

**GOUVERNEUR CENTRAL SCHOOL DISTRICT  
STRATEGIC PLAN**

December 2013

## Table of Contents

	Page
I. Executive Summary	3
II. Introduction and Overview	4
III. Message from the Superintendent	5
IV. Vision and Mission	6
V. SWOT Analysis	6
VI. <i>Jumpstart</i> Idea Generation	7
VII. Goals and Action Planning	8
VIII. Work Plans	13
IX. Appendix	21

## I. Executive Summary

A group of leaders from the Gouverneur Central School District and the surrounding community have developed a strategic plan to determine where the District intends to be in the future and how it will get there.

As part of the process a new vision statement defining what the Gouverneur Central School District aspires to and a new mission statement describing the organization's fundamental purpose were developed:

- *New Vision Statement: Delivering the Promise of a Brighter Future for Our Students and Our Community.*
  
- *New Mission Statement: Gouverneur Central School District, in collaboration with the community, is dedicated to educating all individuals, in a safe environment, to be passionate learners and responsible citizens in a global society.*

In addition, five strategic categories were established with strategic goals and strategies in each category:

- Strategic Category #1: Instructional Programs  
Goal: *Provide instructional programs that develop individual strengths and talents to meet the requirements for employers and college.*
- Strategic Category #2: Gouverneur Central School District Resources  
Goal: *Access and effectively utilize all available resources.*
- Strategic Category #3: Community  
Goal: *Gouverneur Central School District is universally viewed as a valued and respected member of the community.*
- Strategic Category #4: Health and Safety  
Goal: *Provide a safe environment and promote wellness throughout the Gouverneur Central School community.*
- Strategic Category #5: Financing/Funding  
Goal: *Efficiently manage operating costs and apply for alternative sources of funding.*

The strategies for achieving each goal are detailed in Section VII.

## II. Introduction and Overview

The Gouverneur Central School District was awarded funding from the Office of New York State Senator Patty Ritchie for the development of a strategic plan. The purpose of the strategic plan is to determine where the District intends to be in the future and how it will get there.

The strategic planning process was facilitated by CITEC, a not-for-profit economic development organization headquartered in Potsdam, New York.

In addition to teachers and other staff members, the core strategic planning group included a student representative, a school board member, parents of children enrolled in the elementary, middle and high schools, and business and community leaders. This collaborative effort provided a well-rounded perspective. A listing of the participants is shown in the appendix.

The development of the strategic plan included four steps:

- An analysis of Gouverneur Central School District's strengths, weaknesses, opportunities and threats
- The development of vision and mission statements
- *Jumpstart* idea generation
- The definition of strategic categories, strategic goals and strategies for achieving the goals

The core strategic planning group met over a period of six months. The entire process was transparent and input from community leaders, parents, school personnel, and students was welcomed and actively solicited.

The information that follows provides Gouverneur Central School District with a strategic plan which defines where the District intends to be in 2018.

### III. Message from the Superintendent

It is an honor to serve the communities of the Gouverneur Central School District by leading the effort to provide educational opportunities for our youth. Our Vision Statement – Delivering the Promise of a Brighter Future – communicates our belief that education is an avenue to change lives, combat poverty, support wellness and encourage the hopes, dreams and aspirations of our children. The future can only be built upon a solid foundation of mutual trust and respect. To build this foundation, the school will involve parents and the community in meaningful roles to ensure all students are provided the opportunity to develop the skills, abilities, character and knowledge to live as lifelong learners in a socially responsible manner.

I am excited to play a vital role in this process. I am also aware that I cannot accomplish this mission alone. Without the multiple voices of our community members, we will not reach our full potential. The issues that face our schools, our communities and our nation will only be addressed by the combined wisdom, life experiences and knowledge of our constituents. Each voice will be given the opportunity to be heard. Each person will be encouraged to play a significant role in the education of our students as we set the course to career and college readiness. Everyone must feel empowered to participate in the process as a valued member of the team. We will accept nothing less.

