Our Motto
Excellence in all we do

Our Mission
Provide quality learning environments preparing people for success in the workplace, in education, and in life.

Our Vision Statement
To be the premier provider of training and services; leading to empowered citizens, thriving families, vibrant communities, and economic prosperity.

Our Guiding Principles
Will the idea or decision:
- Positively impact more customers and/or increase the organization’s capacity to do so?
- Contribute to the organization’s ability to provide high demand and high wage opportunities for the customer?
- Allow the organization to serve the customer more efficiently and/or effectively?
- Provide a long-term benefit to the customer?
- Better prepare and/or equip the staff to provide the best training, education, and services for the customer?

Our Process
Strategic planning at GCTC begins with collecting inputs from customers and other stakeholders including, but not limited to: Business and Industry Visits, Communities, Staff, Students, Customers, Advisory Committees, and Internal Committees. Other inputs include: State Laws and Regulations, Board Policy, Peer Inputs, and Performance Data. Customer and regulatory inputs are used by the executive team to set objectives that are reviewed by the school’s leadership team, which is made up of representatives of many stakeholders for the school. The Strategic Objectives and District Targets are approved by the Board of Education before being distributed to all staff members and made available to interested stakeholders. Progress on meeting the targets is measured quarterly and evaluated annually. Organizational results for the current year are then used as the Performance Data for the adjusting and setting of targets for the next year.
Gordon Cooper Technology Center Standards guide us in our quest for excellence. Our standards lead us to excellence through continuous improvement, engagement with stakeholders, and the implementation of innovative solutions.

1. As our motto states, we strive for **excellence** in all we do by:
   - Committing to continuous personal and professional growth
   - Applying timely, adequate, and appropriate resources to serve others while being good stewards of the resources we employ
   - Using innovative solutions to best meet the needs of customers in an ever-changing workforce

2. As Professionals, we demonstrate exceptional **customer service** by:
   - Focusing on customer needs
   - Warmly greeting, assisting, and escorting every customer to points of service
   - Helping customers meet their personal goals

3. As Professionals, we engage in open and honest **communication** with each other and those we serve by:
   - Providing and expecting timely and appropriate feedback
   - Sharing information, planning, and decision-making with those who may be affected

4. As Professionals, we treat those we serve and each other in a manner worthy of **loyalty** by:
   - Valuing the uniqueness of those we serve and with whom we work,
   - Demonstrating respect to our customers, to our fellow Professionals, and to ourselves

5. We believe we each possess unique **talents and abilities** that can be leveraged for the benefit of the organization by:
   - Empowering each Professional to perform their jobs to the best of their abilities
   - Clearly communicating boundaries of responsibilities and expectations of excellence

6. As Professionals, we strive to be **positive** representatives of Gordon Cooper Technology Center by:
   - Modeling professional conduct while on campus
   - Being good ambassadors of the institution when engaging with the communities we serve

7. For the benefit of our customers and each other, we think and act “**safety first**” by:
   - Creating safe work conditions
   - Providing a secure campus
   - Maintaining a clean environment
Strategic Objective #1  
*Positively impacting those we serve.*  
*(EXTERNAL EXCELLENCE)*

**ACTION ITEMS**

1.1 Achieve Full-Time Equivalent enrollment of 1290 students in our Career Major programs and Business and Industry Service programs.  
**Person responsible:** Directors of Instruction  
**Timeline:** May 2016

1.2 Participate or assist in at least 175 community events within the school’s district representing Gordon Cooper to groups such as Chambers of Commerce, Civic Groups, Economic Development Groups, and Community Organizations. Participation would include volunteer work with specific events, presentations to groups to provide information about the school, and service on boards. Participation would not include membership in groups or functions that would be considered a part of the employee job description.  
**Persons responsible:** Directors of Instruction and other Supervisors  
**Timeline:** May 2016

1.3 Have 90% of Partner Schools with at least 10% Secondary Student Service Rate.  
**Persons responsible:** Directors of Instruction  
**Timeline:** May 2016

