Dear friends, partners, and supporters,

We are so pleased to share the Tulsa Public Schools 2017-2018 Annual Report with you! In these pages, you will read about the important work happening throughout our district to transform academic, personal, and social outcomes for the nearly 40,000 young people we serve. We hope that you enjoy learning about the ways Tulsa teachers and school leaders are cultivating joyful and engaging learning experiences that prepare every child for the greatest success in college, careers, and life.

While we continue to face significant challenges, including chronic underfunding of public education and a state-wide teacher shortage, we are also seeing promising gains in math growth and celebrating a 14 percentage point increase in our district-wide graduation rates over the last three years. We certainly have much more work to do to become our nation’s destination for excellence in teaching and learning, but we are making meaningful progress on our journey.

Thank you for your continued support of Tulsa teachers, children, families, and schools.

Suzanne E. Schreiber
Board President

Deborah A. Gist
Superintendent

MISSION

Our mission is to inspire and prepare every student to love learning, achieve ambitious goals, and make positive contributions to our world.

VISION

Tulsa Public Schools is the destination for extraordinary educators who work with our community and families to ignite the joy of learning and prepare every student for the greatest success in college, careers, and life.
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**OUR STUDENTS**

- **Pre-kindergarten students** | 2,610
- **Elementary schools** | 20,791
- **Junior and middle schools** | 5,251
- **High schools** | 8,781
- **Public charter schools** | 2,176
- **TOTAL ENROLLMENT** | 39,609

**Economically disadvantaged** | 78%
**English language learners** | 21%
**Gifted and talented** | 12%
**Exceptional students (IEP)** | 19%

**RACIAL/ETHNIC DISTRIBUTION**

- **24%** African American
- **24%** White
- **34%** Hispanic/Latinx
- **10%** Multi-racial/Other
- **5%** American Indian or Alaska Native
- **3%** Asian/Pacific Islander

**OUR STUDENTS COME FROM 62 COUNTRIES AND SPEAK 72 DIFFERENT LANGUAGES AND DIALECTS.**
## OUR SCHOOLS

<table>
<thead>
<tr>
<th>51</th>
<th>Elementary Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Junior and Middle Schools</td>
</tr>
<tr>
<td>9</td>
<td>High Schools</td>
</tr>
<tr>
<td>8</td>
<td>Alternative Schools</td>
</tr>
<tr>
<td>6</td>
<td>Public Charter Schools</td>
</tr>
<tr>
<td>1</td>
<td>Partnership School</td>
</tr>
</tbody>
</table>

### SCHOOL SITES OFFERING CAREER AND TECHNOLOGY EDUCATION PROGRAMS INCLUDING:

- STEM, business, marketing, information technology, family and consumer sciences, and agriculture

### SCHOOLS WITH DUAL LANGUAGE PROGRAMS:
- Dual Language Academy
- Kendall-Whittier Elementary School
- Sequoyah Elementary School
- Springdale Elementary School
- Skelly Elementary School

### SCHOOLS WITH LANGUAGE IMMERSION PROGRAMS:
- Eisenhower International School
- Zarrow International School

### HIGH SCHOOLS NATIONALLY RANKED IN US NEWS AND WORLD REPORT:
- Booker T. Washington High School
- Edison Preparatory High School
- Will Rogers College High School

### PUBLIC MONTESSORI:
- Emerson Elementary School

### MAGNET PROGRAMS AND APPLICATION SCHOOLS

- Booker T. Washington High School
- Carver Middle School
- Dual Language Academy
- Edison Preparatory High School
- Edison Preparatory Middle School
- Eisenhower International School
- Mayo Demonstration Academy
- Monroe Demonstration Academy
- Thoreau Demonstration Academy
- Will Rogers College High School
- Will Rogers College Junior High School
- Zarrow International School

### SPECIAL PROGRAMS

#### TULSA ENGINEERING ACADEMY
at Memorial High School (TEAM)

#### AGRICULTURAL EDUCATION

#### DIGITAL MEDIA AND BROADCASTING
- Webster High School

#### AP CAPSTONE PROGRAM
- Edison Preparatory High School

#### CULINARY, HOSPITALITY, HEALTH, AND HUMAN PERFORMANCE
- Hale High School

#### INTERNATIONAL BACCALAUREATE PROGRAM
- Booker T. Washington High School

#### AEROSPACE ACADEMY
at TulsaTech

### MICROSOCIETY PROGRAMS
- Monroe Demonstration Academy
- Thoreau Demonstration Academy

### PERSONALIZED LEARNING SITES

- Central High School
- Central Junior High School
- Hale Junior High School
- Hamilton Elementary School
- McClure Elementary School
- McLain High School
- McLain Junior High School
- Memorial High School
- Memorial Junior High School
- Tulsa MET High School
- Webster Middle School
- Whitman Elementary School

### CONCURRENT ENROLLMENT
available to all high school students through our local higher education institutions.
ELEMENTARY SCHOOLS
Academy Central Elementary School
Anderson Elementary School
Bell Elementary School
Burroughs Elementary School
Carnegie Elementary School
Celia Clinton Elementary School
Clinton West Elementary School
Cooper Elementary School
Council Oak Elementary School
Disney Elementary School
Dolores Huerta Elementary School
Dual Language Academy
ECDC Bunche
Eisenhower International School
Eliot Elementary School
Emerson Elementary School
Eugene Field Elementary School
Gilcrease Elementary School
Grimes Elementary School
Griswold Elementary School
Hamilton Elementary School
Hawthorne Elementary School
Hoover Elementary School
Jones Elementary School
Kendall-Whittier Elementary School
Kerr Elementary School
Key Elementary School
Lanier Elementary School
Lewis and Clark Elementary School
Lindbergh Elementary School
MacArthur Elementary School
Mark Twain Elementary School
Marshall Elementary School
Mayo Demonstration School
McClure Elementary School
McKinley Elementary School
Mitchell Elementary School
Owen Elementary School
Patrick Henry Elementary School
Peary Elementary School
Penn Elementary School
Robertson Elementary School
Salk Elementary School
Sequoyah Elementary School
Skelly Elementary School
Springdale Elementary School
Unity Learning Academy
Wayman Tisdale Fine Arts Academy
Whitman Elementary School
Wright Elementary School
Zarrow International School

