni recognitions and fundraising events to support our Education Foundation.
- ▶ Attain 100% participation from all Goose Creek schools in the Chamber of Commerce’s Partners in Education program.
- ▶ Implement related activities and projects to promote overall health and wellness with our Be Well Baytown partnership and School Health Advisory Committee (SHAC).

#### KEY MEASURES

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- ▶ Key documents listed in strategies
- ▶ Recognitions to alumni
- ▶ Education Foundation reports
- ▶ Partners in Education annual reports and data
- ▶ Be Well Baytown reports and project data
- ▶ SHAC Annual Report to the School Board



### Strengthen Effective Communications

#### STRATEGIES

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- ▶ Actively promote positive events and celebrations using social media platforms, district themes, and print publications
- ▶ Communicate pertinent information to the community in a timely manner via website, calls, emails, and SMS
- ▶ Provide district presentations to community groups and organizations about key events, future projects, and continual progress
- ▶ Expand the concept of district-wide committees to include a broad membership of educators, parents, administrators, and business stakeholders.

#### KEY MEASURES

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- ▶ Data analytics on website and social media
- ▶ Campus Website Audits
- ▶ District Website Updates and School Messenger Reports
- ▶ Community Presentations
- ▶ Annual report for community





PARENT SATISFACTION WITH SCHOOL WEBSITES

**83%**

AVERAGE SOCIAL MEDIA ENGAGEMENT PER MONTH

**37.9K**

PARENT SATISFACTION WITH SCHOOL COMMUNICATION

**82%**

### KEY INITIATIVES

- ▶ Here, We Grow Giants Campaign & Recognitions
- ▶ Goose Creek At-A-Glance Quarterly Magazine
- ▶ Social Media & Press Releases
- ▶ Goose Call Podcast
- ▶ School Dedication & Ribbon Cutting Events
- ▶ Strategic Plan Action Team & Student Advocacy Committee
- ▶ Website & App Management
- ▶ Crisis Communications
- ▶ Branding Resources
- ▶ Marketing & Advertising

### TOP ORGANIC POSTS FOR 2021-2022

**Goose Creek CISD**  
June 1

Over 6,000 students who had perfect attendance during the last nine weeks of school are splashing ☄️ into summer with a free [Pirates Bay Waterpark](#) ticket!

Congratulations to these students! Thank you, [Goose Creek CISD Education Foundation](#) and [Baytown Parks and Recreation](#), for this reward!

#gcGIANTS

194 Likes 31 Comments 8 Shares

604 Likes 14 Comments

491 Likes 7 Comments

**Goose Creek CISD**  
January 7

Trudell Berry, Defensive Back and Wide Receiver for the [Baytown Lee High School Ganders](#), has been invited to play in the 2022 All-American Bowl. This game is a collection of the top recruits in the country for the 2022 recruiting class. He was selected to play Defensive Back for the West Squad.

The game will be played on Saturday, January 8th in the Alamodome in San Antonio and will be televised at noon on [NBC](#).

This is an elite group of football players and a tremend... See more

330 Likes 59 Comments 97 Shares

**GOOSE CREEK CISD 100% COMPLIANT IN EMERGENCY COMMUNICATIONS**



## GOAL: DELIVER OPERATIONAL EXCELLENCE

Our schools must always be safe places for learning. Goose Creek is committed to the safety of every student in the classroom and on their campuses. Our strategic plan focuses on implementing strategies to reduce safety and security threats to our schools. Reference the GCCISD Emergency Operations Plan (EOP) for detailed safety protocols.



### Maintain and Improve Facilities, Safety, and Security Systems

#### STRATEGIES

- ▶ Perform an audit to identify methods of reduce energy usage and costs per year.
- ▶ Implement energy-efficient systems and projects based on audit recommendations.
- ▶ Continue to implement a Preventative Maintenance (PM) program to improve equipment life and reduce maintenance and systems down time.