1.4 Average Wage of Gordon Cooper Technology Center career major graduates meets or exceeds $13.65 per hour.  
**Persons responsible:** Directors of Instruction  
**Timeline:** May 2016

1.5 Positive Placement rate for Cooper Technology Center career major graduates meets or exceeds 92%.  
**Persons responsible:** Directors of Instruction  
**Timeline:** May 2016

1.6 Achieve a graduate licensure and/or certification pass rate of 90% on courses greater than 30 hours in length.  
**Persons responsible:** Mike Matlock & Bob Perry  
**Timeline:** May 2016

1.7 Provide facilities/services to 29,500 community members or other stakeholders.  
**Persons responsible:** Vicki Mason  
**Timeline:** May 2016

1.8 Achieve a 4.2 rating or higher on a five point scale on external customer satisfaction surveys.  
**Persons responsible:** Marty Lewis  
**Timeline:** May 2016
1.9 Market the value of the CareerTech System by developing strategies, events, or campaigns to publicize exemplary and innovative practices. Develop and implement communication strategies to foster better understanding of career and technology education in partner schools with counselors, instructors, and administrators.

**Persons responsible:** Tracy Farley, Jessica Gabeau, Neisha Haskins, Roger Farris

**Timeline:** Ongoing

1.10 Maintain a district marketing plan to ensure the school is responsive to community needs.

**Persons responsible:** Tracy Farley

**Timeline:** Annually

1.11 Regularly review policies, promotional materials, and curriculum to verify materials appeal to all learners. Create and promote a systemic culture that values diversity and inclusion.

**Persons responsible:** Neisha Haskins, Rae Ann Shafer

**Timeline:** Ongoing

1.12 Gather, review, and report information on emerging trends in the job market. Factors to be included would be: regional and state employment outlook, salary ranges, and the needs of businesses.

**Persons responsible:** Directors of Instruction

**Timeline:** Ongoing

1.13 Facilitate on-campus meetings for partner schools’ superintendents, principals, and counselors.

**Persons responsible:** Marty Lewis, Rae Ann Shafer, and Jessica Gabeau

**Timeline:** Fall and Spring each school year

1.14 Provide opportunities to partner schools’ students and faculty in exploring career and technology education.

**Persons responsible:**

- **1.14.1** 8th Grade Expo
  - Donna Stone

- **1.14.2** HS Presentations and Shadowing
  - Jessica Gabeau

- **1.14.3** Summer Youth Programs
  - Neisha Haskins

- **1.14.4** STEM initiatives
  - Missy Dominy

**Timeline:** Ongoing

1.15 Maintain a team to work on Recruiting, Enrollment, and Retention efforts.

**Persons responsible:** Rae Ann Shafer

**Timeline:** Ongoing

1.16 Promote fundraising and other activities through the Gordon Cooper Educational Foundation that will promote the success of students.

- **1.16.1** Conduct at least one fundraising activity annually, dedicated to the mission of the Gordon Cooper Educational Foundation.

- **1.16.2** Promote and encourage all employees to participate in contributing to the Gordon Cooper Educational Foundation.

**Persons responsible:** Tracy Farley and Bob Perry

**Timeline:** Ongoing
1.17 Maintain a plan and method to analyze the utility of the school’s website, web design, social media, and content management to effectively communicate school information to the public.

**Persons responsible:** Matt Wiles, Tracy Farley, and Bob Perry  
**Timeline:** Ongoing

1.18 Develop a plan to integrate enrollments for career major programs, short-term adult courses, and BIS programs into one area. (See 4.2)

**Persons responsible:** Directors of Instruction  
**Timeline:** 2017 or earlier
Strategic Objective #2
Performing efficient, ethical, and fiscally responsible management of resources
(GOOD STEWARDSHIP)

2.1 Have 85% of Full-Time programs at 85% of capacity at the beginning of the school year and 81% of Full-Time programs shall not drop below 76% of capacity through March 11, 2016.