HIGH SCHOOLS
Booker T. Washington High School
Central High School
East Central High School
Edison Preparatory High School
Hale High School
McLain High School
Memorial High School
Webster High School
Will Rogers College High School

ALTERNATIVE SCHOOLS
Phoenix Rising
Project Accept TRAICE Elementary School
Street School
TRAICE Academy High School
TRAICE Academy Middle School
Tulsa Learning Academy
Tulsa MET High School
Tulsa MET Junior High School

PUBLIC CHARTER SCHOOLS*
College Bound Academy
Collegiate Hall
KIPP Tulsa College Preparatory
Tulsa Honor Academy
Tulsa Legacy Charter
Tulsa School of Arts and Sciences

JUNIOR AND MIDDLE SCHOOLS
Carver Middle School
Central Junior High School
East Central Junior High School
Edison Preparatory Middle School
Hale Junior High School
McLain 7th Grade Academy
McLain Junior High School
Memorial Junior High School
Monroe Demonstration Academy
Thoreau Demonstration Academy
Webster Middle School
Will Rogers College Junior High School

PARTNERSHIP SCHOOL
Greenwood Leadership Academy

*Authorized by Tulsa Public Schools
### OUR TEAM

#### TEAM MEMBERS

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom teachers</td>
<td>2,300</td>
</tr>
<tr>
<td>Paraprofessionals/teacher assistants</td>
<td>505</td>
</tr>
<tr>
<td>School-based support</td>
<td>1,500</td>
</tr>
<tr>
<td>School leaders (principals and assistant principals)</td>
<td>135</td>
</tr>
<tr>
<td>District-level certified (nurses, speech pathologists, psychologists, mentors, etc.)</td>
<td>200</td>
</tr>
<tr>
<td>District-level support (administrators, executive staff, transportation, facilities, child nutrition, maintenance, etc.)</td>
<td>805</td>
</tr>
<tr>
<td>Part-time staff</td>
<td>755</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>6,200</strong></td>
</tr>
</tbody>
</table>

2017 - 2018 beginning teacher base salary* $32,900

### RACIAL/ETHNIC DISTRIBUTION OF TEAM

- **26%** African American
- **56%** White
- **9%** Hispanic/Latinx
- **6%** American Indian or Alaska Native
- **2%** Asian/Pacific Islander
- **1%** Multi-racial/Other
- **1%** Multi-racial/Other
- **1%** Multi-racial/Other

*Visit www.tulsaschools.org/compensation for more information

### 2017 - 2018 TULSA BOARD OF EDUCATION

President Suzanne Schreiber • Vice President Cindy Decker
Ruth Ann Fate | Shawna Keller | Jennettie Marshall | Gary Percefull | Amy Shelton

### 2017 - 2018 LEADERSHIP TEAM

Superintendent Deborah Gist • Deputy Superintendent Paula Shannon
Chief Innovation Officer Andrea Castañeda | General Counsel Jana Burk | Chief Financial Officer Noiberto Delgadillo
Chief Information and Analytics Officer Stephen Fedore | Chief Talent and Learning Officer Devin Fletcher
Chief of Schools Errick Greene | Chief Information and Operations Officer Blaine Young

*3rd largest employer in Tulsa County

*Visit www.tulsaschools.org/compensation for more information

8 : TULSA PUBLIC SCHOOLS ANNUAL REPORT
OUR BUDGET

2017-2018 GENERAL FUND

Where does the money go?

- **76%** Classroom and school services: supervising and supporting students, teaching staff, instructional support staff, transportation of students, and student counseling services
- **8%** Professional learning and curriculum support: curriculum, instruction, assessment supports
- **7%** Business services: human resource and legal services, IT, accounting, payroll, warehouse, and procurement
- **7%** Operations: maintaining and operating clean, comfortable, and safe school facilities
- **2%** General administration: general administrative and executive responsibility for district operations inclusive of superintendent and board of education services, public relations, strategic planning, and execution

Total Expenditures: $297,024,734

FINANCIAL SUPPORT

- 40+ district, school, and classroom grants totaling **$52 MILLION**
- **$13 MILLION** in bond funds used for safety and facilities improvements at 23 schools
- **$3.8 MILLION** in bond funds used to improve fuel-efficiency with the purchase of 31 new buses
- **$5 MILLION** in multi-year grant funding to strengthen social and emotional learning for students

