



2021-2022

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



THIS IS WHERE GIANTS ARE MADE

There's a town
A place like no other
So much to discover here

Along these shores
Oh those Friday lights
That shine so bright,
our neighbors cheer

The days go slow
but the years fly by
So hold on tight
enjoy the ride

These halls are filled
With laughs and pride
The future awaits
Let's march in stride

This is where Giants are made

Any endeavor
or storm we can weather
This is what shapes us,
This is where Giants are made

United together,
In it forever,
We are Goose Creek,
This is where Giants are made

The light is shining
on the seven bays
School's back in
for the brightest of days

People rise
for one and all
From every corner
We all stand tall

This is where Giants are made

Any endeavor
or storm we can weather
This is what shapes us,
This is where Giants are made

United together,
In it forever,
We are Goose Creek
This is where Giants are made

Any endeavor
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This is where Giants are made



Scan to view the
Goose Creek CISD Anthem Video

HEREWEGROWGIANTS.COM

29 CAMPUSES

23.7K STUDENTS

4K STAFF MEMBERS



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

GOOSE CREEK MEMORIAL HIGH SCHOOL
NATIONAL 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



Apple Distinguished School

AUSTIN ELEMENTARY
LEE HIGH SCHOOL

1:1 IPAD INITIATIVE
DISTRICT-WIDE

FULL DAY PRE-K & ELEMENTARY DUAL-LANGUAGE



1.9K
GIFTED & TALENTED
STUDENTS

1.1K
INDUSTRY
CERTIFICATIONS
EARNED

\$16 MILLION
IN SCHOLARSHIPS

45 ASSOCIATE DEGREES
EARNED IN 2020-2021

1,249

STUDENTS ENROLLED IN AT
LEAST ONE DUAL CREDIT

967 STUDENTS TAKING AT
LEAST ONE AP CLASS

78 ADVANCED PLACEMENT
SCHOLARS



6,528

STUDENTS
ENROLLED IN
AT LEAST ONE
CAREER &
TECHNICAL
EDUCATION
COURSE

11 CAREER
ACADEMIES

3 NATIONAL MODEL
CAREER ACADEMIES



\$36M

IN TAXPAYER SAVINGS
AFTER I&S BOND
PROGRAM PRODUCED
5¢ LOWER TAX RATE

32



PARTNERS IN
EDUCATION

TEACHER
STARTING SALARY
\$59.5K

NEW FACILITIES
SCHEDULED FOR
CONSTRUCTION

5

\$1.4 MILLION

EDUCATION FOUNDATION
AWARDED DOLLARS TO DATE



15 DISTINCTIONS
EARNED
IN 2018-2019

8 2020-2021 ATHLETIC
PLAYOFF APPEARANCES

30 CONSECUTIVE
YEARS
NATIONAL HISTORY FAIR
COMPETITORS

30 ART CONTEST
BLUE RIBBONS
HOUSTON LIVESTOCK
SHOW & RODEO

61 TMEA ALL
REGION CHOIR
STATE QUALIFIERS

3 ORCHESTRA
SWEEPSTAKES

3 MARCHING BAND
SWEEPSTAKES
RECEIVED IN 2021 UIL
MARCHING CONTESTS



INSTRUCTIONAL FRAMEWORK

PLC PROCESS



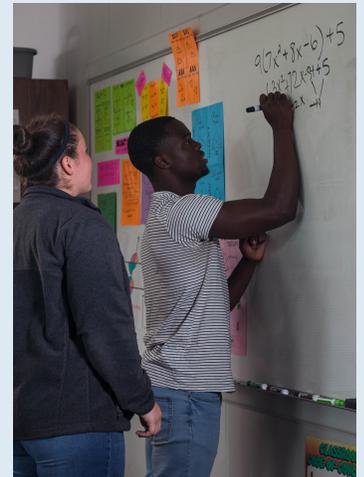
- ▶ Commitment to engagement in professional learning activities
- ▶ PLCs include norms, agendas, roles and responsibilities, evidence-based practices, and data review
- ▶ 4 critical questions drive all Professional Learning Communities
- ▶ Agendas and products will be collected and reviewed by administration 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