#### KEY MEASURES

- ▶ Program Audits (ABM)
- ▶ Review PM Schedules and Programs



### Provide a Safe and Secure Environment for all Staff and Students

#### STRATEGIES

- ▶ Implement strategies that promote safety and security to reduce safety incidents on campus, such as safety drills, Friends for Life/Crime Stoppers, DARE, and GREAT.
- ▶ Provide effective threat assessment training for staff and perform all required safety drills.
- ▶ Increase police and security officer staff as needed.
- ▶ Host training for all staff regarding our Crisis Intervention Response and Emergency Operations Plan.
- ▶ Implement strategies that promote the protection and privacy of data, including targeted professional development, enhancing cultural awareness around cybersecurity, and related curriculum development and implementation.
- ▶ Implement the District Safe Return to School Plan, including key mitigation strategies as recommended by TEA and health authorities.

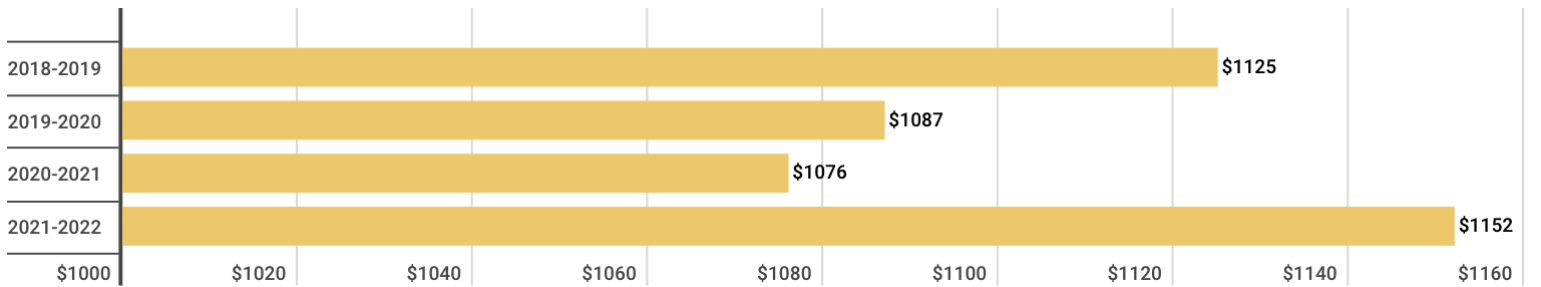
#### KEY MEASURES

- ▶ PEIMS code reports on violent incidents
- ▶ Internal/External Safety Audits (GCCISD and HCDE)
- ▶ Internal/External Safety Drills and Training documentation
- ▶ Funding sources for additional police and security personnel
- ▶ Obtain the Trusted Learning Environment (TLE) Seal by 2023-2024
- ▶ Weekly analysis of COVID Dashboard
- ▶ Internal & External COVID Site Visits

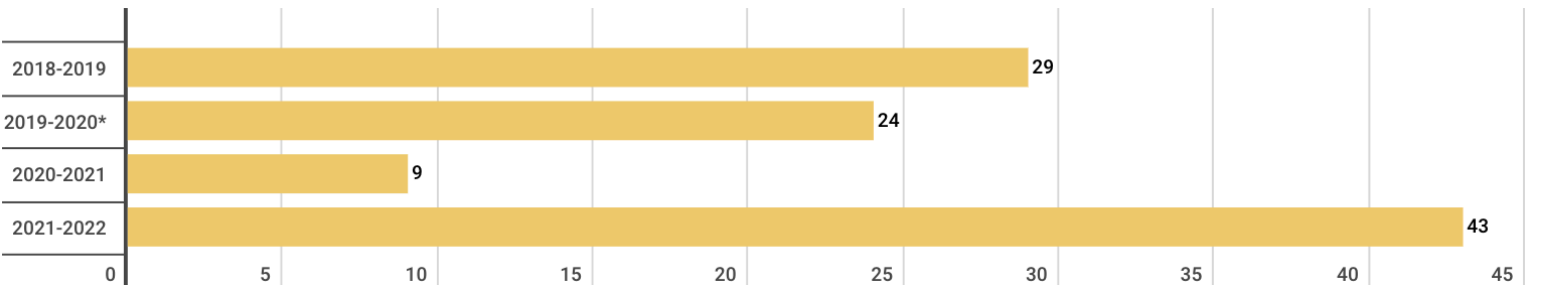


76.7% of GCCISD students feel physically safe in their school.

