A Snapshot of What Drives our Strategic Direction...

Students
As a result of being educated in Gwinnett County Public Schools, students graduate with the knowledge, skills, and social awareness to succeed in college, career, citizenship, and life in an ever-changing world.

Families
As partners with the school, families of Gwinnett students support their children's education, reinforcing high expectations for learning and behavior and sharing accountability for their children's success.

Employees
GCPS employees are passionate advocates for public education, committed to serving students and the Gwinnett community effectively, professionally, and ethically. As a result, our employees— both those who teach and those who support our teachers— are respected, appreciated, and valued.

Curriculum, Instruction, and Assessment
Gwinnett County Public Schools' curriculum standards, instructional practices and resources, and assessment program are at the center of our core business—teaching and learning. The curriculum represents the essential knowledge and skills all students learn. Proven instructional practices and a focus on rigor assure that learning is optimized for every student. The assessment program provides meaningful, actionable information that helps direct each student's educational pathway.

Technology and Digital Resources
Gwinnett County Public Schools provides robust, secure access to technology and digital resources that meet the evolving needs of students and staff. Safe, responsible use of technology is taught and expected so that technology resources will support learning, supplement instruction, foster collaboration, and nurture creativity and innovation across the district. Access to technology is not a barrier to student learning, and resources and technology improvements are allocated equitably among schools.

School Climate
School climate speaks to the quality, culture, and character of our campuses. Gwinnett schools are places devoted to teaching and learning where a positive climate is nurtured. Fostering such a climate is the responsibility of all who are a part of a school community. It is a climate that is safe and orderly; promotes academic and behavioral excellence; encourages and maintains respectful, trusting, and caring relationships; and contributes to the success of all students.

Governance and Leadership
Leaders at the district and school levels are passionate about students and their success. They use the district's foundational documents (vision, mission, goals, core beliefs, etc.) to guide their actions and decisions so that students' best interests are served. Striving to fulfill the promise of public education in Gwinnett County, they engage with others in the community, earning respect and trust and exhibiting integrity in all they do.

Operations
The district has the facilities, infrastructure, financial means, and technological resources to advance teaching and learning. It employs proven business practices and operational strategies that meet the public's highest standards for accountability, integrity, equity, and trust.

Communication
Effective communication is everyone's responsibility. GCPS promotes open, honest, reliable, two-way communication to build trust and confidence in the school community and beyond, and engage stakeholders in ongoing, meaningful, and authentic ways.

Innovation
Gwinnett County Public Schools is organized to do today's work extraordinarily well, while exploring and preparing our system for the opportunities of tomorrow. In this age of rapid technological progress, organizational ambidexterity enables the district to pursue innovative approaches to all aspects of schooling— academic and operational— in order to meet the evolving needs of students, families, and the Gwinnett community.

The Strategic Direction keeps the school district focused on its core business— teaching and learning— and drives continuous improvement. It is one of the district's foundational documents, linking the vision, mission, goals, and core beliefs to initiatives and priorities, division objectives, operational management plans, and local school plans for improvement.

Vision

Gwinnett County Public Schools will become a system of world-class schools where students acquire the knowledge and skills to be successful in college and careers.

Mission

The mission of Gwinnett County Public Schools is to pursue excellence in academic knowledge, skills, and behavior for each student, resulting in measured improvement against local, national, and world-class standards.

Strategic Goals:

Gwinnett County Public Schools will...

Goal 1: Ensure a world-class education for all students by focusing on teaching and learning the Academic Knowledge and Skills (AKS) curriculum.
Goal 2: Ensure a safe, secure, and orderly environment for all.
Goal 3: Optimize student achievement through responsible stewardship of its financial resources and the proactive pursuit of all resources necessary to meet current and future demands.
Goal 4: Recruit, employ, develop, and retain a workforce that achieves the mission and goals of the organization.
Goal 5: Support instructional and operational needs with technological systems and processes that support effective performance and desired results.
Goal 6: Provide and manage the system's facilities and operations in an exemplary manner as determined by programmatic needs and best management practices.
Goal 7: Apply continuous quality improvement strategies and principles as the way the organization does business.



Gwinnett County Board of Education Commitments:

- Ensure our core business of teaching and learning is built on a rigorous curriculum, effective instruction, and high-value assessments
- Educate every student to world-class standards and individual potential
- Provide a safe and secure learning environment
- Optimize the school effect to have a positive impact on every child
- Govern the district fairly and openly, seeking the engagement of the many stakeholders we serve.

The Board's Core Beliefs and Commitments can be viewed in their entirety at *gcpsk12.org*.

Gwinnett County Board of Education
Carole C. Boyce, District I
Steven B. Knudsen, District II
Dr. Mary Kay Murphy, District III
Everton Blair, Jr., District IV
Louise Radloff, District V
J. Alvin Wilbanks, CEO/Superintendent

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Strategic 2020 Direction 2030

1 Document. 10 Drivers. 1 Direction.

Gwinnett County Public Schools' *Strategic Priorities for 2010-2020* were introduced in 2009, not as a "strategic plan," but rather as a guide to communicate the school district's intended direction over the next 10 years. For a decade, the Strategic Priorities served GCPS well, laying out the district's strategic direction in concrete, relevant terms for 10 components that covered every facet of the organization, both academic and operational. The work associated with the *Strategic Priorities for 2010-2020* was built on the qualities and characteristics our employees and other stakeholders believed were desirable for each component, and moved us closer to achieving our vision of becoming a system of world-class schools.