STAAR CONVERSION SCORE (DOMAIN I)

2018-2019 Score	2019-2020 Score	2020-2021 Score
46	NA	40*

ACADEMIC PROGRESS CONVERSION SCORE (DOMAIN II)

2018-2019 Score	2019-2020 Score	2020-2021 Score
54	NA	58*

CLOSING ACHIEVEMENT GAPS CONVERSION SCORE (DOMAIN III)

2018-2019 Score	2019-2020 Score	2020-2021 Score
67	NA	50*

* COVID-related impact on statistic.



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, MR CONVERSION SCORE (DOMAIN I)

2018-2019 Score	2019-2020 Score	2020-2021 Score
62	NA	75*



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
94.9%	95.35%*	93.23%*



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
28%	25%*	46%

* COVID-related impact on statistic.



Social Emotional Learning

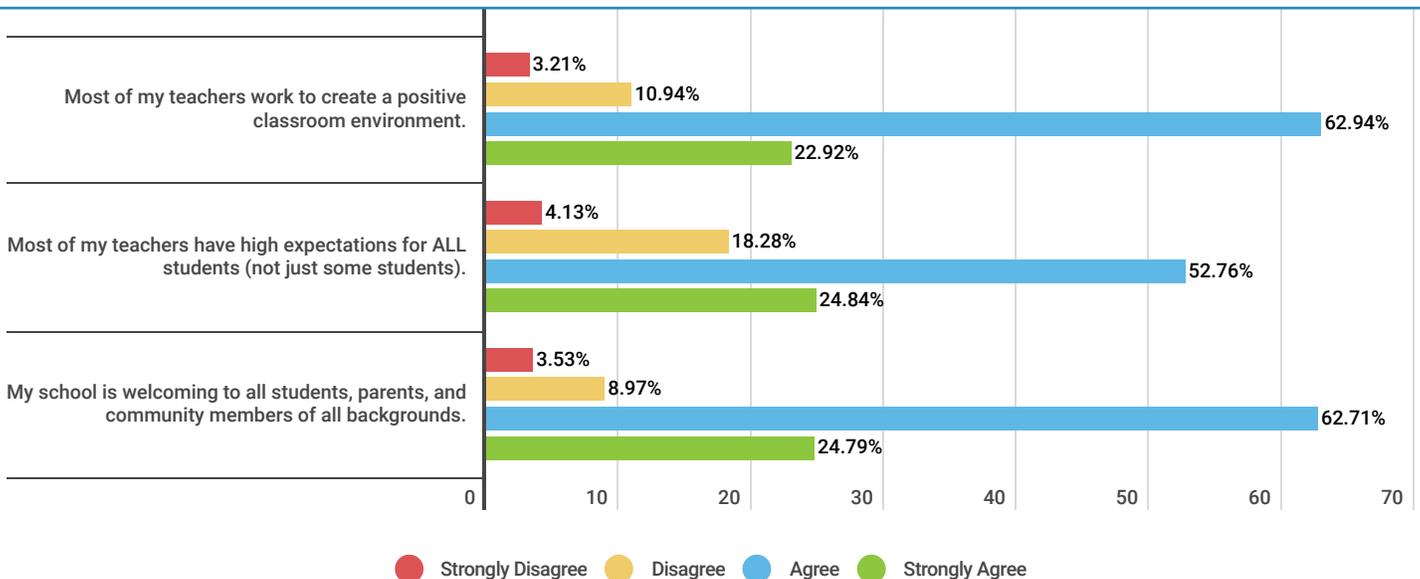
STRATEGIES

- ▶ 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

- ▶ 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

- ▶ 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

- ▶ 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

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



SOCIAL MEDIA ENGAGEMENT [FACEBOOK, INSTAGRAM & TWITTER]

