

TUSCALOOSA COUNTY SCHOOL SYSTEM

Strategic Plan 2014 - 2019



Dr. Liz D. Swinford, Superintendent

TCSS Strategic Plan 2014 - 2019

Mission Statement

Our mission is to educate and empower all students to be college and career ready graduates – prepared to make positive contributions to our global society

Beliefs

High expectations are necessary to achieve goals and expand opportunities for all.

Education is a shared responsibility that positively impacts the quality of life.

Equity, fairness, accountability, and fiscal responsibility are foundations of our decision-making.

Safe, well-equipped, student-centered schools support student success.

Diversity and individual learning needs are respected, included, and valued.

1 GOVERNANCE AND LEADERSHIP

Goal 1.1:	Provide qualified, effective innovative Board of Education members.
Strategies:	1. Develop and retain highly qualified, dedicated, effective Board members.
	2. Provide high quality orientation and on-going training for Board members on local, state, and national education issues and on data-driven, research-based practices for improving student achievement and effective Board operations.
	3. Maintain effective Board policies on which to base sound decisions, effective procedures and fair, consistent implementation of laws, rules, and guidelines.
	4. Encourage, support and recognize continuing education, participation in leadership development programs, and attainment of credentials of distinction by Board members.
	5. Encourage, support and recognize Board member participation in school and community events, programs, and activities that build positive community relationships and engender support and increasing resources for improved student achievement.
	6. Establish and implement an effective program of Board evaluation and self-evaluation of performance, practices, and programs.
Goal 1.2:	Provide qualified, effective, innovative system leaders.
Strategies:	1. Recruit, develop, and retain highly qualified, effective, and innovative system and school administrators.
	2. Provide on-going, effective, high quality professional development for system and school administrators.
	3. Encourage, support and recognize continuing education, participation in leadership development programs, and attainment of credentials of distinction by system and school administrators.
	4. Encourage, support and recognize administrator participation in school and community events, programs, and activities that build positive community relationships and engender support for improved student achievement.
	5. Establish and/or participate in programs of leadership development that encourage and prepare teachers, aspiring administrators, and other staff for possible future school or system level leadership roles.

	6. Implement effective system level administrator evaluation systems that result in improved performance, on-going formative professional development plans, and personal goal setting and goal attainment.
Goal 1.3:	Provide opportunities and programs to involve students, parents, community members, government officials, and appropriate other agencies in collaborative efforts to improve school system governance.
Strategies:	1. Include parent, community, and appropriate agency representatives on advisory councils, continuous improvement plan committees, accreditation committees, federal programs and career technical advisory committees, and any other collaborative group engaged in establishing, reviewing, or revising school or system plans, programs, rules, policies, and procedures.
	2. Establish and/or maintain advisory groups, councils, cooperative associations, booster clubs, and school support groups to provide input, feedback, and ideas for improving school and system governance.
	3. Regularly collect, analyze, and disseminate summary information to system stakeholders on system and school accomplishments, benchmark measures, standards, and goals for improvement to inform their participation in decisions that impact governance (referenda, elections, capital campaigns, volunteerism, involvement programs, etc.)
	4. Collect , analyze and utilize public comments, suggestions, ideas and concerns about school system governance and leadership gathered through surveys, website submissions, correspondence, meetings, forums, and dialog opportunities.

2 TEACHING AND ASSESSING FOR LEARNING

Goal 2.1:	Provide meaningful, rigorous, relevant, high quality instruction to meet the needs of all students.
Strategies:	1. Ensure that course content, course offerings, and aligned curriculum enable student success during and after K-12 education, for college-bound and non-college bound students.
	2. Ensure appropriate, engaging instructional practices and effective teaching for all students.
	3. Ensure that programs of instruction, co-curricular and extracurricular activities, enrichment activities, fine arts and elective courses, and remediation programs are engaging, equitable, and accessible to all students.
	4. Ensure that instruction is designed and delivered to be engaging, inclusive, and success-oriented to provide quality education for the whole child (addressing academic, emotional, social, interpersonal, technical, and physical needs and skills).
	5. Engage teachers, support staff and administrators in strategic, collaborative, effective planning for instruction that is challenging, appropriately paced, and align with ALSDE courses of study, with assessments, and with workforce development needs and college readiness measures.
	6. Add or enhance programs to improve student success when financially possible, to include: pre-K programs at all primary/elementary schools, additional and expanded fine arts courses (dance, theater, music, art), expanded gifted education programs, additional and updated Career Technical Education (CTE) programs, early identification and intervention for vulnerable students, alternative education programs, additional AP, dual enrollment, and distance learning courses.
Goal 2.2:	Improve student achievement to meet or exceed annual learning goals, to close achievement gaps, and to make annual progress toward the target graduation rate of 100%.
Strategies:	1. Develop and implement successful continuous improvement plans at all schools to improve student achievement among all sub-groups and at all grade levels.
	2. Establish successful programs to maximize student achievement for learners with diverse needs (academically at-risk, non-traditional, special needs, gifted, ELLs, Pre-K).
	3. Implement programs of formative assessment, alternative education, and instructional monitoring to provide early intervention and productive remediation that enables all students to meet or exceed academic standards.