The Strategic Direction for 2020–2030

To prepare for the next decade, in 2019 GCPS launched a community-wide campaign to invite input on updating the Strategic Priorities. Many stakeholders were involved in crafting what is now called the *Strategic Direction for 2020-2030*. Two series of 12 focus groups each gathered the thoughts and ideas of parents, GCPS employees, students, and community members, and an online survey brought in thousands of responses.

Like its predecessor, the *Strategic Direction for 2020-2030* consists of 10 components or "drivers" that guide our day-to-day work. Several components from the previous version remain, but stakeholders also felt GCPS should focus on some new ones moving forward. Each driver is either a school district responsibility or it can be influenced by the attitudes and actions of those within the organization.

The 10 drivers are organized into three broad categories – **our people, our core business, and our pursuit of excellence**. An essential element, equity, is woven throughout all 10, ensuring the district's focus on equity continues and benefits all students. For each driver there is a clearly identified goal or desired state (shown on the "Snapshot" page inside), and a detailed list of qualities and characteristics that stakeholders feel are desirable.

The *Strategic Direction for 2020-2030* will be a significant guide for the school system's work, now and in the future. We invite you to join us as we build on what is best about Gwinnett County Public Schools today to ensure it becomes the best it can be tomorrow… a system of world-class schools.

A Deeper Dive into GCPS' Strategic Direction for 2020–2030

Our People...

The success of Gwinnett County Public Schools and, ultimately, its ability to become a system of world-class schools is based on the contributions, collaboration, and progress of its people, specifically its students, families, and employees.

Students

Throughout their time in our schools, students will...

Be engaged learners who reach their full potential.
- Learn to think critically, solve problems, collaborate, and communicate well.
- Develop a keen sense of curiosity and the imagination and adaptability to thrive.
- Become critical consumers and responsible producers of information.
- Take responsibility for their learning, their behavior, and the decisions they make.
- Develop as well-rounded individuals— academically, socially, and emotionally.
- Engage respectfully with people of different beliefs and backgrounds.
- Cultivate the interpersonal skills that will equip them for success as leaders and team members in a global economy.
- Develop the resilience, flexibility, and capacity for lifelong learning necessary for continuous growth throughout adulthood.
- Be people of good character—honest, trustworthy, kind, unselfish, and considerate of others.
- Contribute to the community's quality of life through their civic involvement and service, taking pride in their school, community, and country.

Employees

Essential to GCPS' quest to become a system of world-class schools, employees will...
- Have high expectations for students and themselves and take responsibility for the results of their work.
- Demonstrate the school district's commitment to equity in all aspects of the organization.
- Respect cultural differences and build on the rich diversity found within our student population, workforce, and community.
- Communicate in effective and meaningful ways that foster positive relationships, enhance student learning, and encourage parental and community involvement in schools.
- Engage fairly with students, families, and all stakeholders.
- Contribute to the common good, building a greater community through their civic involvement.
- Be caring, compassionate, and dedicated professionals.
- Use information, tools, and strategies to improve their job performance.
- Embrace lifelong learning and continuous quality improvement to build their professional capabilities.
- Be well-informed about the district's initiatives and direction and take pride in working for GCPS.

Families

A child's first teachers, families will...
- Be actively engaged with their children and teachers to optimize learning.
- Encourage in their children personal responsibility, regular school attendance, and a strong work ethic.
- Ensure students come to school ready to learn each day.
- Communicate regularly with teachers and the school— sharing information, concerns, and ideas— to ensure their children's academic, social, and emotional well-being.
- Engage respectfully with people of different beliefs and backgrounds within the school community.
- Partner with the school to educate children about how personal behavior and decisions— both good and bad— can affect them and the school climate.
- Provide their children early learning opportunities that prepare them with the skills needed for a strong start in kindergarten.
- Support public education, investing time to learn about the important initiatives of the school and the district.



Our Core Business...

Gwinnett County Public Schools' core business is teaching and learning. Key to the district's continued success is its high-quality curriculum, instruction, and assessments; its ability to provide resources to support the work of its schools; and its commitment to maintaining school climates where students thrive.

Curriculum, Instruction, and Assessment

Gwinnett's curriculum, instruction, and assessment program will...
- Be driven by the core belief that all students can learn and schools must provide them with equitable opportunities to reach their potential.
- Provide programs and learning activities that are innovative and challenging.
- Incorporate resources that connect students' prior knowledge and experiences to the lessons in the classroom.
- Lay a foundation for learning that includes high-level literacy and communication skills; a deep understanding of mathematics and its application; and fundamental knowledge and skills in a wide range of subjects.
- Motivate students to take initiative for their learning, fostering growth and student success and preparing them to be active and engaged citizens.
- Expand student choices by offering learning options that address school structures, models, and themes, and that prepare students for postsecondary study and the workplace.
- Use engaging, research-based teaching strategies to meet each student's unique learning needs.
- Employ a variety of information and data in order to increase students' learning.
- Evaluate the progress of student learning throughout the year, using multiple measures.
- Reflect current best practices in content, delivery, and evaluation.