$11.5 MILLION in philanthropic support from the Foundation for Tulsa Schools

Visit www.tulsaschools.org/compensation for more information
# OUR RESULTS

## DESTINATION EXCELLENCE SCORECARD

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>College and Career Ready Graduates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduation rate</td>
<td>67.5%*</td>
<td>72.5%*</td>
<td>76.9%*</td>
</tr>
<tr>
<td>% of students meeting SAT college readiness benchmarks in both reading/writing and math</td>
<td>33%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Post-secondary enrollment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Academic Excellence</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of 3rd graders proficient in reading</td>
<td>33%</td>
<td>37%</td>
<td>34%**</td>
</tr>
<tr>
<td>% of students proficient in both reading and math</td>
<td>24%</td>
<td>27%</td>
<td>26%**</td>
</tr>
<tr>
<td>% of students meeting projected reading growth</td>
<td>43%</td>
<td>47%</td>
<td>43%**</td>
</tr>
<tr>
<td>% of students meeting projected math growth</td>
<td>38%</td>
<td>41%</td>
<td>47%**</td>
</tr>
<tr>
<td><strong>Safe, Supportive and Joyful School Climate/Culture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of students with positive perceptions of belonging, school safety and teacher-student relationships (students who have favorable responses in all three areas)</td>
<td>Baseline TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average daily attendance rate</td>
<td>92.7%</td>
<td>92.4%</td>
<td>91.9%</td>
</tr>
<tr>
<td>Chronic absenteeism rate</td>
<td>24.0%</td>
<td>25.7%</td>
<td>28.0%</td>
</tr>
<tr>
<td>Suspension rate</td>
<td>8.8%</td>
<td>7.8%</td>
<td>7.4%</td>
</tr>
<tr>
<td><strong>Organizational Health</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Novice teacher retention rate</td>
<td>73.9%</td>
<td>66.7%</td>
<td>76.4%***</td>
</tr>
<tr>
<td>% of employees who are engaged and committed to Tulsa Public Schools (% of favorable responses based on staff survey questions)</td>
<td></td>
<td></td>
<td>86%</td>
</tr>
<tr>
<td>% of teachers and principals with positive perceptions of district office service (% of “agree” and “strongly agree” on a 6-point scale)</td>
<td>34%</td>
<td>23%</td>
<td>21%****</td>
</tr>
</tbody>
</table>

*Graduation rate state reporting is delayed by a year. The 2017-18 percentage represents the 2017 graduation rate.

**Academic measures include all K-10 students for 2017-18; prior years are K-3 students only.

***This includes teachers in their 1st or 2nd year with Tulsa Public Schools. Retention rates for 2015-16 and 2016-17 have been adjusted accordingly.

****This metric is calculated from OU Culture/Climate Survey and represents 795 surveyed teachers and principals who responded “agree” and “strongly agree.” Beginning in 2018-19, we will use a district-sponsored survey designed to provide a more comprehensive understanding of internal perceptions from a wider survey.
OUR RESULTS

SCORECARD DEVELOPMENT

We developed our district scorecard with yearly goals set by school teams based on the needs and growth opportunities in their school communities. These school goals were then averaged to create a district goal.

<table>
<thead>
<tr>
<th>SCHOOL GOALS</th>
<th>DISTRICT OVERALL GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHOOL A</td>
<td>91%</td>
</tr>
<tr>
<td>SCHOOL B</td>
<td>95%</td>
</tr>
<tr>
<td>SCHOOL C</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td>94.3%</td>
</tr>
</tbody>
</table>

(94.3% is the average of the three schools’ attendance goals)

SCORECARD MEASURES

COLLEGE AND CAREER READY GRADUATES

A high school diploma can change the trajectory of a young person’s life – by 2020, it is expected that 65% of jobs will require post-secondary credentials.* Ensuring that students are prepared for college and careers provides them with limitless opportunities after they leave Tulsa Public Schools. We use the following measures to understand our performance:

- High school graduation rate: percentage of on-time graduates within a four year cohort
- Postsecondary readiness: percentage of 11th grade students with college-ready SAT scores on math (480) and reading (430)

SAFE, SUPPORTIVE, AND JOYFUL SCHOOL CLIMATE/CULTURE

The “personality” of a school and the way students, teachers, and other adults interact with and feel about each other has a profound impact on everyone. We want all our students, families, and educators to feel like they are a vital part of their school communities and that they belong in Tulsa Public Schools. We use the following measures to understand our performance:

- Average daily attendance rate: percentage of days students are enrolled in which they attend school
- Chronic absenteeism rate: percentage of students who miss 10% or more of the days they are enrolled
- Suspension rate: percentage of students who receive out-of-school suspensions

ACADEMIC EXCELLENCE

We strive to provide every student with robust and rigorous learning experiences throughout their time in the Tulsa Public Schools family. We use the following measures to understand student academic performance:

- Percentage of 3rd graders scoring at or above proficiency on the NWEA MAP**: spring reading assessment
- Percentage of students scoring at or above proficiency on both the NWEA MAP**: reading and NWEA MAP**: spring math assessment
- Percentage of students meeting their NWEA MAP**: projected growth targets in reading
- Percentage of students meeting their NWEA MAP**: projected growth targets in math

ORGANIZATIONAL HEALTH

Tulsa Public Schools should be a place where people want to work – and where they share that enthusiasm with their friends, family, and community. When all 7,000 of us feel that intense and meaningful connection to each other and to our students and families, we will be able to set a new standard for what is possible in urban public education. We use the following measures to understand our performance:

- Novice teacher retention rate: percentage of first and second year teachers who remain at Tulsa Public Schools the following year
- Percentage of employees who are engaged and committed to Tulsa Public Schools based on the Tulsa Public Schools engagement survey
- Percentage of teachers and principals with positive perceptions of district office service

*Source: ImpactTulsa 2017 Community Impact Report

**NWEA MAP: an assessment system that provides a national benchmark for academic performance
OUR STUDENTS CAN

Students from ELIOT ELEMENTARY SCHOOL were finalists in the National Odyssey of the Mind Competition.

EDISON PREPARATORY HIGH SCHOOL’S WINTER PERCUSSION TEAM earned a second consecutive state championship, and the Edison Student Council won both state and national Gold Council of Excellence awards.

Students from MEMORIAL JUNIOR HIGH SCHOOL’S ROBOTICS TEAM competed and placed in the top 20 in the National SeaPerch Challenge.

Students from WEBSTER HIGH SCHOOL won the city-wide Tulsa Debate League Tournament and competed in the National Urban Debate League Championships.

Every child can learn. Every child has talent. Every child has value. Great education is demanding and engaging, structured and joyful, challenging and supportive. To succeed in a competitive world and to serve as the next generation of leaders, students must engage in their education, own their learning, and feel accepted and supported in our schools.