In small rural communities, such as Gouverneur and its surrounding townships, the school is recognized as a community center. The future of our school and our community becomes dependent upon our working in a cooperative manner. We will flourish when we address our needs and work toward mutual goals. Part of our strategic plan addresses strengthening the partnerships with businesses and extending the opportunities we offer our community members by strengthening our adult education. If we want our children to be lifelong learners, we must offer programs to support lifelong learning. We will also work with businesses and local government to look for opportunities to share resources, increase efficiencies and promote economic development.

By working together, I am confident that we will accomplish our goal:

*Delivering the Promise of a Brighter Future  
for Our Students and Our Community.*

Lauren F. French

## IV. Gouverneur Central School District Vision and Mission

### **Vision**

A key component of strategic planning is the development of a future vision. This vision reflects Gouverneur Central School District's intention, describes the ways the organization will look to the future, and helps to position the organization to achieve its goals. The strategic plan is then developed from this vision to move the organization from its current position toward the vision.

- *New Vision Statement: Delivering the promise of a brighter future for Our Students and Community.*

### **Mission**

The mission statement for Gouverneur Central School District explains its purposes. The mission statement concisely communicates the overarching purposes that encompass all of the programs, services, and activities undertaken by Gouverneur Central School District.

- *New Mission Statement: Gouverneur Central School District, in collaboration with the community, is dedicated to educating all individuals, in a safe environment, to be passionate learners and responsible citizens in a global society.*

## V. SWOT Analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is an essential part of understanding the current state of the Gouverneur Central School District so that the core strategic planning group could best map out a plan to pursue the new strategic vision.

The identified strengths, weaknesses, opportunities and threats are detailed in the appendix.

## VI. *Jumpstart* Idea Generation

A *Jumpstart* is a rather new technique for generating new ideas for an organization. It brings together a diverse group of people, using unique stimulus activities and the opportunity to talk about ideas and issues to look for creative solutions. The theory of using as many diverse people as possible is that it allows more innovation of ideas and avoids the “group –think” mentality. The goal of a *Jumpstart* is to collect ideas and then use these materials in the formulation of specific targets in the strategic plan.

A listing of the *Jumpstart* ideas generated is included in the appendix along with a listing of participants. This list of ideas was then used to formulate strategies and actions for the strategic plan.

## VII. Goals and Action Planning

The core strategic planning group identified five Strategic Categories:

- Instructional Programs
- Gouverneur Central School District Resources
- Community
- Health and Safety
- Financing/Funding.

Within each category, goals and strategies were developed. In addition, work plans, timelines and responsibilities were established for each strategy and corresponding action.

### Strategic Category #1: Instructional Programs

Goal: *Provide instructional programs that develop individual strengths and talents to meet the requirements for employers and college.*

Strategies:

1. Evaluate Instructional Programs
  - a. Evaluate and refine various measures to evaluate curriculum
  - b. Analyze core curriculum alignment
  - c. Ensure accurate placement for new students entering the District
2. Expand UPK Program
  - a. Update census to determine potential population
  - b. Educate Community on UPK
  - c. Pursue additional funding/grant opportunities for both half day and full day
3. Develop and/or Expand Educational Pathways
  - a. Develop potential academic pathways for students
  - b. Identify correct pathway for individual students
4. Take advantage of Regional Opportunities
  - a. Re-evaluate BOCES offerings/CTE
  - b. Pursue additional opportunities in Distance Learning
  - c. Further develop relationship with Agricultural Board
  - d. Further utilize community expertise/opportunities
5. Measure District Progress
  - a. Meet/exceed a graduation rate of 85%
  - b. Increase the percentage of students able to meet /exceed the CCRS by 50% each year in Algebra, Geometry, Trigonometry and English.
  - c. Reduce dropout rate a minimum of 4% over 5 years
  - d. Meet AYP for the following categories: Students with Disabilities, Students in Poverty



## Strategic Category #2: Gouverneur Central School District Resources

Goal: *Access and effectively utilize all available resources.*

Strategies:

1. Staff Development
  - a. Identify staff development needs in these areas: Special Education, STEM, Technology, CCSS, APPR, DDI, RTI
  - b. Investigate a Future Teacher of America program
  - c. Revise our New Teacher Academy/Mentoring Program
  - d. Increase Administrative Staff development
2. Define and maximize use and accessibility of technology to enhance instruction and student learning
  - a. Assess student access to technology at home and on campus
  - b. Revamp the district technology plan
  - c. Address technology within the scope of the capital project
  - d. Implement the Technology Plan
3. Reduce duplicative services (i.e. – other municipal resources)
  - a. Meet with town and village to discuss services
  - b. Investigate cooperative bidding
  - c. Investigate outsourcing services for efficiency
4. Create strong partnerships with the community
  - a. Develop welcoming bags for new students
  - b. Seek student opportunities with local business for student placements
  - c. Establish mentor program with colleges/business community to enhance educational programs
5. Facilities - Capture branding in building design
  - a. Adopt an official Wildcat logo
  - b. Incorporate school colors as part of the capital project
  - c. Have student buy-in and voice with branding of the school
6. Maximize facility usage
  - a. Investigate scheduling of buildings for access to the public
  - b. Review hours of operation and schedules to accommodate usage requests
7. Public Relations
  - a. Task each school to investigate public relations events
8. Promote student involvement
  - a. Create a committee to investigate opportunities for our students to have a voice

- b. Create an entrepreneurial class elective

### Strategic Category #3: Community

Goal: *Gouverneur Central School District is universally viewed as a valued and respected member of the community.*

Strategies:

1. Develop a communication plan to provide clear and timely communication to all stakeholders
  - a. Form a communications task force team/committee at each building and at the District Office
2. Identify community interests in Gouverneur Central School District activities and programs
  - a. Survey the community to identify areas of involvement, and current and potential needs
3. Identify, encourage and recognize staff and student participation in community events
  - a. Showcase “Wildcats in the News”
4. Develop robust adult education programs/offerings
  - a. Form an adult education committee
  - b. Develop a survey for community and business needs
  - c. Revamp the adult education program and offerings
5. Identify opportunities to involve families
  - a. Develop a plan by building to increase family involvement
6. Foster pride in school and community
  - a. Establish a Beautification Committee
  - b. Highlight the positives through social media, i.e., Twitter
  - c. Promote ongoing face-to-face interaction with all stakeholders

### Strategic Category #4: Health and Safety

Goal: *Provide a safe environment and promote wellness throughout the Gouverneur Central School community.*

Strategies:

1. Update Wellness Plan
  - a. Establish a committee that includes student representation
  - b. Determine staff/student needs
  - c. Obtain plan approval
  - d. Implement plan
  - e. Evaluate Wellness Plan annually
2. Update Safety Plan
  - a. Refine/Maintain District Safety Plan
  - b. Adopt Safety Plan
3. Acquire a comprehensive Employee Assistance Program (EAP)
  - a. Research and approve EAP provider
  - b. Educate Staff on benefits/services of the EAP
4. Create and foster positive building relationships
  - a. Assess strengths/weaknesses of existing relationships (student:student, student:staff, staff:staff)
  - b. Identify and implement programs and services to strengthen existing relationships
  - c. Monitor effectiveness of programs
5. Create a procedure/system for gathering student input
  - a. Establish/redefine student committee, e.g., Student Council
  - b. Create instructional/school climate surveys
  - c. Administer survey
  - d. Present findings to the Administration
6. Refine parent contact procedures regarding health and safety
  - a. Research viable options for automated messaging
  - b. Approval of automated messaging system

#### Strategic Category #5: Financing/Funding

Goal: *Efficiently manage operating costs and apply for alternative sources of funding.*

Strategies:

1. Seek alternate funding sources
  - a. Participate in BOCES grant writing service
2. Identify revenue generating options
  - a. Review potential shared services with town, village and hospital
  - b. Investigate rebate program with Chase Bank
  - c. Plan annual \$100,000 Capital Project
3. Analyze cost/benefit of instructional programs
  - a. Develop and maintain records of BOCES costs vs. local administration of programs
  - b. Review the cost of traditional textbook vs. e-textbook and device
  - c. Collaborate with colleges and business community to assess program needs
4. Increase sustainability of facilities and programs
  - a. Investigate successful practices in other public schools
  - b. Expand composting to all buildings
  - c. Add composting to the Agriculture curriculum/FFA Extracurricular Club
  - d. Replace inefficient lighting
5. Practice long-term financial planning
  - a. Review budget for percent increase/decrease
  - b. Participate in regional cost sharing forums to gather information
  - c. Project revenue and expenditures for 5 years
  - d. Review and update plan annually