### MAINTENANCE COST PER STUDENT



### SAFETY/SECURITY INCIDENTS



\* COVID-related impact on statistic.

96% of GCCISD staff successfully passed simulated cyber-security phishing attacks in the most recent cyber reports.





## GOAL: DEVELOP ORGANIZATIONAL EXCELLENCE

It goes without saying that teachers have the greatest impact on student learning. Teaching is a profession that demands that we consistently work to get our best and brightest into our classrooms. Our GCCISD Human Resources department has begun to implement strategies and initiatives to recruit the best and provide ongoing support for our teachers and support staff.



### Recruit Highly Qualified Staff who Strive for Excellence

#### STRATEGIES

- ▶ Utilize our high school CTE Career Academies and Future Teacher Career Academy to “Grow Our Own” through partnerships with BAER2 “Baytown Area Education Recruitment & Retention,” and other programs.
- ▶ Strengthen our partnerships with local universities to increase the placement of Pre- Service Clinical Student Teachers and identify potential new university partnerships.

#### KEY MEASURES

- ▶ Recruitment reports from identified programs and systems
- ▶ Enrollment in UHCL Program
- ▶ Student Teacher performance reports



### Increase Teacher Retention and Employee Job Satisfaction

#### STRATEGIES

- ▶ Research and implement an Employee Organizational Health Inventory to develop a baseline for continuous improvement on employee job satisfaction
- ▶ Continue to strengthen our 3-year New Teacher Mentor Program with enhanced professional development opportunities and additional support services.
- ▶ Offer a total compensation package for our employees targeted at meeting the specific needs and assets of our organization.

#### KEY MEASURES

- ▶ Salary Comparison data
- ▶ Staff Satisfaction Survey
- ▶ Staff Retention/Tenure reports
- ▶ Staff Absenteeism



### Develop Highly Qualified Leaders Who Make a Significant Impact

#### STRATEGIES

- ▶ Implement targeted academies, such as Pathways and LEAD, to develop a pipeline of leadership within the District.
- ▶ Implement a Campus Leadership Academy for new administrators.
- ▶ Implement a mentor program for all first-year principals.
- ▶ Use the “Portrait of a Leader” document as a coaching tool to articulate leadership expectations.

#### KEY MEASURES

- ▶ Portrait of a Leader Document
- ▶ Administrator promotion and retention
- ▶ Academy participation



**PERCENTAGE OF STAFF WHO ANSWERED YES WHEN ASKED:  
WOULD YOU RECOMMEND GCCISD AS A GREAT PLACE TO WORK?**

2018-2019	2019-2020	2020-2021	2021-2022
87%	89.5%*	89%	92.5%

**EMPLOYEE RETENTION**

2018-2019	2019-2020	2020-2021	2021-2022
83%	83.5%	86.7%	TBD





## GOAL: PROVIDE EXCELLENCE IN FINANCIAL MANAGEMENT

FROM TEA: The Texas public education system is funded through local property tax collections, state funding and federal dollars. The Permanent School Fund – the country’s largest educational endowment – also contributes to the system each year. Much of the state and federal funding is then distributed to school systems based on weighted per-pupil funding formulas.



### Maintain Unassigned Fund Balance Minimum: 3 Months (25%) Operating Reserve

#### STRATEGIES

- ▶ Adopt a balanced budget at the operating level on an annual basis
- ▶ Develop and maintain long-range capital improvement plan and seek financial resources needed to accomplish goals of the District
- ▶ Consider all cost savings and operating efficiency options
- ▶ Analyze current and historical data of District and peers, applying benchmarking to compare key metrics with other districts.

#### KEY MEASURES

- ▶ Fund Balance
- ▶ Acquisition of capital assets & improvements
- ▶ Operating expenditures per student
- ▶ Instructional expenditures per student



### Bond Credit Rating Maintain AAA or higher (with PSF Guarantee)

#### STRATEGIES

- ▶ Ensure the District receives an unmodified opinion on the audited Annual Financial Report (AFR).
- ▶ Review financial metrics to ensure the District maintains a superior rating on schools FIRST report.