Technology and Digital Resources

The use of technology and digital resources in GCPS will...
- Incorporate emerging technologies into classroom instruction, making learning real and relevant while preparing students to compete globally after high school.
- Equip students to navigate the digital world as conscientious digital citizens, critical consumers, and responsible producers.
- Ensure employees have the technology-based knowledge, skills, training, and tools they need to be effective in their jobs.
- Continuously provide educators with reliable data that generates information essential to making instructional decisions.
- Assure safe, secure, and effective use of technology and protection of the district's data and information resources.
- Facilitate teaching and learning, enhance communication, and strengthen the link between home and school.
- Support operational and analytical excellence in the day-to-day operations of the school district.

School Climate

Gwinnett schools will...
- Ensure children have the support they need to succeed academically.
- Promote a culturally responsive classroom that takes into account students' backgrounds, social experiences, prior knowledge, and learning styles.
- Maintain a safe, secure, orderly, and positive learning and working environment.
- Cultivate respect, empathy, and kindness throughout the learning community.
- Focus on what people have in common and build a bridge across our differences.
- Ensure that policies, procedures, and practices are implemented in a fair and equitable manner.
- Connect families with community resources that can assist with social and emotional issues and concerns that have an impact on students' well-being at school.
- Cultivate a culture of leadership that recognizes and builds the capacity of leaders at all levels.
- Encourage civic participation and a strong sense of community by emphasizing three areas: rights, responsibility, and respect.
- Provide a welcoming environment for all stakeholders.

Our Pursuit of Excellence...

Gwinnett County Public Schools is committed to the pursuit of excellence in all aspects of the organization. Achieving that goal requires that the district have cohesive leadership, exemplary operations, effective means of communicating with and engaging stakeholders, and a culture that embraces continuous improvement and innovation.

Governance and Leadership

Those who govern and manage the school district will...
- Embrace the Board of Education's core beliefs and commitments.
- Ensure that students, staff, and families have equitable access to school district resources and educational opportunities.
- Value organizational coherence and help all employees recognize the important connection between their work and teaching and learning.
- Lead by example, energizing others and executing plans that turn vision into reality.
- Promote a performance culture that insists on high standards for all, accountability for results, and continuous improvement of systems, processes, and practices.
- Identify and develop future leaders and build the capacity of those with whom they work.
- Educate the community about school and district needs and decisions in a transparent manner, and forge partnerships to support our schools.
- Value community input in school district decisions.
- Be responsible stewards of taxpayers' money and pursue the necessary resources to support world-class schools.

Innovation

Gwinnett County Public Schools will...
- Engage in continuous quality improvement and innovative processes to ensure that everyday success endures.
- Explore promising education models, technologies, and ideas that enable the school district to adapt continuously to meet future demands.
- Promote a climate that nurtures new ideas, encouraging creativity and adaptability.
- Strive for excellence and equity in innovation across the county.
- Take a measured approach to innovation, recognizing that even with failure come learning opportunities.
- Prepare students for the future of work in an age of rapidly emerging technologies and an evolving workplace.
- Personalize the learning experience for students.
- Continually improve in all operational areas through the use of state-of-the-art design, industry best practices, innovative strategies, and conservation principles.

Operations

Operationally, the district will...
- Design, equip, and manage schools to be safe, secure, and flexible learning environments that support high-quality teaching and learning.
- Ensure equity across the district in resource allocation and capital improvements.
- Provide buildings, grounds, and athletic facilities that are modern, attractive, comfortable, energy-efficient, and well-maintained.
- Manage the district's financial, physical, and human resources through a transparent system that earns the public's trust.
- Maintain data quality, security, and privacy safeguards to ensure responsible custody of the information collected and stored that is essential to supporting educational and operational excellence.
- Provide safe, reliable, efficient, and cost-effective transportation services.
- Be future-focused in planning for growth, taking into account the aesthetic, cultural, and environmental values of the community.
- Continue to be a good corporate citizen as evidenced by the district's environmental, social, and governance practices.

Communication

Gwinnett County Public Schools will...
- Expect effective communication at all levels of the organization, reinforcing the value we place on input from internal and external stakeholders.
- Offer engagement opportunities at the school and district levels that keep students, staff, and communities informed and able to provide meaningful input.
- Reinforce that families and school staff share responsibility for maintaining effective communication between the home and the school.
- Recognize the need for varied methods of communication in order to overcome the challenges associated with language differences and limited access to technology.
- Provide accurate, timely, and relevant information through communication vehicles that stakeholders prefer.
- Position GCPS as worthy of the public's trust, support, and confidence by conveying a clear and compelling story of its instructional and operational success.
- Highlight the district as a source of community pride and a major factor in the economic vitality of the county.