

# Thea Bowman Leadership Academy

## STRATEGIC PLAN 2023/2024

PREPARED BY:  
BLUE ONYX CONSULTING, LLC



Thea Bowman Leadership Academy

3401 W. 5th Avenue • Gary, IN 46402 • [www.theabowmanacademy.com](http://www.theabowmanacademy.com)

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# About Our School

Thea Bowman Leadership Academy (TBLA) is a tuition-free public charter school located in Gary, Indiana. Our academies focus on providing an outstanding educational experience for grades K-12 on one beautiful campus. Thea Bowman was established by the Drexel Foundation for Educational Excellence in 2003, serving grades K-6. Each year, the next grade level was added until we reached the 12th grade. In 2007, the middle and high school campus was built. In 2020, we integrated the elementary campus into the middle/ high school campus and converted to a K-12 model.

# Our Mission

Thea Bowman Leadership Academy shall become a world class model for high performance urban schools preparing all students for academic success and leadership roles in a global society.

# What Is In Our Strategic Plan?

- ✓ **Strategic Goals**  
Tangible and descriptive statements that describe the results we want for our students, staff, families, community and district. Each year, we take specific actions to help achieve our strategic goals.
- ✓ **Annual Objectives**  
Specific actions we are taking to reach our strategic goals.
- ✓ **Measures**  
Data we collect and analyze to gauge our progress. We look at multiple measures, gathering both qualitative and quantitative data through surveys, reports and assessments.
- ✓ **Performance Indicators and Targets**  
Standards we set to help us determine our progress toward meeting our goals.

# Students

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## **GOAL: All students are safe, known and valued:**

- Physically, social-emotionally and intellectually safe.
- Known well by their teachers, staff and each other.
- Valued for their diverse strengths and backgrounds. 2023-24 Annual Objectives



## **Student Safety & Security**

- Our district safety team will meet regularly to assess facility safety and ensure implementation of safety protocols at all schools.
- Schools will perform nine safety drills throughout the year.
- We will continue to partner with Gary Police Department to provide school resource officers and emergency drills training for students and staff.
- Schools will continue to implement Positive Behavioral Interventions and Supports (PBIS) to promote positive student behavior.

## **Student Social-Emotional Well-Being**

- Schools will use the results of their annual student survey to assess student needs and set school goals.
- We will continue to partner with community partners to provide mental health counselors for our middle and high schools.

## **Student Attendance**

- We will expand our districtwide attendance awareness campaign to promote regular school attendance throughout the year.
- Our staff will meet with identified students and families to help determine root causes of student absences and provide resources and interventions to help re-engage students in school.

## **Performance Indicators and Targets**

- $\geq 90\%$  of students report they feel safe, included and welcomed at school.
- $\geq 90\%$  of students regularly attend school ( $< 2$  absences per month).
- The districtwide discipline rate will be  $\leq 4\%$ .
- Student survey data and school goals focused on students being “Safe, Known and Valued” are presented to the board in October each year.

# Students

## GOAL: All students are engaged learners.

- Provided relevant, rigorous and engaging instruction.
- Receiving individualized, equitable and inclusive supports.
- Accessing diverse course offerings, activities and athletics.
- Making progress, annual growth, and meeting grade level standards.



## 2023-24 Annual Objectives

### Support for Student Learning

- Identify students who are struggling academically and provide them with personalized support and interventions, such as tutoring, mentoring, and additional resources, to help them improve their academic performance.
- We will convene the Regional I-Team to review resource room responsibilities, scheduling, and implications of inclusionary practices for students receiving special education services.
- We will continue to provide support for schools in developing multi-tiered systems of support (MTSS) to meet the learning needs of all students.
- Create a safe, supportive, and inclusive learning environment that values diversity, promotes student engagement, and encourages collaboration among students, teachers, and staff.

### Curriculum and Instruction

- Develop and implement a curriculum that is aligned with stated and national standards, ensuring that it challenges students and promotes critical thinking, problem-solving, and creativity.
- Provide differentiated professional development opportunities for teachers to enhance their instructional practices, pedagogical skills, and content knowledge, enabling them to deliver high-quality instruction that meets the diverse needs of students.
- We will establish a Curriculum Review Committee to review new learning materials and determine if materials should be recommended for board approval.