	4. Identify and implement research-based, effective instructional strategies that provide engaging, varied, and successful learning experiences for all students.
	5. Establish and implement measurable instructional and student achievement goals for academic, technology, interpersonal, and life-long learning skills.
	6. Identify and implement instructional strategies and student experiences that result in increased student learning of life skills for success at all grade levels to include: career awareness, communication, responsibility, integrity, perseverance, compassion, collaboration, problem-solving, creativity, and financial literacy.
Goal 2.3:	Provide highly qualified, highly effective personnel to meet the needs of the instructional program.
Strategies:	1. Recruit, employ, develop and retain highly qualified, effective teachers and instructional support personnel.
	2. Ensure effective pupil/instructional staff ratios at all schools.
	3. Encourage and recognize outstanding instruction and employee accomplishments.
	4. Ensure effective employee evaluation systems that result in improved performance, on-going professional development, and high quality employee training programs
	5. Encourage, support, and recognize continuing education, National Board Certification, and attainment of credentials of distinction for all personnel.
Goal 2.4:	Collect, analyze, and effectively use student achievement and performance data for improved teaching and learning.
Strategies:	1. Establish and maintain effective collection, analysis and use of standardized test results, student grades, formal and informal classroom assessments, benchmark testing, and approved measures of knowledge and skills to inform decision-making and instructional planning.
	2. Establish, maintain and document effective use of data meetings and instructional coaching programs that enable teachers to differentiate and individualize instruction to promote student success.
	3. Provide high quality professional development for teachers, instructional staff, and administrators on the effective use of data in instructional planning, strategic teaching, and evaluation of programs.

3 FACILITIES, RESOURCES AND SUPPORT

Goal 3.1:	Establish and maintain safe and secure learning environments throughout the school system.
Strategies:	1. Provide safe, secure, orderly, supportive and technology-rich school environments throughout the school system.
	2. Implement effective programs and procedures to prevent and reduce disciplinary infractions, suspensions, and expulsions.
	3. Provide safe, secure, and appropriate environments for a wide variety of extra-curricular and co-curricular programs (fine arts, athletics, technical education, assemblies regional/system-wide competitions, cultural events, community programs, and professional development, etc.).
	4. Review, update, revise and communicate an effective comprehensive system-wide code of conduct with appropriate, consistently-enforced consequences for disciplinary infractions.
	5. Review, update, revise and communicate effective school safety plans that meet or exceed state standards, that are coordinated with local emergency management, law enforcement, and government agencies.
Goal 3.2:	Provide and maintain facilities throughout the system based on objective criteria to provide the most appropriate, supportive, and attractive environments for all programs.
Strategies:	1. Make the best use of current facilities and plan future facilities to enhance student achievement and maximize learning and participation opportunities for all students.
	2. Provide an effective program of maintenance, cleanliness, and upkeep of all buildings, grounds, furnishings, and equipment.
	3. Locate and construct schools, building additions, and facilities for system activities based on objective criteria including demographic data, student travel times, and program needs.
	4. Regularly review, revise, and communicate results of facilities inspections, audits, and safety procedures to ensure the health, wellness, and safety of students and employees.

Goal 3.3:	Provide, maintain and allocate up-to-date technology and other essential equipment and resources to deliver high quality instruction, to provide effective communication, and to support student achievement.
Strategies:	1. Increase access to and use of technology resources and improve system technology infrastructure and support.
	2. Expand effective uses of technology by employees and students through on-going professional development and the implementation of effective technology integration and instruction.
	3. Enhance and expand the use of technology and other resources to improve internal and external communication, the exchange of information, and the collection and analysis of data to inform decisions.
Goal 3.4:	Improve school climate measures and student achievement through the analysis and effective use of attendance, discipline, and participation data.
Strategies:	1. Establish and maintain effective collection, analysis and use of attendance, discipline, student activity participation and any other appropriate data to inform decision making by teachers, staff, and administrators.
	2. Establish, maintain, analyze and use data from teacher and staff attendance reports, performance evaluations, participation in professional development and school activities to improve programs, services, and to promote positive school/workplace climate.
	3. Provide high quality professional development for teachers, instructional staff and administrators on the effective use of attendance discipline, and participation data for program planning, program evaluation, for improving school climate.
	4. Regularly monitor, evaluate and report attendance and discipline data, school climate measures, and related data in individual school continuous improvement plans, system reports, and by other appropriate means.
Goal 3.5:	Collect, analyze, and effectively use financial, demographic, and resource use data to inform and guide fiscal decision making and planning.