## Strategic Category #1: Instructional Programs

<i>Strategic Goal: Provide instructional programs that develop individual strengths and talents to meet the requirements for employers and college.</i>			
<b>Strategies</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Complete</b>
1. Evaluate Instructional Programs	1.1 Evaluate and refine various measures to evaluate curriculum	AS, BP	Annually-July
	1.2 Analyze course curriculum alignment	AS, CIO	Annually-Jul/Aug
	1.3 Ensure accurate placement for new students entering the District	AS, BP, Guidance, CSE	As needed
2. Expand UPK Program	2.1 Update census to determine potential population	3 <sup>rd</sup> Party/Bus Mgr	Biennial
	2.2 Educate Community on UPK	Administration	Annually/March
	2.3 Pursue additional funding/grant opportunities for half day and full day	Assistant Superintendent	Annually
3. Develop and/or Expand Educational pathways	3.1 Develop potential educational pathways for students	AS, BP, CIO	Annually-Nov/Feb
	3.2 Identify correct pathways for individual students	Guidance Dept	Annually-Dec/Feb
	3.3 Create an entrepreneurial class elective	Secondary Administration	2015 Academic year
4. Take Advantage of Regional Opportunities	4.1 Re-evaluate BOCES offerings/CTE	S, AS, BP, Business Mgr	Annually/Dec
	4.2 Pursue additional opportunities in Distance Learning	S, BP, Bus Mgr	On-going/Nov
	4.3 Further develop relationship with Agricultural Board	S, Ag Teacher	On-going/Nov
	4.4 Further utilize community expertise and opportunities	BP, Inst Staff, CIO	Quarterly Review
5. Measure District Progress	5.1 Meet/Exceed graduation rate of 85%	CIO	Annually-Aug/Sept
	5.2 Increase the percentage of students able to meet /exceed the CCRS by 50% each year in Algebra, Geometry, Trigonometry and English.	CIO	Annually-Aug/Sept
	5.3 Reduce dropout rate a minimum of 4% over 5 years	CIO	Annually-Aug/Sept
	5.4 Meet AYP for the following categories: Students with Disabilities, Students in Poverty	CIO	Annually-Aug/Sept

## Strategic Category #2: Gouverneur Central School District Resources

Strategic Goal: <i>Access and effectively utilize all available resources.</i>			
Strategies	Actions	Responsibility	Complete
1. Staff Development	1.1 Identify staff development needs in these areas: Special Education, STEM, Technology, CCSS, APPR, DDI, RTI	AS, PD Committee and Administration	Annually-Mar/Sept
	1.2 Investigate a Future Teacher of America program	Secondary Admin	Cohort 2014
	1.3 Revise our New Teacher Academy/Mentoring Program	Administration	Spring 2014
	1.4 Increase Administrative Staff Development	AS and Superintendent	Monthly
2. Define and maximize use and accessibility of technology to enhance instruction and student learning	2.1 Assess student access to technology at home and on campus.	Tech Committee, AS	Spring 2014
	2.2 Revamp the district technology plan	Tech Committee, AS	Annually/Spring
	2.3 Address technology within the scope of the capital project.	Capital Project Committee	Annually/Fall
	2.4 Implement the Technology Plan	Tech Committee and Admin	Annually/Spring
3. Reduce duplicative services (i.e. – other municipal resources).	3.1 Meet with town and village to discuss services	District Office	January 2014
	3.2 Investigate cooperative bidding.	District Office	January 2014
	3.3 Investigate outsourcing services for efficiency	District Office	January 2014
4. Create strong partnerships with the community	4.1 Develop welcoming bags for new students	BP, Counselors	As needed
	4.2 Seek opportunities with local businesses for student placements	Secondary Admin, Guidance	Annually-Sept/Dec/Mar/Jun
	4.3 Establish mentor program with colleges/business community to enhance educational programs	Secondary Administration	Annually

Strategic Category #2: Gouverneur Central School District Resources (continued)

