



Using results from a survey of over 1,100 people within Cullman City Schools, the following priorities were recognized:

TOP STAKEHOLDER PRIORITIES

- Funding up-to-date and necessary technology, such as Wi-Fi and technology required for virtual learning
- Maintaining existing facilities in good, secure, clean, and aesthetically pleasing condition and addressing current and future student growth
- Ensuring students have quality education materials in classrooms and libraries
- Providing competitive salary, supplements, and benefits in order to attract and maintain quality staff
- Providing training and professional development opportunities for all staff
- Maintaining and improving current curriculum
- Providing adequate funding for extracurricular activities

The following strengths, challenges, and opportunities were identified for Cullman City Schools:

STRENGTHS

- High performance expectations
- Low teacher/staff turnover
- Strong professional development program
- Student pride resulting in better behavior, dress, and presentation
- 90%+ graduation rate
- Extracurricular/academic opportunities
- Technology integration
- Career credentialing/Career Tech Education for students
- BOE willing to listen
- Invested leaders
- Well-kept facilities/grounds
- High qualified, dedicated, and knowledgeable faculty/staff
- Consistent ranking among top school systems in the state
- Optimal learning environment
- \$4M in scholarship offers for senior class
- SROs and nurses at every school
- Dual enrollment/fast-track opportunities for students
- Caring community

CHALLENGES

- Loss prevention of out-of-district students
- Current/future student growth
- Increases in services required to meet student needs
- Safety from outside/inside sources
- Decline of family values
- Growing negative perception of technology and instruction
- Increase in litigation
- Reduced funding and increased mandates
- Growing concern with drug issues
- Funding for curriculum needs

OPPORTUNITIES

- Virtual schooling
- Flexible scheduling
- Local industry/education partnerships
- Financial sustainability
- Student academic development
- Formalized procedures/practices
- Increased parent engagement; parenting classes and support
- Improved communication

A Strategic Plan was developed by a cross-functional team and proposed the following Mission, Vision, and Beliefs:

MISSION

"Inspiring students for lifelong success through character, citizenship, and scholarship"

VISION

To provide a comprehensive and innovative educational experience for all students and to develop citizens who are inspired and prepared for lifelong success, as demonstrated by high graduation levels, exceptional test scores, positive state and national recognition, and an engaged, thriving, growing community

BELIEFS

In order to inspire students for lifelong success, Cullman City Schools' students, faculty, and staff believe in:

Character

- Valuing and respecting all individuals
- Being respectful of authority
- Demonstrating honesty and integrity in all they do
- Endeavoring to achieve excellence in all aspects of life
- Maintaining a culture of collaboration, trust, and shared responsibility

Citizenship

- Striving for the betterment of self and others
- Being involved in community and civic organizations
- Maintaining a balanced lifestyle
- Being a positive and productive member of society

Scholarship

- Cultivating critical thinking and problem solving abilities
- Acquiring knowledge through academic inquiry
- Learning continuously
- Holding high academic expectations
- Expanding knowledge and understanding through the arts

Successful CCS graduates will possess:

- Life skills that include personal finance, organization, teamwork, and time management
- Critical thinking and high problem solving abilities
- Strong science, technology, and math skills
- Proficiency with language skills, such as reading, writing, speaking, and listening
- Perseverance, self-motivation, initiative, and character
- An understanding of social sciences and an appreciation of the arts



STRATEGIC OBJECTIVES

1. **Maintain rigorous instruction, expanding college and career opportunities and providing real world contextual based learning.**
 - 1.1. Increase student participation and success in appropriate programs of study using various modes of instruction.
 - 1.2. Enhance students' real world learning experiences and opportunities.
 - 1.3. Strengthen reading and math support for students and teachers.

Key Performance Indicators: Student enrollment in individualized placements of study; Percent of successful students; Graduation rate
2. **Maintain the efficient use of funds to support the high value offered to students as demonstrated by academic achievement and technology advancements.**
 - 2.1. Develop a fiscal needs communication plan in order to raise community awareness.
 - 2.2. Maintain appropriate reserves and monitor internal efficiencies.
 - 2.3. Ensure funding for appropriate professional development through traditional and non-traditional methods.
 - 2.4. Ensure funding for effective curriculum materials and resources.

Key Performance Indicators: Amount of reserves; Percent of local revenue change year over year
3. **Provide adequate facilities and services that address current and future student growth and needs.**
 - 3.1. Address current student growth needs and develop a plan to address future expanding needs.
 - 3.2. Review current extracurricular support needs and means to optimize.
 - 3.3. Explore service needs of parents, students, and staff and develop appropriate plans.

Key Performance Indicators: Student-teacher ratio compared to norms; Building capacity vs. occupation; Parent/student survey
4. **Maintain highly qualified personnel who are equipped with best practice strategies and skills through continued professional development.**
 - 4.1. Review current roles and responsibilities to align with the needs of our system and provide appropriate professional development for needed roles.
 - 4.2. Maintain appropriate salary and benefits to attract and maintain high quality staff.

Key Performance Indicators: Number of PD hours; Employee retention rate