2018-2019	2019-2020	2020-2021
2,700/mo	5,079/mo	7,900/mo

RECOGNITIONS & EVENTS

- ▶ Giant of the Month Recognitions
- ▶ Podcast: The Goose Call
- ▶ Education Foundation Student Choice Awards
- ▶ Dedication & Groundbreaking Ceremonies
- ▶ COVID Dashboard & Website
- ▶ Get on the Bus Education Foundation Campaign
- ▶ Be Well Baytown Day
- ▶ Safe Routes to School
- ▶ United Way Partner
- ▶ Chamber of Commerce Partners in Education Program

TOP ORGANIC POSTS FOR 2020-2021

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

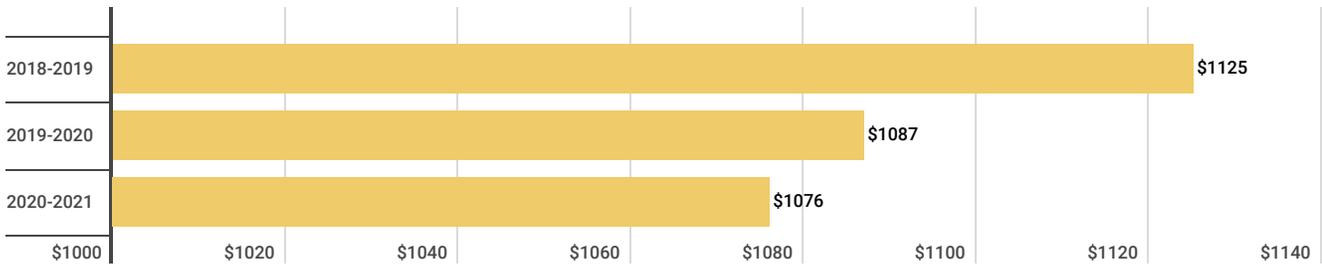
- ▶ Implement strategies that promote safety and security to reduce safety incidents on campus, such as safety drills, Friends for Life/Crime Stoppers, DARE, and GREAT.
- ▶ Provide effective threat assessment training for staff and perform all required safety drills.
- ▶ Increase police and security 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

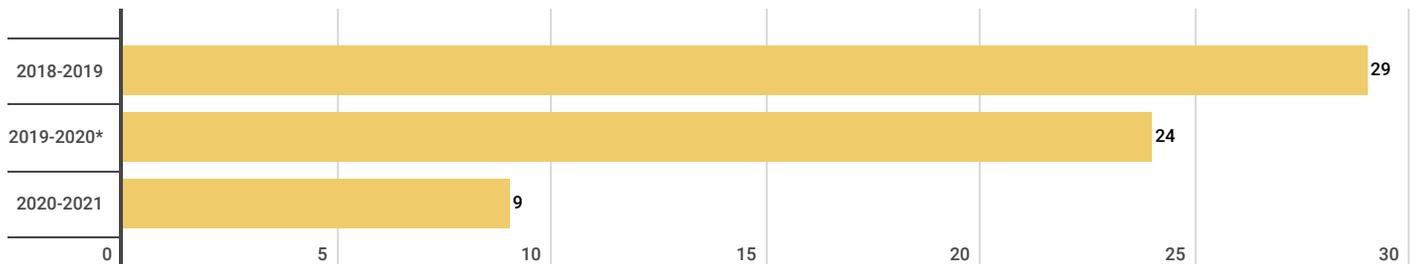
- ▶ PEIMS code reports on violent incidents
- ▶ Internal/External Safety Audits (GCCISD and HCDE)
- ▶ Internal/External Safety Drills and Training documentation
- ▶ Funding sources for additional police and security personnel
- ▶ Obtain the Trusted Learning Environment (TLE) Seal by 2023-2024
- ▶ Weekly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



MAINTENANCE COST PER STUDENT



SAFETY/SECURITY INCIDENTS



* COVID-related impact on statistic.

95.3% 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
87%	89.5%*	89%

EMPLOYEE RETENTION

2018-2019	2019-2020	2020-2021
83%	83.5%	PENDING



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

FUND BALANCE %

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



PORTRAIT OF A GRADUATE



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

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