



A FOCUS *on* EXCELLENCE

Strategic Plan 2024–2027



TUSCALOOSA CITY SCHOOLS

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Superintendent: Mike Daria, Ed.D

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VISION

The vision of the Tuscaloosa City Schools is to be a premier, innovative school system where each and every student graduates and is fully prepared for life and career success.

MISSION

The mission of the Tuscaloosa City Schools is to create and support a culture of high expectations for each and every student to achieve personal, academic and career excellence.

BELIEF STATEMENTS

- We believe it is critical to maintain a climate of two-way communication and trust with stakeholders.
- We believe we must foster a systemwide culture of innovation.
- We believe we must maintain an inclusive environment and high expectations.
- We believe every student should thrive in our system.
- We believe we must continually improve academic achievement and enrichment through quality instruction for all students.
- We believe every Tuscaloosa City Schools employee is an asset in ensuring the success of every student.
- We believe we must hold ourselves accountable for the success of the Tuscaloosa City Schools and its students.

Student Success with Equity and Access

To provide equitable access to academically rigorous courses and foster social emotional development to ensure individual student success.



Stakeholder Engagement

Increase stakeholder involvement in all aspects of school programs and activities by building a connective learning community, engaging families, partners, and the greater community to meet the needs of all students.



STRATEGIC PLAN THEMES



Safe and Supportive Learning Environment

Provide safe and secure learning spaces to support 21st century learners that will impact and improve student attendance and engagement.



Organizational Effectiveness and Efficiency

Focus resources on student learning by utilizing a comprehensive performance management system that ensures efficiently cost-effective and transparency in operations and accountability of the education system at all levels.

OVERVIEW

Tuscaloosa City Schools Strategic Plan is a three-year plan that focuses on four themes that evolved from our multiple SCAN processes where teachers, administrators, students, parents, board members, and stakeholders participated. The plan is aligned with the COGNIA Continuous Improvement Plan format that is required by the Alabama State Department of Education (ALSDE). Each theme includes a priority statement, objective, critical initiative, intended outcome, key measure, activity, and required resources. Through these four themes, we will demonstrate that:

If we provide equitable opportunities and access to high-quality academics, extracurricular and cocurricular activities, then students will be productive, well-rounded citizens in a global society and students will have success and equity.

If we value and leverage school and community partnerships, then we will maximize our collective impact on our core mission and our stakeholder engagement will increase.

If students are provided a safe and supportive learning environment where social and emotional needs are met, then student learning will be enhanced.

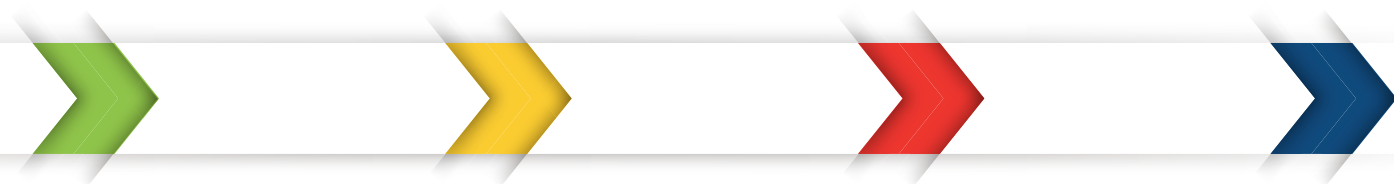
If we optimize organizational effectiveness and efficiency, then we will amplify our impact on mission-critical work and retain our employees and improve the working environment.

Each department of Tuscaloosa City Schools was assigned to specific themes as it relates to their current working situation. The Teaching and Learning Department contributed to the Student Success and Equity & Stakeholder Engagement themes. Additionally, the Learning Supports Department contributed to the Safe & Supportive Learning Environment theme. Lastly, the Human Resources & Operations Department contributed to the Organizational Effectiveness & Efficiency theme.

This plan is an example of a year and a half collective process where multiple opportunities to review with various stakeholders to ensure accuracy and effectiveness was provided. Once the plan is approved by our board of education, we will continue to evaluate and update our plan on a continuous basis.

FUNDING SOURCES

The Tuscaloosa City Schools will pay for the budget-dependent plan using a combination of local, state, federal funds as well as grants.