2017 DISTRICT-WIDE GRADUATION RATE: 76.9%

2014 - 2017 GAINS

East Central High School: 17 PPT
McLain High School: 22 PPT
Memorial High School: 19 PPT
Tulsa Met High School: 36 PPT
Webster High School: 24 PPT

CLASS OF 2017

Booker T. Washington High School: 99.7%
Edison Preparatory High School: 92%
Street School: 90%
Will Rogers College High School: 92.5%

14 PPT ▲
DISTRICT-WIDE 2013-2017

250+ additional graduates in the class of 2017 compared to the class of 2014

50% 55% 60% 65% 70% 75% 80%
2013-14 2014-15 2015-16 2016-17

GRADUATION RATE: 76.9%
OUR STUDENTS CAN

IN THE CLASSROOM

10 ppt increase in math proficiency for K-3 students at Lewis and Clark Elementary School
15 ppt increase in math proficiency for 4th graders at Council Oak Elementary School
25 KIPP Tulsa College Preparatory students were inducted into the National Junior Honor Society
30 ppt math growth in kindergartners at College Bound
82% of kindergarten students at Mitchell Elementary School were proficient in math
87% of first grade students at Grissom Elementary School exceeded both math and reading goals
92% attendance rate for students at Greenwood Leadership Academy
97% attendance rate and a 90% retention rate at Tulsa Honor Academy
97% of kindergarten students at Anderson Elementary School met reading growth goals
190 students at Booker T. Washington High School, East Central High School, Edison Preparatory High School, and Memorial High School received Advanced Placement Scholar Awards
231 AP courses offered in 2017-2018, an 8% increase over the previous year
13,000 lines of code written by 50 6th grade students at Collegiate Hall

BEYOND THE CLASSROOM

79% of students at Street School gained real-world learning and working experiences through internships across Tulsa
85 students from Eisenhower International School, Zarrow International School, Dual Language Academy, and Booker T. Washington High School participated in student exchange programs in Spain, Costa Rica, France, and China
300 scholars at Tulsa Legacy Charter School received weekly dance instruction in African, hip-hop, contemporary, and jazz in partnership with Choregus
463 concurrent enrollment students earned 1,389 college credits through our local higher education institutions
824 students received career and technical training and certifications from TulsaTech
6,500 career and technical students earned 2,100 industry certifications across 51 programs at 23 sites
OUR STUDENTS CAN

ATHLETICS

55+ student athletes received over $1 million dollars in post-secondary scholarships

1,500 elementary students participated in after-school health and physical education during the school year

4,953 middle and high school students participated in athletics

2017-18 STATE CHAMPIONSHIPS

BOOKER T. WASHINGTON HIGH SCHOOL FOOTBALL
6A II State Champions

BOOKER T. WASHINGTON HIGH SCHOOL GIRLS BASKETBALL
5A State Champions

BOOKER T. WASHINGTON HIGH SCHOOL BOYS SWIMMING
5A State Champions

BOOKER T. WASHINGTON HIGH SCHOOL GIRLS SOCCER
5A State Champions

EDISON PREPARATORY HIGH SCHOOL WRESTLING
5A State Champion Jerome Townsell

MEMORIAL HIGH SCHOOL BOYS BASKETBALL
5A State Champions
Extraordinary teachers are the heart of successful schools. They must continually hone their craft and content knowledge to design engaging experiences and facilitate success in every student. We require much of our teachers, and we must provide the conditions and work environments that promote professional satisfaction and student achievement. This means that our entire community must value, respect, and support teachers as the irreplaceable professionals they are.

<table>
<thead>
<tr>
<th><strong>1,500+</strong></th>
<th><strong>200</strong></th>
<th><strong>51</strong></th>
<th><strong>45</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Educators attended 156 teacher-led learning sessions at the 2017 #SummerEDTPS conference.</td>
<td>First year teachers received ongoing one-on-one mentoring supports.</td>
<td>Career and technology teachers honored by the district’s receipt of the 2018 Career and Technology Education State Superintendent Award for Excellence.</td>
<td>Teachers attended the 2018 Tulsa Race Massacre Institute, provided in collaboration with the University of Oklahoma and the Tulsa Race Riot Centennial Commission.</td>
</tr>
<tr>
<td><strong>36</strong></td>
<td><strong>29</strong></td>
<td><strong>24</strong></td>
<td><strong>11</strong></td>
</tr>
<tr>
<td>Paraprofessionals and teacher assistants transitioned to teaching.</td>
<td>Teachers from 19 schools served as equity explorers, exploring and understanding implicit and explicit bias to improve supports for students of color.</td>
<td>Teachers from 20 schools served as equity ambassadors, supporting colleagues with culturally-competent and anti-racist classroom practice.</td>
<td>Teachers participated in the Yale National Initiative Teacher’s Institute to enhance content knowledge and improve classroom practice.</td>
</tr>
</tbody>
</table>
Following a historic educator advocacy effort that included a ten-day district shut-down, a 110-mile march to Oklahoma City, and tens of thousands of teachers and community members filling the State Capitol Building, the Oklahoma State Legislature took an important step forward with the passage of HB1010XX.

$117M restored to the funding formula to support operational costs

$33M restored to state textbook allocation

$6,100 average teacher pay increase

$1,250 average pay increase for support staff
SHANIQUA RAY teaches math at Monroe Demonstration Academy. Her teaching career started internationally in Honduras where she taught math and English at a bilingual school. Her love for math began in high school where she had a math teacher who saw something in her that she did not see in herself. Ray’s passion for youth began long before her teaching career. In 2012, she co-founded a tutoring and mentor program, Give Em’ Hope, that supports students to overcome barriers to academic success.

TEACHER OF THE YEAR FINALISTS

PATRICIA CURTIS-DUNBAR  
Celia Clinton Elementary School

EMILY DURBIN  
Hale High School

TARA GORDON  
Thoreau Demonstration Academy

ELIZABETH NOORDYKE  
McLain Junior High School

GOOD, BETTER, BEST.
I will not rest until my good is better and my better is best.

