

Educational Excellence: Prepare All Learners for Personal and Professional Success

GOALS

- **Graduate $\geq 80\%$ of Students College and Career Ready**
 - **Achieve Graduation Rates of $\geq 90\%$**
- **Achieve Alabama Accountability Report Card Score of a B**
 - **Improve Reading Proficiency Rates to $\geq 60\%$**
 - **Improve Math Proficiency Rates to $\geq 50\%$**

Objectives

1. Ensure a diverse, equitable and inclusive learning environment for all students
2. Implement intervention programs to close achievement gaps for all subgroups of students.
3. Provide high quality, relevant programs to ensure the holistic development of a “College & Career Ready” graduate
4. Empower learners to take ownership of their learning by constructing knowledge, self-assessing, and applying skills in authentic and engaging real-world learning experiences as they develop a deep understanding and mastery of standards
5. Provide opportunities for students to develop personalized career goals and employability skills aligned with their passion, academic ability, and personal interest and ensure that every student has the opportunity to graduate with a credential, internship/apprenticeships and/or college credit
6. Ensure high impact instruction by fostering adult learning through systemic, continual, and intentional professional growth opportunities in individual, small, and whole group settings
7. Attract, hire, and retain high quality and diverse staff by implementing a thorough vetting process, offering competitive salaries, providing adequate training, implementing a required formal evaluation process, and implementing a merit-based pay system for employees.
8. Create safe, secure, and engaging learning environments for all students that are well-maintained, fully resourced, and encouraging of innovation
9. Promote the building of character and civic responsibility for all students
10. Define student achievement as encompassing accomplishments beyond academic success.

Culture: Promote a Positive School Culture of Shared Values of Compassion, Integrity, and Perseverance that Engages and Supports Students, Staff and Families

Goals

- **Maintain Chronic Absenteeism Rates at $\leq 5\%$**
- **Ensure 100% of students participate in a Character Education Program**
 - **Decrease Discipline Incidence Rates to $<10\%$**
 - **Maintain Student Perception of Safety at $\geq 80\%$ safe**
 - **Maintain Student Perception of Engagement at $\geq 80\%$ engaged**
 - **Maintain Parent Perception of Overall Climate at $\geq 85\%$ favorable**

Objectives

1. Implement a school-wide culturally responsive character education program to encourage the social-emotional development of all students to create successful citizens
2. Focus on the development of the whole child and establish a clear sense of belonging in a supportive and inclusive school community
3. Increase communication with stakeholders regarding the importance of attending and develop initiatives to improve student attendance in order to increase learner engagement
4. Commit to integrating student voices, ideas and solutions to empower students to be engaged and active learners who are self-aware, caring, respectful and connected to others
5. Encourage practices that promote a growth mindset in students, staff and families
6. Support active, healthy lifestyles for students, staff and families maintain, create and implement evidence-based student wellness programs and services prioritizing prevention-focused initiatives and addressing determinants of key health issues such as safety and violence, alcohol and drug use, and mental health
7. Provide training for staff on school safety and establishing a positive and engaging school climate and culture

Sustainability: Foster Growth, Capital Improvement and Financial Sustainability

Goals

- **Achieve a total student enrollment of ≥ 650 students**
 - **Complete Phase 1 of construction of new school facility on UWA's campus**
- **Complete feasibility study and launch comprehensive capital campaign as needed**
 - **Increase to and maintain cash reserves at ≥ 4 months operating expenses**

Objectives:

1. Develop and implement a comprehensive PK-12 college and career education program culminating in high school.
2. Grow total student enrollment in grades PK-12 to ≥ 650 students by increasing capacity in some existing grade levels and adding grades 10-12 by 2025.
3. Identify and prioritize capital projects and other major capital outlays with strategic objectives as part of a facilities master plan that establishes a standalone campus for UCS on UWA's campus.
4. Establish and maintain sustainable revenue streams.
5. Cultivate a culture of philanthropy at UCS by broadening the base of donors and launching a capital campaign as needed to sustain school initiatives, enable continuous improvement in educational programs and achieve organizational success.
6. Encourage a climate of fiscal responsibility by broadening awareness and competency in fiscal responsibility for all employees.
7. Provide sound, responsible financial stewardship through management and maintenance of adequate financial reserves.
8. Continue to increase revenue through grants and contracts from federal and state agencies, corporations, and foundations.
9. Establish an alumni relations program to develop programs of philanthropic support from alumni, and provide meaningful, lifelong opportunities for alumni to engage and connect with UCS.

Community: Develop meaningful relationships with stakeholders to establish an authentic community that recognizes the value of collaboration

Goals

- **Increase Parent and Family Engagement**
- **Increase Local Community and Global Partnerships**
- **Ensure Effective Communication to all Stakeholders**

Objectives:

1. Build a connected learning community, engaging families, partners and the greater community to meet the needs of all students.
2. Through place-based education, develop and support students in successful pursuits as engaged citizens.
3. Create additional opportunities for students to make a positive impact on the community, where community members, groups, and businesses are actively engaged in student learning and accomplishments, serving mutually beneficial goals for community and students.
4. Extend the ways in which UCS serves as the hub of the community.
5. Increase, encourage, support, and monitor valued local and global partnerships.
6. Promote community awareness and access to community and school programs.
7. Increase Parent and Family Engagement by implementing effective programs and increasing awareness of the importance of parent and family engagement.
8. Improve communication to all stakeholders by implementing strategies to ensure all stakeholders are being effectively reached.

Scalability: Be the rural leader for researching a scalable, collaborative model for a rural, place-based school

Goals

- **Research and Validate a Scalable Rural School Model**

Objectives:

1. Maximize the overall efficiency and effectiveness of the UCS place-based instructional and operational model.
2. Create a task force/advisory team of diverse stakeholders and partners that would develop the criteria that would deem UCS eligible for “model” status using the place-based education framework.
3. Increase awareness of place-based education in rural region and comparable districts and schools by engaging stakeholders in place-based education training and development
4. Explore options for scalability and replication based on the UCS brand by creating a menu of model options and assessing their viability and sustainability.
5. Determine the feasibility of replication.