Strategies:	1. Establish and maintain effective procedures and processes for collecting, analyzing, and reporting financial, demographic, and fiscal planning data to maximize the use of system financial resources.
	2. Establish and maintain procedures and practices for using sound financial planning and decision-making based on current and projected data to ensure equitable distribution of all system resources.
	3. Develop, implement, and maintain reliable financial, demographic, resource, and needs assessment data to provide effective, equitable long-range facilities and instructional program planning and to assist in efforts to secure additional resources by all appropriate means.
Goal 3.6:	Provide and maintain efficient and effective transportation, health/wellness, and nutrition services to support high quality instruction and student achievement.
Strategies:	1. Provide safe, efficient, and equitable transportation services for all students.
	2. Provide effective health and wellness programs to improve student health, wellness, and capacity for learning.
	3. Provide effective programs and services to improve employee health, wellness, safety, attendance rates, job performance, and work satisfaction.
	4. Provide effective child nutrition programs to support increased student health/wellness and increased student achievement.

4 COMMUNICATION AND RELATIONSHIPS

Goal 4.1:	Establish, maintain and expand collaborative relationships with parents, families and the community to maximize student success.
Strategies:	1. Initiate, monitor and maintain effective, responsive programs of home-school communication using varied delivery methods and participation options.
	2. Increase programs and activities that support community -school interaction and collaboration (mentoring, sponsorships, exchanges, teams, visitation, advisory committees, collaborative grants, clubs, task forces, internships, job shadowing, etc.)
	3. Solicit and implement ideas from parents, families, and community members for expanding collaborative relationships.
	4. Ensure effective, collaborative student support relationships in providing career guidance, post-secondary success, citizenship education, and healthy lifestyle choices.
	5. Establish and maintain comprehensive and effective parent-family and parent education programs at all schools.
	6. Establish and maintain productive collaborative relationships with agencies and organizations that support family health and wellness, economic development, adult education, literacy, and social-mental; health and wellness.
Goal 4.2:	Establish, maintain and expand effective partnerships with post-secondary institutions, business-industry, community agencies and other groups to maximize student success.
Strategies:	1. Identify potential partner agencies, organizations, and groups and identify successful practices for establishing and maintaining effective partnerships.
	2. Initiate, maintain, and expand a variety of partnerships at school and system levels to positively impact student achievement and student success at all grade levels.
	3. Identify and seek grants, endowments, scholarships, and donations with partner agencies, groups, organizations or other educational institutions to increase resources for student success.

5 CONTINUOUS IMPROVEMENT

Goal 5.1:	Effectively use continuous improvement and accreditation monitoring plans to increase student achievement, to evaluate school and system success, and to guide decision making.
Strategies:	1. Analyze, monitor, and evaluate school continuous improvement plans at least annually and according to established benchmarks, state accountability measures, and school system strategic goals.
	2. Maintain system accreditation, utilizing the accreditation monitoring and reporting processes to promote and achieve improvement toward system strategic goals.
	3. Engage in regular orientation and comprehensive training for school system personnel in the effective use of improvement plans, accreditation plans, and accountability measures.
	4. Implement, monitor, evaluate and communicate improvement strategies as adjusted, increased, or modified to reach and exceed benchmark measures, accountability targets, and system strategic goals.
	5. Regularly publish and celebrate progress toward and accomplishment of school system strategic goals, continuous improvement goals, and accountability targets.
Goal 5.2:	Disseminate, publish and provide access to school system data (achievement, climate, fiscal, etc.) to demonstrate accountability, enhance credibility, and to enhance support for programs and plans.
Strategies:	1. Develop and implement activities and events that engage leaders, educators, community members, families and media in collaborative discussions, surveys, regional and school-based dialog, and information-rich data exchange for accountability and decision-making.
	2. Expand effective uses of communication technology by employees and students through on-going professional development and the implementation of effective technology instruction.

	3. Enhance and expand the use of technology, media and other resources to improve internal and external communication, education, and exchange of information to support student success.
Goal 5.3:	Monitor, evaluate and report on the school system strategic plan.
Strategies:	1. Identify, orient and train personnel and community representatives to review, evaluate and report on the progress of the strategic plan implementation at agreed upon intervals.
	2. Publish information to stakeholders at least annually on strategic plan activities, accomplishments, revisions, or modifications.
	3. Establish time-lines and procedures for on-going strategic planning to ensure that new goals, strategies and action steps are relevant, effective, and timely for subsequent plans and sustained continuous improvement.