THEME:

Student Success with Equity and Access

To provide equitable access to academically rigorous courses and foster social emotional development to ensure individual student success.

Targets for 2024–2027

Reading Before 3rd Grade (RB3): TCS teachers will provide targeted K-3 core reading instruction, in order to increase student reading proficiency.

Intended Outcome: Produce proficient readers with a solid foundation of early reading skills.

- **Content Literacy:** TCS will integrate literacy through reading, writing, speaking, listening, and thinking across all disciplines to ensure that all lessons are rigorous and to the depth of the standard. Lessons will integrate reading engagement as a critical component of literacy instruction. Intended Outcome: Increase reading proficiency rates, increase reading engagement
- **Mathematics:** TCS will continue to target mathematics teaching and learning which emphasizes content deepening, best instructional practices and student-based activities to grow learners who are critical thinkers, leaders, and problem-solvers. Intended Outcome: Increase math proficiency and student growth in K-12 students
- **STEM (Science, Technology, Engineering, Mathematics) with Arts Integration:** TCS will improve the learning culture to promote creativity, innovation, and collaborative problem-solving. Intended Outcome: Strategically target interdisciplinary teaching and learning which emphasizes design processes, especially STEM with Arts Integration, in a focused effort to grow learners who are leaders in creative, innovative, and collaborative problem solving, and skilled communication, in preparing each and every student for success as global citizens and in the workforce.
- **Alternative Pathway:** TCS will create and implement an alternative pathway for virtual students who desire blended and/or online learning opportunities. Intended Outcome: Flexible context for learning that meets the needs of some students.
- **School Improvement Practices:** TCS will strengthen school improvement processes to ensure effective vertical stakeholder team collaboration and successful implementation of school improvement plans, resulting in school goals being achieved. Intended Outcome: 100% of school teams consistently demonstrate effective team planning and ensure critical initiative activities and coaching feedback are implemented to fidelity.
- **College, Career and Workforce Ready:** TCS students will enter high school on a selected career path and will follow a prescribed course sequence as aligned to TCS Graduate competencies. Intended Outcome: To have 100% of high school students on a career path resulting from a mix of dual enrollment, AP/IB, and CTE coursework.
- **Escalate Opportunities for College Level coursework in High School:** TCS will increase student access to Advanced Placement (AP) courses, International Baccalaureate (IB) courses, dual enrollment and dual credit. Intended Outcome: Expose more students to college level rigor through AP/IB/Dual Enrollment courses.

- **TCS Graduate:** TCS will develop a project plan for implementation and evaluation of TCS model of characteristics of the high school graduate. Intended Outcome: Increased demonstration of student performance indicators for the high school graduate.
- **Digital Practice:** TCS will create a standard of excellence in technological pedagogical content knowledge among all faculty K-12. TCS teachers K-12 will implement high quality technology integration guided by technological pedagogical content knowledge. Specifically, daily practice will entail planning and implementing learning experiences that use best practice to facilitate student mastery of learning targets/standards with effective integration of learning resources, including digital ones. Intended Outcome: TCS teachers will consistently demonstrate excellence in the teaching (pedagogy) of the standards (content) while integrating technology in ways that support other district initiatives including college and career readiness, extended learning, rigorous resources, TCS Graduate, SEL, STEM with Arts Integration, content literacy, English learners, mathematics, Pre-K, PBIS, RB3, special education services, summer learning, and school improvement.
- **English Learners (EL):** TCS will provide equitable instruction and support for all English Learners to access grade-level content and build both social and academic language in listening, speaking, reading, and writing. Intended Outcome: English Learners will make adequate progress in English language acquisition and have access to grade level content through language accommodations.
- **Positive Behavioral Interventions and Supports.** TCS will enhance positive behavioral interventions and supports, in order to decrease student infractions in all schools. Intended Outcome: 100% of the schools will participate in some form of positive behavioral intervention and supports.
- **Special Education Services:** TCS will strategically target accommodative learning opportunities for children with exceptionalities in the general educational classroom, in order to meet grade-level achievement standards. Intended Outcome: To create and maintain a total educational environment suitable for all students with disabilities to narrow the achievement gap with their non-disabled peers.
- **Extended learning opportunities:** TCS will secure additional grants for 21st Century Community Learning Centers (CCLC) for all Title I schools in an effort to provide extended learning opportunities that include a broad range of programs that provide students with academic, enrichment, and supervised activities beyond the school day and during the summer. Intended Outcome: Increase the number of applicants for the 21st CCLC Grants in Title Schools.
- **Summer Learning:** TCS will implement a high-quality summer learning program. Intended Outcome: Participation in high-quality summer learning programs.
- **Arts in Education:** TCS will strategically target arts education as a strategy in meeting student needs for a well-rounded education. Intended Outcome: All TCS schools, with support from community entities, foster equity of access to high-quality arts education opportunities for all students. Increased student participation in, and community support for, a K-12 sequential arts education.