Persons responsible: Directors of Instruction
Timeline: March 2016

2.2 Have 63% or more of the total General Fund budget spent on direct classroom support.

2.2.1 Plan and monitor each month’s district expenditures, especially budgetary figures that involve direct classroom support.

Persons responsible: Sandra Ladra
Timeline: May 2016

2.3 Decrease Electricity consumption per square foot by .5% over previous five-year average.

2.3.1 Develop a systematic plan for continued implementation of reduction of district wide utility consumption.

Persons responsible: Brett Byrum
Timeline: May 2016

2.4 Decrease Natural Gas consumption per square foot by .5% over previous five-year average.

2.4.1 Develop a systematic plan for continued implementation of reduction of district wide utility consumption.

Persons responsible: Brett Byrum
Timeline: May 2016

2.5 Continuously implement better 5S standards by having instructors and staff self-assess areas regularly (at least once a semester or twice a year). Instructional Directors will evaluate areas for 5S at least once each year during summer checkout.

2.5.1 Conduct annual evaluations and updates to help calibrate 5S scoring.
2.5.2 Maintain a campus-wide average score of three or above for all 5S areas.

Persons responsible: Bob Perry
Timeline: May 2016

2.6 Ensure 90% of Open Enrollment courses scheduled and offered are conducted.

Persons responsible: Neisha Haskins
Timeline: May 2016

2.7 Continue annual program reviews emphasizing accountability for faculty. Reviews will examine program’s retention, positive placement, enrollment, competency test scores, instructional cost, and percentage of status unknown on the follow-up report.

Persons responsible: Directors of Instruction
Timeline: January 2016 (ongoing)

2.8 Develop partnerships with higher education institutions to provide educational opportunities for students to obtain advanced degrees.

Person responsible: Directors of Instruction
Timeline: (Ongoing)
Strategic Objective #3  
*Enhance the expertise and effectiveness of all employees*  
*(INTERNAL EXCELLENCE)*

**ACTION ITEMS**

3.1  Have 100% of staff meet targeted individual professional development goals of 32 hours for professional staff and 18 hours for support staff.
   3.1.1  Support instructors in obtaining effective instructional methods training.
   3.1.2  Support instructors in obtaining needed technical training.
   3.1.3  Develop professional development targets and plans for all staff including Instructional Staff, Professional Staff, Administrative Staff, and Support Staff. Expect all staff members to complete appropriate professional development targets.  
   **Persons responsible:** Supervisors  
   **Timeline:** Annually

3.2  Ensure that there are no material audit exceptions on the district’s annual audit.  
   **Person responsible:** Sandra Ladra  
   **Timeline:** Annually

3.3  Reduce reportable accidents to zero each year that result in time off work due to injury.
   3.3.1  Ensure employees are trained and aware of common hazards in the workplace.
   3.3.2  Conduct annual safety audit to address potential safety hazards as identified by OSHA.
   3.3.3  Reduce safety hazards by implementing 5 S standards throughout workplace.
   3.3.4  Reduce moving traffic violations and any vehicular accidents in school vehicles.  
   **Persons responsible:** Gary Tucker and Brett Byrum  
   **Timeline:** May 2016

3.4  Have 92% of staff participate in internal customer satisfaction survey.  
   **Persons responsible:** Supervisors  
   **Timeline:** May 2014

3.5  Ensure implementation of consistent standards and accountabilities by aligning instructional materials with state and/or national industry standards, providing innovative career guidance and instructional support, implementing data-driven systems of accountability, and establishing a system of program evaluation and incentive funding.  
   **Persons responsible:** Directors of Instruction  
   **Timeline:** Ongoing

3.6  Review survey information, business and industry contact information, and advisory committee minutes with the Planning Team (committee made up of representatives from each employee classification in the district) to update the school's strategic plan.  
   **Persons responsible:** Bob Perry  
   **Timeline:** Ongoing

3.7  Promote good organizational practices by emphasizing the importance of following the chain of command. Review the district’s organizational chart and make it available to all staff. Reinforce proper organizational communication practices. Regularly update Policy, Procedures, and Handbooks.  
   **Persons responsible:** Marty Lewis  
   **Timeline:** Ongoing
3.9 Provide periodic staff updates from the superintendent’s office about campus-wide news, initiatives, planning, projects, and other items related to campus operation via personal meeting, staff newsletter, e-mail, or other methods.