### Student Academic Progress and Growth

- Create a school-wide culture that promotes high expectations for all students, encouraging them to set ambitious goals and strive for excellence in their academic endeavors.
- Regularly collect and analyze student data to identify areas of improvement, track progress, and make informed decisions regarding instructional strategies, curriculum modifications, and resource allocation.
- Regularly assess and evaluate the effectiveness of the strategies implemented to enhance high academic achievement, making necessary adjustments and improvements based on the findings.
- Acknowledge and celebrate students' academic achievements through awards, recognition ceremonies, and other forms of positive reinforcement, fostering a culture of pride and motivation for continued success. Performance

### Indicators and Targets

- School Improvement Plans, identifying strategies to improve student learning and close achievement and opportunity gaps, are presented for board approval in October.
- ≥90% of middle and high school students report having access to diverse course offerings, activities and athletics.
- ≥60% of students are meeting district student growth and proficiency targets.

# Students

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**GOAL: All students are ready for their future.**

- Learning digital citizenship, social, life and employment skills
- Graduating with a personalized plan for their post-secondary pathway

## 2023-24 Annual Objectives

### Digital Citizenship, Social, Life and Employment Skills

- We will create a portrait of a graduate profile, which identifies the digital citizenship, social, employment and life skills that we want our students to learn, to assess and ensure students are learning these skills in our schools.
- We will continue to implement our 1:1 computer program and provide training for our district's learning management systems, Google Classroom and Zoom for grades K -12.

### Graduation and Post-Secondary Pathways

- We will implement Indiana Career Explorer (ICE) to support students' annual review and development of their High School and Beyond Plan.
- We will expand career counseling and development for students through the beginning implementation of a Comprehensive School Counseling Plan
- Outreach specialists with post-secondary institutions will regularly be on-site at our high schools to help students complete financial aid applications for post-secondary education.
- We will study and expand workplace learning opportunities and pre-apprenticeship programs for high school students, and we will prepare to implement the system to award high school elective credit for paid work experience.

### Performance Indicators and Targets

- ≥85% of families report students having opportunities to learn the digital citizenship, social, life and employment skills within the portrait of a graduate profile.
- ≥50% of high school students complete at least one dual credit, college-level course.
- 100% of Thea Bowman Leadership students will graduate in five years.



# Families

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## **GOAL: All families are key partners.**

- Respected and appreciated for their diverse strengths and backgrounds.
- Welcomed and invited to provide ideas, input and feedback.
- Engaged in helping their students be successful.

## 2023-24 Annual Objectives

### **Family Input and Feedback**

- We will continue to conduct an annual family survey in multiple languages to seek input from families and identify areas of strength and needed improvement.
- We will expand opportunities for families to participate in instructional materials review processes through the new Curriculum Review Committee and related processes.

### **Family Engagement and Communication**

- We will continue to provide district and school communications in our families' home languages.
- Schools will create opportunities to partner with families to develop plans for school, family and community partnerships.
- Schools will continue to host annual open houses and annual parent-teacher conferences.
- Schools will continue to provide opportunities for parents to volunteer in the school/classrooms and host a variety of annual family and student events.
- We will implement a new system, ParentSquare, to unify school-home communications, streamline volunteering and simplify forms and messaging.
- We will continue to organize and refine our district and school websites to provide the most up-to-date information for families and community.

### **Performance Indicators and Targets**

- $\geq 80\%$  of parents report feeling respected and welcomed in their children's schools.
- $\geq 80\%$  of parents report having opportunities to engage with schools to help their children succeed.
- $\geq 80\%$  of parents report having opportunities to learn about and provide input on district and school programs.



# Staff

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**GOAL: All staff members are safe, respected and valued professionals.**

- Working in safe and positive environments.
- Valued for their diversity and recognized for their unique contributions as educators, support staff and administrators.
- Members of high-functioning, collaborative teams who use data to plan, improve and innovate.
- Provided opportunities to learn and grow and held to high standards for professionalism and performance.

## 2023-24 Annual Objectives

### Staff Recruitment, Hiring, and Retention

- We will continue to attend and host annual recruiting fairs for both certificated and classified staff, highlighting the opportunities and benefits of working for Thea Bowman Leadership Academy.
- We will create a district Staff Wellness Committee to develop wellness activities for staff and communicate health and wellness supports and benefits available to staff. .