THEME:

Stakeholder Engagement

Increase stakeholder involvement in all aspects of school programs and activities by building a connective learning community, engaging families, partners, and the greater community to meet the needs of all students.

Targets for 2024–2027

- **Family and Community Engagement:** TCS will partner with families and the community to create an atmosphere of mutual trust and respect, ensure effective communication, and enhanced engagement with families. Intended Outcome: Positive student outcomes, including improved student achievement, decreased disciplinary issues, improved family-teacher and teacher-student relationships, and improved school environment.
- **Communication:** TCS will provide opportunities for families to access necessary information, knowledge, and skills to support their children’s education at home and at school. Intended Outcome: Families will have access to all information regarding their child’s education.
- **Student Engagement:** TCS will include secondary students in the decision-making process by providing avenues of two-way communication. Intended Outcome: Build student voice into the decision-making of the system.





THEME:

Safe and Supportive Learning Environment

Provide safe and secure learning spaces to support 21st century learners that will impact and improve student attendance and engagement.

Targets for 2021-2027

Discipline: TCS will provide research-based targeted behavior strategies to administrators and teachers to provide proactive measures related to student behaviors and coping skills.

Intended Outcome: Decrease student infractions.

- **Social Emotional Learning (Students):** Research and develop SEL framework with best practices aligned with CASEL core competencies of self-management, self-awareness, responsible decision making, relationship skills, and social awareness. Intended Outcome: 100% of students will demonstrate increased proficiency with the CASEL core competencies.
- **Social Emotional Learning (Staff):** Research, develop, and implement SEL framework with best practices aligned with CASEL core competencies of self-management, self-awareness, responsible decision making, relationship skills, and social awareness. Intended Outcome: 100% of faculty and staff will consistently demonstrate effective planning to ensure critical initiatives are implemented to fidelity.
- **Mental Health Services Coordination:** TCS will develop a comprehensive, coordinated mental health prevention and intervention plan for all students and staff. Intended Outcome: Improve overall mental health awareness and knowledge base of students and staff.
- **Safety and Security:** TCS will research, enhance and provide training to effectively address the safety and security needs of students and staff. Intended Outcome: Provide staff with training on current emergency procedures that will prove useful in the event of a major catastrophic event.
- **Bus Safety:** TCS will enhance the safety of students on school buses by acquiring and utilizing advanced technological resources. Intended Outcome: Ensure all of our students and employees are protected with up-to-date technology that has a direct impact on their safety. Reduce parent complaints about missed stops or route deviations. Deliver real-time student ridership info to parents and administrators. Improve driver performance and accuracy with step-by-step route instructions. Streamline vehicle inspections and ensure adherence to safety policies. Assist with accident investigations and assist with insurance claims.
- **Athletics:** Research, develop, and implement a comprehensive plan with processes to create a model for best athletic practices. Intended Outcome: Ensure all athletic teams consistently demonstrate and have opportunities to showcase their abilities and receive feedback through the development of an athletic task force, as the following are implemented and monitored: hire qualified coaches, equal athletic facilities, manual for operating procedures, improving transportation from school to extracurricular events, work collaboratively to align programs within feeder patterns and promoting students to the next level.



THEME:

Organizational Effectiveness and Efficiency

Focus resources on student learning by utilizing a comprehensive performance management system that ensures efficiently cost-effective and transparency in operations and accountability of the education system at all levels.