5. Facilities: Capture branding in building design	5.1 Adopt an official Wildcat logo	Administration	Fall 2013
	5.2 Incorporate school colors as part of the capital project	Capital Project Committee	Spring 2014
	5.3 Have student buy-in and voice with branding of the school	Capital Project Committee, Administration	Spring 2015
6. Maximize facility usage	6.1 Investigate scheduling of buildings for access to the public	Central Office, Bldg and Grounds	Weekly
	6.2 Review hours of operation and schedules to accommodate usage requests	Central Office, Bldg and Grounds, BP	Weekly
7. Public Relations	7.1 Task each school to investigate public relations events	Central Office, BP	Annually
8. Promote student involvement	8.1 Create a committee to investigate opportunities for our students to have a voice	Central Office, BP	Annually
	8.2 Create an entrepreneurial class elective	High School BP	Sept. 2015

### Strategic Category #3: Community

<b>Strategic Goal: <i>Gouverneur Central School District is universally viewed as a valued and respected member of the community.</i></b>			
<b>Strategies</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Complete</b>
1. Develop a communication plan to provide clear and timely communications to all stakeholders	1.1 Form a communications task force team/ committee at each building and at the District Office	District Office, BP	January 2015
2. Identify community interests in Gouverneur Central School District activities and programs	2.1 Survey the community to identify areas of involvement, and current and potential needs	BP	January 2015
3. Identify, encourage and recognize staff and student participation in community events	3.1 Showcase "Wildcats in the News"	District Office	November 2013
4. Develop robust adult education programs/ offerings	4.1 Form an adult education committee	Coordinator Adult Ed.	September 2013
	4.2 Develop a survey for community and business needs	Coordinator Adult Ed.	September 2013
	4.3 Revamp the adult education program and offerings	Coordinator Adult Ed.	December 2013
5. Identify opportunities to involve families	5.1 Develop a plan by building to increase family involvement	Building Principals, AS	September 2014
6. Foster pride in school and community	6.1 Establish a Beautification Committee	Building Principals	June 2015
	6.2 Highlight the positives through social media, i.e. Twitter	Building Principals	June 2015
	6.3 Promote ongoing face-to-face interaction with all stakeholders	Building Principals	June 2014



## Strategic Category #4: Health and Safety

<b>Strategic Goal: <i>Provide a safe environment and promote wellness throughout the Gouverneur Central School Community.</i></b>			
<b>Strategies</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Complete</b>
1. Update Wellness plan	1.1 Establish a committee that includes student representation	Athletic Director	2014
	1.2 Determine staff/student needs	Wellness Comm.	2014
	1.3 Obtain plan approval	BOE	Annually/Summer
	1.4 Implement plan	Wellness Comm.	2014-Sept thru Jun
	1.5 Evaluate Wellness Plan annually		
2. Update Safety Plan	1.5 Annual re-evaluation of Wellness Plan	Wellness Comm.	Annually-June
	2.1 Refine/Maintain District Safety Plan	Administration	Annually-Sept
3. Acquire a comprehensive Employee Assistance Program (EAP)	2.2 Adopt Safety Plan	BOE	Annually-Oct
	3.1 Research and approve EAP provider	Assistant Superintendent	December 2013
4. Create and foster positive building relationships.	3.3 Educate Staff on benefits/services of EAP	Assist Super	Annually-Sept 2014
	4.1 Assess strengths/weaknesses of existing relationships (student:student, student:staff, staff:staff)	Building Principal	Annually
	4.2 Identify programs and services to strengthen existing relationships	BP, designated Spt personnel	Annually
	4.3 Monitor effectiveness of programs	BP, designated Spt personnel	Annually-June
5. Create a procedure/system for gathering student input	5.1 Establish/redefine student committee, e.g., Student Council	Building Principal	September 2014
	5.2 Create instructional/school climate surveys	Committee/BP	Annually-Nov/May
	5.3 Administer survey	Committee/BP	Annually-Dec/June
	5.4 Present findings to Administration	Committee/BP	Annually-Dec/June
6. Refine parent contact procedures regarding health and safety	6.1 Research viable options for automated messaging	Administration	December 2013
	6.2 Approval of automated messaging system	Superintendent	December 2013