### Staff Value, Voice, and Recognition

- We will continue to conduct an annual all-staff survey to seek input from staff and identify areas of strength and needed improvement.
- We will continue to foster respectful and collaborative relationships with our staff.
- We will continue to recognize staff for excellence and celebrate years of service in the district by establishing a staff award programs and encourage collegial appreciation through regular communication.
- We will strive to intentionally infuse positivity into the workplace.

### Staff Training, Professional Growth, and Performance

- New teachers will continue to receive support from a consulting peer educator through our TBLA teacher mentor program.
- We will expand new staff orientation and onboarding efforts to ensure staff are well-prepared and supported in their roles.
- All staff will continue to complete mandatory training focused on workplace safety, anti- discrimination and harassment, student safety, staff conduct expectations and professionalism.
- We will continue to implement the state PLA Coaching Cycle focused on high quality teaching, high- quality leadership and student learning and growth.
- We will implement a new professional growth and evaluation system for central office leaders, focused on high-quality leadership, support for schools and improved student learning.

### Performance Indicators and Targets

- $\geq 95\%$  of staff complete safety training by October 1.
- The “time loss” L&I claims are  $\leq 10\%$ .
- Two flu clinics are held by Dec 31.
- $\geq 85\%$  of staff indicate they work in safe and positive environments, collaborate with colleagues and feel valued on the annual all staff survey.
- The overall district staff retention rate is  $\geq 90\%$  over a three-year average.

# Community

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**GOAL: All staff members are safe, respected and valued professionals.**

- Supportive in their partnership to help students be successful.
- Engaged as key stakeholders.
- Valued for their support in providing needed resources for student learning, technology and school facilities.

## 2023-24 Annual Objectives

### Community Partnerships

- We will continue to strengthen our partnerships with agencies, organizations, churches and individuals in the community to provide programs, supports and services for families and students. Our agency/ organization partners include:

### **BULLETS OF VARIOUS PARTNERS FROM BOARD'S NOTES**

### Community Engagement and Communications

- We will continue to expand and enhance community communications and ensure community members are well-informed about our district and our schools.
- We will continue to provide opportunities for community members to participate in district and school committees and volunteer in our schools.

### Community Value and Appreciation

- Community groups, businesses and non-profit organizations will continue to have access to rent district facilities.
- We will continue to express appreciation and gratitude for community support of our schools.

### Performance Indicators and Targets

- The district's community partners will increase by  $\geq 10\%$  per year

# District

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**GOAL: Thea Bowman Leadership Academy will be innovative, proactive and accountable.**

- Innovative in our strategic future planning and engaged in continuous improvement.
- Regular, timely and transparent with our communications.
- Effective and efficient in our operations. • Responsible stewards of public resources.

## 2023-24 Annual Objectives

### Future Facilities Planning

- We will ensure construction projects are completed on time and on budget.
- We will continue to assess enrollment and capacity needs, updating our 10-Year Capital Facilities Plan to ensure we have property and school facilities to serve students and families now and in the future.
- We work with our Long-Term Facility Planning Committee and Executive Committee to plan for future bond measures to replace aging facilities and build new schools as needed for enrollment.
- We will determine a path forward for our Educational Programs & Operations Levy.
- We will use federal Elementary and Secondary School Emergency Relief (ESSER) funding and existing fund balance to continue to fund important programs and staff for the 2023-24 school year.
- We will continue to maintain a long-term budget strategy to align revenue and expenditures and ensure good stewardship of public funds.

### Continuous Improvement, Transparency, and Strategic Planning

- We will place board policies and procedures on a regular review cycle, ensuring that policies remain up-to-date and consistent with practice and law.
- We will place district programs on a regular review cycle to assess effectiveness, efficiency and fiscal accountability and determine areas for improvement.
- We will continue to update our Strategic Plan each fall. The Strategic Plan and our District Performance Indicators and Targets – Annual Report, will continue to be posted on our district website.
- We will publish an Annual Community Report in the summer before school starts.

### Performance Indicators and Targets

- The Annual Community Report is published every summer before schools begins, providing the community with key information on student performance, district programs, capital projects and resource use.
- The unassigned, minimum fund balance is 3-5% of the total district budget