GOLDEN APPLE WINNERS

Deitrya Anderson, Monroe Demonstration Academy | Oni Barnes, Wayman Tisdale Fine Arts Academy
Dorothy Blakey, Gilcrease Elementary School | Kristi Bradley, Emerson Elementary School | Jessica Caldwell, Lanier Elementary School
Gina Cattaneo, Central High School | Courtney Davison, Thoreau Demonstration Academy | Veronica Diaz Rodriguez, Dual Language Academy
Teresa Eichenberger, Project ACCEPT | Lisa Enriquez, Wright Elementary School | Emmett Foster, Springdale Elementary School
Christy Harmon, Disney Elementary School | Suzanne Jackson, Hale High School | Cheryl Leach, Memorial Junior High School
Mike Maguffee, Hale High School | Barbara McGrew, MacArthur Elementary School | Karen Miller, Will Rogers College High School
Robyn Osman, Eliot Elementary School | Ashley Powell, Owen Elementary School | Latricia Pruitt, Tulsa MET High School
Stacey Randell, Carnegie Elementary School | Stacy Reed, Lindbergh Elementary School | Bailey Sawyer, Council Oak Elementary School
Britni Schaeuble, Bell Elementary School | BreAnnah Smith, Patrick Henry Elementary School | Cari Smith, Peary Elementary School
Elyse Smith, Mayo Demonstration School | Tanya Smith, McKinley Elementary School | Melissa Sterling, Skelly Elementary School
Lisa Stovall, Booker T. Washington High School | Connor Whitham, East Central High School
OUR PRINCIPALS ARE KEY

Principals’ responsibilities are strategic, vast, and intense. As leaders, they must be visible, hire the right staff, cultivate talent, build relationships with families and communities, foster positive and safe school culture, and ensure results. As such, the education service center must support principals’ growth as instructional leaders and be their primary support system in strengthening the quality of teaching and learning in all classrooms.

HIGHLIGHTS

26 new assistant principals and principals participated in 40 hours of learning through the New Principal Academy, a program that includes coaching and development designed to support a smooth transition to the role.

135 school leaders each engaged in 112 hours of cross-school professional development opportunities.

135 school leaders participated in small learning networks supported by an instructional leadership director and received bi-monthly coaching, site visits, and other professional development services.

225 members of school leadership teams participated in professional learning about trauma informed practices, de-escalation methods, social emotional learning, and reducing exclusionary practices.

HAMILTON ELEMENTARY SCHOOL

PRINCIPAL TERA CARR
received the Leverage Leadership Institute 2018 Platinum Leader Distinction award for excellence in instructional leadership from the University of Pennsylvania RELAY Graduate School of Education and Uncommon Schools.

WILL ROGERS COLLEGE JUNIOR AND HIGH SCHOOL

PRINCIPAL NIKKI DENNIS
received the Tomás Rivera award from the Greater Tulsa Hispanic Affairs Commission as a Hero in Education for her support of Hispanic/Latinx students.

WEBSTER MIDDLE AND HIGH SCHOOL

PRINCIPAL SHELLY HOLMAN
received the Champion of Student Success award from City Year, honoring her accomplishments in education.
PRINCIPAL IRMA SANDOVAL
DUAL LANGUAGE ACADEMY

“Principals at Tulsa Public Schools have strong supports but also the independence we need to help our teachers and staff provide the best possible learning experiences. This year, I have been able to encourage my teachers to be innovative and creative as they lead the diverse population of students here at Dual Language Academy.”

PRINCIPAL MIKE CRASE
EAST CENTRAL HIGH SCHOOL

“I am honored to receive support and collaboration from my instructional leadership director and district leaders. We have a dynamic team with a perspective that is focused on my needs. They listen and provide me with the support and autonomy to be a great leader. I trust that they have my back as I focus on nurturing and educating our students and supporting my team of teachers.”

PRINCIPAL KARESHA SOLOMON
HAWTHORNE ELEMENTARY SCHOOL

“Leading a school is both incredibly rewarding and extraordinarily challenging. I feel fortunate to have a strong partnership with my instructional leadership director, and she is deeply engaged in the work that we do. She gives me the space to fail forward and is mindful and supportive of the decisions that I make for the students and teachers in my building.”

OUR PRINCIPALS ARE KEY

SCHOOL LEADER VOICES
PILOT SCHOOLS

We believe that our schools are the unit for change. In 2017-2018, 21 school leaders and their teams led the work of piloting new learning models and best practices to transform teaching and learning. Piloting allows us to concentrate resources and develop and test practices before we refine and expand them across the district. In 2018-2019, we will expand our pilot school cohort to include an additional 13 school communities.

ASSESSMENT FOR LEARNING SCHOOLS
Leveraging the role of formative assessment in student learning.
Anderson and Mitchell elementary schools, Zarrow International School, Will Rogers College Junior High School, Will Rogers College High School

CATAPULT SCHOOLS
Building a culture of learning and feedback.
Hawthorne, McClure, and Springdale elementary schools, Unity Learning Academy

DESIGN LAB SCHOOLS
Creating personalized learning experiences.
Anderson, Hamilton, McClure, and Whitman elementary schools; Central, Hale, McLain, and Memorial junior high schools; Central, McLain, Memorial, Tulsa MET, and Webster high schools

EMPOWER SCHOOLS
Improving teacher leadership and content expertise.
Anderson, Dolores Huerta, Disney, Hamilton, Hawthorne, Kerr, Mark Twain, Marshall, Peary, and Springdale elementary schools

EQUITY PILOT SCHOOL
Engaging in equity design, practices, and resourcing.
Council Oak Elementary School

SOCIAL EMOTIONAL LEARNING SCHOOLS
Improving social emotional learning competency for adults, students, and families.
Council Oak, Eugene Field, McClure, Robertson, and Whitman elementary schools
OUR DISTRICT IS “ALL IN”

Effective teams collaborate and continually assess and improve their service to schools. They attend to present needs while preparing for the future. This means our employees and board must work together, reflect, adjust, think ahead and innovate in service to powerful teaching and learning.