## Strategic Category #5: Financing/Funding

<b>Strategic Goal: <i>Efficiently manage operating costs and apply for alternative sources of funding.</i></b>			
<b>Strategies</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Complete By</b>
1. Seek alternate funding sources	1.1 Participate in BOCES grant writing service	Central Office	2013
2. Identify revenue generating options	2.1 Review potential shared services with town, village and hospital	Central Office	2014
	2.2 Investigate rebate program with Chase Bank	Business Mgr	2014
	2.3 Plan annual \$100,000 Capital Project	Carol, Harold, Lauren	Jan 2014
3. Analyze cost/benefit of instructional programs	3.1 Develop and maintain records of BOCES costs vs. local administration of programs	Central Office	Annually
	3.2 Review the cost of traditional textbook vs. e-textbook and the device	Technology Committee	Annually
	3.3 Collaborate with colleges and business community to assess program needs	Central Office, BP - Secondary	Annually
4. Increase sustainability of facilities and programs	4.1 Investigate successful practices in other public schools	Central Office, Building and Grounds	Annually
	4.2 Expand composting to all buildings	Ms. Zawatski, BP's	Annually
	4.3 Add composting to the Agriculture curriculum/FFA Extracurricular Club	HS Principal, Ag teacher	Annually
	4.4 Replace inefficient lighting	Building and Grounds	Annually
5. Practice long-term financial planning	5.1 Review budget for percent increase/decrease	Business Mgr	Monthly
	5.2 Participate in regional cost-sharing forums to gather information	Super, Business Mgr	As offered
	5.3 Project revenue and expenditures for 5 years	Business Mgr	Annually
	5.4 Review and update plan at least annually	Business Mgr	Annually-March

## IX. Appendix

- Strategic Planning Core Group and *Jumpstart* Participants
- SWOT Analysis
- *Jumpstart* Ideas

## Strategic Planning Core Group and *Jumpstart* Participants

Name	School	Position	Role
Abplanalp, Michele	MS	Guidance	Guidance Counselor
Bates, Michael	HS	Student	Senior
Bushey, Donna	Central Office	Administration	Assistant Superintendent for Curriculum and Instruction
Carter, Reg	N/A	N/A	CITEC – Business Advisor
Chapman, Amanda	WS	Teacher	West Side Elementary Teachers
Coffin, Steve	MS	Administration	Middle School Principal
Day, Victoria	ES	Administration	East Side Elementary Principal
Fenlong, Dave	N/A	Business/Community	Kinney Drugs - Store Design Coordinator
Figulara, Ashley	HS	Teacher	Secondary English Teacher
French, Lauren	Central	Administration	Superintendent of Schools
Kirby, Debbie	N/A	Parent	Parent
LaSala, Carol	Central	Administration	Gouverneur Central School Business Manager
Murray, William	N/A	N/A	CITEC – Executive Director
O'Brien, Bev	Retired	N/A	Retired Community Member
Porter, Clark	BOE	BOE/Business	Board of Education
Sheen, Lisa	ES	Support Union	East Side Elementary Office Secretary
Ellis, Andrew	<i>Jumpstart</i> only	Business/Community	Agent/Management CBNA Insurance Agency
Hayes, Kim	<i>Jumpstart</i> only	Special Education	Chairperson of Special Education
Mattice, Shannon	<i>Jumpstart</i> only	Guidance	Gouverneur Central School Chief Information Officer
Oram, Rob	<i>Jumpstart</i> only	N/A	CITEC – Director, Business Development
Peck, Donald	<i>Jumpstart</i> only	Government	St. Lawrence County Legislator
Spilman, Natalie	<i>Jumpstart</i> only	Community	Parent

## **SWOT Analysis**

### **Strengths**

- Students
- Young Administration
- Plenty of workshop opportunities for teachers
- Positivity between Administration and Staff
- Good technology available
- Encouraging new ideas
- Size and geographic location
- Supportive Board of Education
- Strong financials
- Good support of students
- Accessible Administration
- Accessibility and support during crisis
- Passion/compassion of teachers
- Low tax rate
- Recognized traditional programs
- Supportive community groups
- Best available facilities. \$ Available
- Good partnerships (Library, Town, etc.)
- College connectivity
- BOCES connectivity
- Block SUNY Potsdam
- Transparency of metrics
- Credit recovery
- Many extracurriculars
- Flexibility of grade levels
- Student/teacher ratio low
- Staff professionalism
- Transitioning programs (e.g. LINK)