**Persons responsible:** Marty Lewis  
**Timeline:** Ongoing

3.10 Review and update incentive programs annually to promote and recognize employee excellence.

**Persons responsible:** Marty Lewis  
**Timeline:** August each year

3.11 Conduct regular meetings with Directors of Instruction to maintain consistency with instructional oversight.

**Persons responsible:** Marty Lewis  
**Timeline:** Ongoing

3.12 Identify new professionals within the school to provide leadership development, training, and mentoring.

**Persons responsible:** Marty Lewis and Bob Perry  
**Timeline:** Ongoing

3.13 Provide a reliable and efficient computer network and information system to all staff and customers.

3.13.1 Establish a documented, testable, and easy to use computer network back-up system for retrieving data.

3.13.2 Have less than four hours network downtime due to any factors relating to the internal network.

**Persons responsible:** Matt Wiles  
**Timeline:** Ongoing
Strategic Objective #4
Organizational and facility improvement goals
(STRATEGIC EXCELLENCE)

4.1 Look for opportunities to expand facilities to accommodate high-wage, high demand employment areas in various health fields.
   4.1.1 Determine floor space, other facility needs, and staffing for current and potential health programs.
   4.1.2 Estimate cost for remodeling areas, constructing on current site, or construction at a satellite facility.
   4.1.3 Develop construction plan.
   **Persons responsible:** Marty Lewis and other assigned staff
   **Timeline:** On going

4.2 Enhance service to customers and ensure the most appropriate placement into training programs by developing an enrollment Success Center to process all individual applications for full-time and short-term training programs.
   4.2.1 Analyze the volume and level of staffing currently used to promote, assess, process, and enroll customers into the different products the school provides.
   4.2.2 Develop a staffing plan to meet the needs of the above analysis.
   4.2.3 Develop a location with adequate space that will be inviting and enhance the customers’ educational experience.
   **Persons responsible:** Marty Lewis and other assigned staff
   **Timeline:** 2017-2018 school year

4.3 Explore ways to serve the business community better by expanding meeting room space, and enhancing business development resources.
   4.3.1 Look at available space and develop construction plans to provide more meeting room space and training space for business & industry, short-term users, and community needs.
   4.3.2 Develop a construction plan for meeting this need.
   **Persons responsible:** Brett Byrum, Vicki Mason, Bob Perry
   **Timeline:** May 2016

4.4 Improve campus safety and security by identifying and providing storm shelters and other security improvements for the campus.
   **Persons responsible:** Brett Byrum & Mike Matlock
   **Timeline:** May 2017

4.5 Explore opportunities to expand educational opportunities at Gordon Cooper Technology Center and meet the long-term training needs of the district by having enough space to grow and expand.
   **Person responsible:** Instructional Leaders
   **Timeline:** On going

4.6 Develop a decision-making matrix to compare the value of future and current training programs based on defined criteria.
   **Persons responsible:** Marty Lewis & Instructional Directors
   **Timeline:** May 2016
4.7 Improve Early Childcare facility to meet the requirements stated in the 2012 Five-year accreditation visit.

4.7.1 Provide storm shelter space in ECC.

Persons responsible: Marty Lewis and other assigned staff
Timeline: May 2016

4.8 Maintain a facility improvement plan for maintenance of the Gordon Cooper campuses.

Person responsible: Brett Byrum
Timeline: Ongoing