ADVANCED LEARNING
17,079 student contacts made through middle school STEM experiences, course readiness/tutoring, Summer Bridge, and concurrent enrollment tutoring

CHILD NUTRITION
530 child nutrition staff served 2.8 million breakfasts and 4.1 million lunches at our 80 school sites

COMMUNICATIONS
30,298 social media followers on Facebook, Twitter, YouTube, and Instagram viewed 153 videos more than 866,201 times

DATA AND ANALYTICS
200 average daily users of our 50+ data dashboards generated 25,000 letters to update families on student attendance, behavior, and academic progress

DESIGN AND INNOVATION
125 teachers were supported at 11 personalized learning sites serving 3,100 students

ENROLLMENT CENTER
33 Enrollment Center staff served 57,553 visitors and answered 45,481 phone inquiries

FACILITIES AND MAINTENANCE
408 facilities team members completed 35,000 maintenance work orders annually and cleaned 8.3 million square feet daily

FINANCE
10 consecutive years of receiving the Certificate of Excellence in Financial Reporting by both the Government Finance Officers Association and the Association of School Business Officials

$1,591,833 in interest earnings from strategic investments - an increase of 67.6%

INFORMATION TECHNOLOGY
54 IT team members supported 65,000 devices and resolved 39,663 help-desk tickets

SPOTLIGHT ON DISTRICT SERVICE

270
district office staff participated in our 2017 Days of Service at schools

93
district office staff trained in Achieving Service Excellence Workshops between May and June
OUR DISTRICT IS “ALL IN”

**LANGUAGE AND CULTURAL SERVICES**
2,031 students served in multilingual programs
105 hours of student shadowing by members of the ELL Success Plan Committee

**SCHOOL AND STUDENT SAFETY**
800 safety and security drills completed across all school and district sites with 100 hours of training provided to school leaders, teachers, students, and staff
38 Campus Police team members facilitated 1,200 hours of classroom discussion on drug deterrence and good decision-making and provided 600 hours of mentoring to students

**STUDENT AND FAMILY SUPPORT SERVICES**
122 parenting and expecting students received supports, services, and resources through the Strong Tomorrows program
800+ crisis preventions, interventions, and supports provided to students and families

**TALENT MANAGEMENT**
3,324 applications received, resulting in the hiring of 519 teachers, 26 school leaders, and 406 support staff

**TRANSPORTATION**
150 bus drivers transported 7,500 students on 149 routes covering 14,000 miles each day
ANNA STONE is the school clerk assistant at Monroe Demonstration Academy and has been with Tulsa Public Schools for 22 years. She is one of the founders of Monroe Demonstration Academy and is always ready to provide assistance to her co-workers and parents. Stone’s enthusiasm is infectious, and she brings joy and excitement to her school community every day.

“Our scholars will one day be leaders. If each school can reach one scholar, that scholar will reach another, and we will start to see change in our schools.”

SUPPORT EMPLOYEE OF THE YEAR FINALISTS

KATIE CRULL
Kerr Elementary School

ROGER SHIDELER
Communications and Public Relations

ROBERT THOMPSON
Facilities and Maintenance

GOLDEN WASHINGTON
Will Rogers College High School
OUR COMMUNITY IS ESSENTIAL

We believe that our children and schools need all of us—educators, families, and community partners. High-quality schools are vital to the health of our community. We must engage our families and all of Tulsa by embracing transparency, holding ourselves accountable to high standards, proactively communicating and working as a team united in the success of every student.

Thanks to a partnership with Spirit AeroSystems, students at East Central High School are developing career-ready skills through a paid summer internship program. Students have the opportunity to learn about the tools and processes used in aviation manufacturing and receive hands-on training from industry mentors. Along with secondary coursework and continued support from their teachers at East Central, these students get a head start on their careers and enter the workforce and college better equipped to succeed.
OUR COMMUNITY IS ESSENTIAL

TULSANS COME TOGETHER FOR EDUCATION

During the Oklahoma teacher walkout, 93 community organizations in Tulsa came together to support our educators, parents, students, and families.

- **182** sites provided supports to **11,558** students
- **1,600** community members volunteered **22,885** hours, a value of **$552,444** in services
- **32,235** meals were provided to children free of charge
COMMUNITY PARTNERS

Our community partners and business leaders play an integral role in our schools and classrooms. We are grateful for this commitment to the students and families we serve.