#### KEY MEASURES

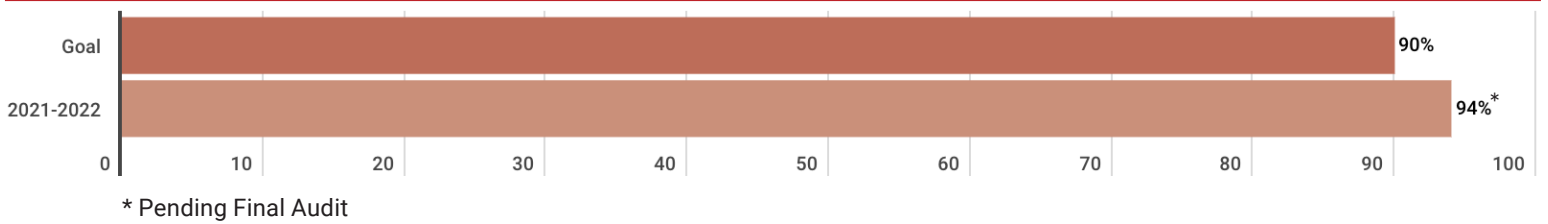
- ▶ Bond rating
- ▶ Annual audit
- ▶ FIRST rating





**GOOSE CREEK CONTINUES TO MAINTAIN AAA BOND RATING**

**FINANCIAL INTEGRITY RATING SYSTEM OF TEXAS (FIRST) AUDIT RATING**



**FUND BALANCE %**

2018-2019	2019-2020	2020-2021	2021-2022
41.14%	50%	42%	42%



# PORTRAIT OF A GRADUATE



<p><b>COLLABORATIVE RELATIONSHIPS</b></p> <ul style="list-style-type: none"> <li>Shares Responsibility</li> <li>Partners with Community and Businesses</li> <li>Team-Oriented Mindset</li> </ul>	<p><b>DYNAMIC LEADER</b></p> <ul style="list-style-type: none"> <li>Inspires Others</li> <li>Honesty and Integrity</li> <li>Commitment and Passion</li> </ul>
<p><b>COLLEGE &amp; CAREER READY</b></p> <ul style="list-style-type: none"> <li>Goal Focused</li> <li>Life Long Learner</li> <li>Technology and Data Driven</li> </ul>	<p><b>SKILLED COMMUNICATOR</b></p> <ul style="list-style-type: none"> <li>Expresses Ideas Effectively</li> <li>Active Listener</li> <li>Values Soft Skills</li> </ul>
<p><b>CRITICAL THINKER</b></p> <ul style="list-style-type: none"> <li>Objective and Reflective</li> <li>Values Innovation and Creativity</li> <li>Asks Pertinent Questions</li> </ul>	

## Vision

We empower every student with the knowledge and skills they need to succeed in a global community.

# PORTRAIT OF A LEADER

## DEVELOPS A SHARED VISION

Collaborates with others to create ownership  
Develops a plan for success, is goal driven, focused, and decisive  
Provides a meaningful and clear direction for others to follow  
Fosters innovative problem solving  
Commits to growing others

## LEADS WITH INTEGRITY

Makes decisions in the best interest of students  
Values service before self  
Builds trust with others and is trustworthy  
Promotes equity and fairness  
Exhibits a strong work ethic

## MAKES STRATEGIC DECISIONS

Applies best practices  
Stays well informed  
Relies on research, expertise, and experience  
Employs a growth mindset as a life-long learner

## COMMUNICATES EFFECTIVELY

Articulates high expectations for all  
Provides clarity and specificity  
Engages in active listening  
Conveys passion and enthusiasm

## BUILDS RELATIONAL CAPACITY

Exhibits positive interpersonal skills  
Develops trusting relationships  
Demonstrates empathy and care towards others  
Promotes inclusiveness  
Values and models customer service

## COLLABORATES WITH STAKEHOLDERS

Seeks input from others/gives all stakeholders a voice  
Values diverse ideas/thinking  
Builds collective efficacy  
Leverages the talents of others

**Mission**  
Developing the Whole Child



HERE,  
WE GROW  
**GIANTS**



GOOSE CREEK CISD  DEVELOPING THE WHOLE CHILD