Targets for 2024–2027

- **PLC:** TCS will develop and implement a school cluster and systemwide Professional Learning Community (PLC). Intended Outcome: Build capacity within schools in order to increase student achievement and improve instructional practices.
- **Staff Development:** TCS will provide ongoing support of all employees through performance-based training that ensures their knowledge and skills remain relevant, up-to-date, and compatible with changing trends in education. Intended Outcome: Improve the competency and performance of employees throughout their career.
- **Child Nutrition Program:** TCS Child Nutrition Program (CNP) will develop a five-year enhancement plan to include professional development of staff and enhance the quality of food. Intended Outcome: To develop managerial leadership skills and improve food quality.
- **Staff recruitment:** Increase recruitment success with the number of highly qualified, highly recommended candidates. Intended Outcome: Increased recruitment success for all departments.
- **Staff Retention:** TCS will provide employees with support services for personal well-being. Intended Outcome: Retain excellent educators to prepare diverse students with complex needs to be college and career ready.
- **Custodial Services:** TCS will develop custodial support initiatives that will improve cleanliness, efficiency, and overall maintenance services. Intended Outcome: Maintain buildings that are clean, safe, and organized.
- **Enhanced Facilities:** TCS will improve efficiency of facilities. Intended Outcome: Improved building maintenance, fiscal management, and energy efficiency all TCS facilities.
- **Technology Enhancements:** TCS will improve efficiency of technology services delivered to all stakeholders to support district vision and mission. Intended Outcome: Improved technology services and efficiency for all TCS facilities.

ACHIEVING EXCELLENCE: MEASURES OF SUCCESS

- Increase the number of students scoring in low risk as measured by aimswebPlus by 20%.
- Decrease the percentage of students scoring below grade level in kindergarten using the beginning of the year aimswebPlus data.
- Increase the percentage of students scoring at or above grade level on ACAP Summative, PreACT, ACT, and WorkKeys and Increase library circulation.
- Increase math proficiency and student growth in K-12 students on ACAP Summative, aimswebPlus, PreACT, ACT, and WorkKeys.
- Increase Learning cultures that promote creativity, innovation, and collaborative problem solving as measured in ELEOT 2.0 Observation Tool.
- Increase College & Career Ready Data (CCR).
- Increase the number of students (9-12) taking college credit-bearing courses by 5% annually.
- K-12 pathway by TCS Grad indicator for teacher implementation and evaluation.
- Over a five year period, schools will see an increase in average teacher performance on technology components of evaluation instruments including the Better Practice Visits High Quality Instruction tool.
- English Learners will make adequate progress in language acquisition on ACCESS for ELLs as measured by the ALSDE EL Growth Chart.
- Decrease the number of Student Incident Reports (SIR) as measured monthly.
- By 2023, the achievement gap between students with disabilities and their non-disabled peers will narrow by 10%.
- By 2023, at least 70% of all students in elementary grades will participate in a formal summer learning program.
- Increase student participation in, and community support for, a K-12 sequential arts education.
- COGNIA Stakeholder Feedback Survey Results.
- The number of families that access available information as reported on the system's automated message tracking report.
- K12*Insight* Survey Data Results.
- Decrease Discipline reports from PowerSchool, COGNOS and SIR (Student Incident Report).
- Decrease in disciplinary referrals, Discipline Review Committee hearings, and RTI behavior referrals.
- Social Emotional Learning (SEL) Assessment and Data Management Program Results.
- Improve arrival to school times per GPS transportation dashboard data.
- Increase student participation in TCS sports and extracurricular activities and monitor effectiveness of plan as indicated by improvement of overall programs, reductions of violations, increase in scholarship opportunities for students and collaborate with PARA (Park and Recreation Authority).
- Documentation of active and ongoing Professional Learning Community (PLC) process in all schools.
- Performance evaluations.
- Increase the number of employees promoted to available CNP management positions; quality food survey results; increase in number of meals served.
- Increase number of staff compared to previous school year data.
- Schools and system teacher retention rate will improve compared to the previous school year.
- Inspections and data of reduced illnesses.
- Lower utility costs, cost savings, KPIs, and reduced work orders compared to previous school year.
- Reduce technology work orders, cost savings, and added services compared to previous school year.