100 Black Men of Tulsa
29th and Yale Church of Christ
A Gathering Place for Tulsa
A New Way
Abiding Harvest United Methodist Church
ACME Brick
AEP/PSO
Aldersgate United Methodist Church
All Souls Unitarian Church
Amazing Grace Christian Center
Amen Amakhu Life Institute
Amin’s Galleria
Anchored Behavioral Health Consulting
Anne and Henry Zarrow Foundation
Antioch Baptist Church
Arthur J. Gallalgher Risk Management Services, Inc.
Arts and Humanities Council of Tulsa
Arvest Bank
Ascension Lutheran Church
Assistance League of Tulsa
AT&T
Audacity Church
AVIS
Baha’i Faith of Tulsa
Bainerd Chemical Company
Bair Foundation
Baker Hughes
Bama Companies
BancFirst of Oklahoma
Bank of Oklahoma
Battle Creek Church
Beans of Light Family Church
Belview Baptist Church
Bethany Christian Church
Bethel Seventh Day Adventist Church
Betty Jackson Counseling Services
Big Brothers Big Sisters of Oklahoma
Bike Club Tulsa
Billy Ray's Barbecue
Birth through Eight Strategy for Tulsa
Bob Hurley Ford & RV
Boston Avenue United Methodist Church
Boy Scouts
Boys & Girls Clubs of Metro Tulsa
Braden Park Baptist Church
Breaking Cycles
Brighter Dimensions
Brookside Baptist Church
Calvary Baptist Church
Calvary Chapel
CAP Tulsa
Carbonale Assembly of God Church
Carbonale Church of Christ
Catholic Charities
Centenary United Methodist Church
Central Bank of Oklahoma
Central Church
Charles and Lynn Schusterman Family Foundation
Charles Page Neighborhood Association
Chick-Fil-A (Tulsa Hills)
Child Protection Coalition
Children First - Tulsa
Children’s Dental Health Care
Choices for Life
Christ Church Episcopal Tulsa
Christ for Humanity
Christ Temple CME Church
Christ the King
Christ the Redeemer Lutheran Church
Christ United Methodist Church
Christian Chapel
Church of Christ
Church of God of the Apostolic Faith
Church of God Seventh Day
Church of Saint Mary
Church of the Holy Spirit Anglican Church
Church of the Resurrection
Church on the Move
Cici’s Pizza
Circle Cinema
City Church
City Year Tulsa
College Hill Presbyterian Church
Columbus Neighborhood Association
Communities In Schools
Community Food Bank of Eastern Oklahoma
Community Health Connection
Community Outreach Psychiatric Emergency Services
Community Service Council of Tulsa
Concord Community Baptist Church
Congregation B’nai Emunah
Counseling and Recovery Services
Country Club Garden
Covanta Tulsa
Covenant Family Church
Cox Communications
Crafton, Tull, & Associates, Inc.
CREOKS Behavioral Health Services
Crowell Heights Baptist Church
CUBES
D & B Processing
Darby Equipment Co.
Daybreak Family Services
Daylight Donuts
Dayspring Community Services
Destiny Wellness Center
DHS Aftercare
Discover the Book Ministries
Domestic Violence Intervention Services, Inc.
Don Thornton Automotive
Donnie Duntley
Doubletree Hotel Downtown Tulsa
Dream It Do It Oklahoma
East Side Christian Church
Eastern Star
Eastland Baptist Church
Ed Darby Foundation
Elote Café & Catering
Emmaus Road Church
Encounter Church
Enterprise
Essence of Life Counseling Services
Ethos
Everlasting Life Ministries
F & M Bank and Trust Company
FabLab Tulsa
Faith Technologies
Faith United Methodist Church
Family and Children’s Services
Family and Youth Intervention Services of Tulsa
Farmers Insurance - The Yelle Agency
Fellowship Congregational Church
Fellowship Lutheran Church
First Baptist Church Downtown
First Baptist Church of North Tulsa
First Christian Church
First OK Federal Credit Union
First Presbyterian Church
First United Methodist Church
Foundations Church
Fox23
Freddie’s Hamburger
Full Gospel Evangelistic Association
Garnett Road Baptist Church
George Kaiser Family Foundation
Gilcrease Hills Baptist Church
Gilcrease Homeowners Association
Girl Scouts of Eastern Oklahoma
Global Gardens
Grace Lutheran Church
Grace United Methodist Church
Grant Thornton Accounting
Graves McLain Law Office
Great Harvest Bread Co.
Greater Grace Temple
Greater Heights Church
Greater Mt. Rose Baptist Church
Greater Tulsa Hispanic Chamber of Commerce
Greenwood Cultural Center
Growing Together
GUTS Church Tulsa
Hahn Appliance
Harmony Project
Harper’s Hut Shaved Ice
Harris Chapel Baptist Church
Harvard Avenue Baptist Church
Harvard Avenue Christian Church
Health Concepts Family Services
Healthy Start
Healthy Teen OK
Heritage Bible Church
HICORP
Hilcrest Pregnancy Center
Hillspring Church
Hindu Temple of Greater Tulsa
Hispanic Communities of Sacred Heart Mission
Holiday Inn Downtown
Holiness Missions to America
Holy Frontier
Holsey Chapel CME Church
Holy Family Cathedral
Holy Trinity Greek Orthodox Church
Homebased Services and Resources
Hope Unitarian Church
Horace Mann Insurance
Hunger Free Oklahoma
Hyatt Regency
ImpactTulsa
Improving Lives Counseling Services
In the Spirit Christian Church
Interfaith Alliance of Tulsa
Interim Health Care
International Gospel Center
Islamic Society of Tulsa
J.A.M.E.S., Inc.
Jackie Cooper Imports
Jenks Church
Jesus Center
Jimmy John’s
John 3:16 Mission
John Hope Franklin Center
John Knox Presbyterian Church
John Zink Combustion
JP Morgan Chase Bank, N.A.
Junior Achievement of Oklahoma
Junior League of Tulsa
Kappa Kappa Gamma
Kendall Whittier, Inc.
Kingdom Reign Church
Kirk of the Hills
Kirkpatrick & Lai Orthodontics
Kimberly Clark
Kloeccker Metals
LaFortune Park Plaza Home Owners Association
Lawyers Fighting Hunger
Level 3 Communications
Lextron
Life Church Tulsa
Life Strategies International
Lincoln Christian Academy
Linda-Mar Drive in Links, Inc.
Living Sanctuary Evangelistic Church
Loyal Order of Moose
Lutheran Church of Our Savior
Main Event
Mama Collins Child Care
Maplewood Missionary Church
Masonic Lodge
Mazzio’s Corp.
McDonald’s
Memorial Drive Church of Christ
Memorial Drive United Methodist Church
Mental Health Association
Merge Church
METLife
Metro Christian Metropolitan Baptist Church Metropolitan Tulsa Transit Authority Modern Woodmen of America Modus
Moose Lodge
Morgan Stanley
Morning Star Baptist Church
Morton Comprehensive Health Services
Mr. Tacos
Mt. Zion Baptist Church
MTF Counseling
National Association of Women in Construction
National Guard – Tulsa
NeoSource
New Beginnings Christian Church
New Haven United Methodist Church
New Hope Oklahoma
New Image Custom Homes, LLC
Night Light Tulsa
North Peoria Church of Christ
North Tulsa Community Coalition
North Tulsa Counseling Services
North Tulsa Economic Development Initiative
Occupied Church
Ocean Dental
OK2Grow
OKCPS Teen Parent Program
Oklahoma Center for Community and Justice
Oklahoma Department of Human Services
Oklahoma State Department of Health
Oklahoma State University
Oklahomans for Equality
Olivet Baptist Church
Omni Air Transport
On the Border
ONEOK, Inc.
OpenTable Community Cafe
Operation Aware
Operation School Bell
Oklahoma University Early College High School
Order of the Eastern Star
OSU Center for Health Sciences
OSU Family Medicine
OSU Human Development and Family Science
OSU Tulsa
OU Tulsa Physicians
Our Savior Lutheran Church
Our Village
Panera Bread
Papa John’s
Paradise Baptist Church
Parent Child Center of Tulsa
Park Plaza Church of Christ
Parkview Baptist Church
Partners in Education
Paul Mitchell School Tulsa
People’s Bank
Philbrook Museum of Art
Praise Center Family Church
Project Elf
Project Lead the Way
PSO Readers
QPS Engineering
Quest MHSA
QuikTrip
Raising Cain’s
Reading Partners Tulsa
Red Fork Church of God
Redeemer Covenant Church
Restoration Church
Restore Hope Ministries
Resurrection Catholic Church
Retired Senior Volunteer Program of Tulsa
Rib Crib
Rich and Cartmill
Riverside Baptist Church
Rotary Club of Tulsa
Route 66 Main Street
Safe Kids
Saint Francis Xavier Parish
Saint John’s Episcopal Church
Salvation Army
Sam’s Club
San Juan Diego Mission
Sand Springs United Methodist Church
Sandusky Avenue Christian Church
Selser Schaefer Architects
Sheridan Christian Center
Sigma Gamma Row Society
Sims Metal Management
Skelly Drive Baptist Church
Smith-Co Engineering Inc.
Solace Church
Solway
Soundpony Lounge
South Creekside Neighborhood Association
South Lakewood Baptist Church
Southern Hills Baptist Church
Southern Hills United Methodist Church
Southside Rotary
Southside Sertoma Club of Tulsa
Southwood Baptist Church
Spanish College of Aeronautics and Technology
Spirit AeroSystems
Springdale Baptist Church
St. Anthony Antiochian Orthodox Christian Church
St. Bernard of Clairvaux
St. Brigid Parish
St. Dunstan’s Episcopal Church
St. Elizabeth Parish
St. Francis Children’s Hospital
St. Johns Episcopal Church – Tulsa
St. Luke’s United Methodist Church
St. Mark’s United Methodist Church
St. Matthew’s United Methodist Church
St. Paul Methodist Church
St. Peter and Paul Catholic Church
St. Pius X
STARBASE Oklahoma
StoneSoup Community Venture
Stringer Nursery
Syd-Lyte Counseling Services
T.D. Williamson
Talking is Teaching
Teach for America
Temple Israel
Terrified Ministry
The Church at Downtown
The Dialog Institute
The Empire Room
The Heart Church
The Odd Fellows
The Opportunity Project
The Parish Church of St. Jerome
Timothy Baptist Church
TOUCH, Inc.
Trinity Episcopal Church Tulsa
Tristes Grief Center
True Blue Neighbors
TTCU
Tulsa Achieves
Tulsa Area United Way
Tulsa Art Alliance
Tulsa Bible Church
Tulsa Botanic Gardens
Tulsa Brookside Lions Club
Tulsa Business to Prevent Teen Pregnancy
Tulsa Changemakers
Tulsa Christian Fellowship
Tulsa Christian Worship Church
Tulsa City County Health Department
Tulsa City-County Library
Tulsa Classroom Teachers Association
Tulsa Community College
Tulsa Community College Faculty Association
Tulsa Community Foundation
Tulsa Council of PTAs
Tulsa County Juvenile Bureau
Tulsa County Senior Nutrition/Unisys
Tulsa Debate League
Tulsa Discovery Lab
Tulsa Dream Center
Tulsa Educate
Tulsa Food Bank
Tulsa Girls Art School
Tulsa Girls Math Circle
Tulsa Health Department
Tulsa Housing Authority
Tulsa Job Corps
Tulsa Metropolitan Ministry