### **Weaknesses**

- NYSED policies
- Special Education
- Cost of health insurance
- Some students cannot access programs
- College readiness

## **SWOT Analysis (continued)**

- Workforce readiness
- Communication of graduation outcomes
- Internet access at home for students
- Communication w/community
- Application of technology for communications
- Too much emphasis on technology
- Teacher ability to integrate technology
- Student access/use of advanced technology
- STEM programs/resources
- Teacher strategies for student engagement
- District geography large
- Communicating consequences of student progress
- # Honor Roll students
- Transitioning effectiveness
- Accessibility to materials for common core standards
- Historical knowledge less with administrative turnover
- Student access to extracurricular activities
- Inflexibility of school schedules
- Transportation (Efficiencies...)
- Building infrastructure (e.g., temp control)
- Air quality
- Safety and security
- Variety of electives
- Limitations of contract language
- Graduate not equal common core ready
- BOCES support and communication
- Support of at risk students (less face-to-face, human connection)
- Overall, losing face-to-face communication and skills
- Lack of positive communications – impersonal
- Lack of academic rigor
- Differentiation of instruction
- Employer/Industry relationship
- Lack of economic industry in SLC

## **SWOT Analysis (continued)**

### **Opportunities**

- Merger
- Ignore boundaries (artificial...)
- Become community hub
- Attract new community members
- More shared services
- Academic growth and success
- Reduce transportation times
- Leverage renovation project
- Higher emphasis/leader in job skills programs
- Create a brand
- Less reliance on BOCES
- Higher emphasis on STEM
- Expand Special Ed programs
- Consolidate into one LEED certified building
- Adult education
- Regional tourism
- Earlier CTE emphasis
- Unique opportunities/programs
- Emphasis on outdoor programs
- Create relationship with industry outside Gouverneur

### **Threats**

- Unfunded mandates
- Lack of staff skills
- Population decline
- Inaccurate perceptions
- Geographic isolation
- Loss of major employers
- NY fiscal health
- Employee benefit costs
- Forced merger
- State aid formula change
- Union contracts
- Rooftop Highway
- Loss of Gouverneur Hospital
- Federal fiscal health

## *Jumpstart Ideas*

	<b>Innovation Name</b>	<b>Description</b>
1	Operation Graduation - "It's Never Too Late"	GCS and the community partner to increase the graduation rates of current cohorts and reach out to former students who never finished high school to help them complete their requirements.
2	Joint Advisory Board	New Board works to help entire Gouverneur community to unite OR Combined Board works together to help all.
3	Gouverneur Sharing to Save Money	Towns, Village and School District sharing services and purchasing cooperatively to lower costs for their taxpayers.
4	Mobile STEM Experience	Traveling road school coming to a location near you. STEaM - roll through those long holiday breaks with the mobile lab.
5	Web Applications in the Classroom	GCSD provides access to academy global education through the web.
6	Student Volunteer Program	Students engage in their community through service. Students give back to the community.
7	GCSD Community Service Club	GCSD creates a new Community Service Club to match students and staff to community service projects and organizations.
8	Community relations through events: Radio and social media	Student government and school officials release information to the community for better involvement
9	The Roads Less Traveled	Construct multiple pathways to graduation through tracking
10	Community Relations	Gouverneur Central to improve community relations and education
11	GCSD Community Center	Creating a community of lifelong learners, regardless of age, day and night.
12	Building bridges with business	Businesses open doors to students for mentorship and skills training to initiate new relationships with their school.
13	Existing Technology Use to Expand Education	School District uses video conferencing units to expand course selection.
14	GCSD Goes Viral	GCSD starts tweeting and liking.
15	The School as a Community Learning Resource	Our school is for everyone. You're never too young or old to learn. GCS offers innovative continuing education programs.
16	Brand the Wildcat	All GCS school teams, clubs, athletes and students will be recognized by the official mascot and school colors.
17	Inclusion / Mainstreaming	All students included in regular education and benefiting from the discussion and instruction within the classroom.