*List up to date as of September 1, 2018
In the 2018-2019 school year, we will remain relentlessly focused in our commitment to create exceptional learning experiences for all students by providing robust supports for our educators, developing and implementing innovative models for teaching and learning, and designing our district to provide the best supports and services possible to our school leaders, teachers, students, and families.

**2018-2019 ROADMAP**

**STRATEGIES**

1. Create powerful learning experiences for all by implementing an aligned PreK-12 instructional program.

2. Cultivate safe, supportive, and joyful school cultures.

3. Attract, develop, and retain a highly effective and empowered team.

4. Incubate and implement innovative classroom, school, and district designs.

5. Design the district to be adaptive and responsive in providing excellent learning experiences for students and families.

**PRIORITIES**

1. Build, test, and refine the Tulsa Way of Teaching and Learning.

2. Ensure we have a great teacher in every classroom.

3. Support our principals in leading transformational change.

4. Reimagine the high school system.

5. Provide great customer experiences.

**GOALS**

**MASTERFUL TEACHING**

**INSTRUCTIONAL LEADERSHIP**

**SUPPORTIVE LEARNING**

**STUDENT CULTURE OF CARE AND RESPECT**

**TALENT**

**INNOVATION**

**CONTINUOUS IMPROVEMENT**

**SERVICE TO SCHOOLS**

**OUTCOMES**

**GRADUATING, COLLEGE & CAREER READINESS**

- Graduation Rate
- SAT Scores

**ACADEMIC EXCELLENCE**

- 3rd Grade Reading
- Math & Reading Proficiency
- Reading & Math Growth

**SCHOOL CULTURE**

- Attendance/Chronic Absenteeism
- Suspension Rate
- Student Climate

**ORGANIZATIONAL HEALTH**

- Novice Teacher Retention
- Employee Engagement
- District Office Service