TYBEE ISLAND MARITIME ACADEMY

2023 - 2028 Strategy

MISSION

A culture of learning and innovation where people achieve maximum potential in maritime communities.

VISION

A better future for all

Priorities

1 Shepherd empowered learners

Engage all students in rigorous and innovative learning anchored in problem solving while exposing them to opportunities for their future

2 Elevate the teaching profession

Retain and attract faculty that is diverse in thought and are leaders in their content area, their classroom, our community, and the world

3 Design a sustainable future with expanded reach

Design and pursue growth and improvements that empower people and efficiently utilize resources in our local community and beyond

4 Deepen mutually beneficial community connections through communication and relationship building

Intentionally engage external stakeholders to strengthen partnerships and support philanthropic goals

5 Strengthen engagement of students and families through a purposely connected culture

Cultivate a culture of personal growth, access, and inclusion through transparent communication and engaged relationships

2023 - 2028 TIMA Strategic Plan

Goal 1: Shepherd empowered learners

Engage all students in rigorous and innovative learning anchored in problem solving while exposing them to opportunities for their future

Measures of Success

School Culture and Access

- Maintain a CCRPI Star Climate score 4 stars or above
- Student Recommitment Rate above 95%
- Maintain > 20% economically disadvantaged population
- Active waitlist of >50 students and a waitlist in majority of grades in both E & M

Academic Growth

- Content: By 2028, TIMA will earn a content mastery score of 90 from GaDOE
- Growth: By 2028, 75% of students will meet their growth targets in math and reading as measured by NWEA MAP
- Literacy: By 2025, 90% of students will be reading and writing on grade level by the end of second grade as measured by NWEA MAP and benchmark assessments.
- CCRPI: Perform higher than SCCPSS on Content Mastery, Closing Gaps, Readiness, and Progress

Remediation

- Remediation initiatives show elevated growth and performance on both MAP and GMAS (define specific metrics)

Student Engagement

- Develop tool to measure
- Twice annual student led conference participation
- STEAM Journal reflection
- Participation in academic clubs and competitions

STEAM Alignment/ Certification

- Evidence of implementation is evident in 16 categories
- Maintain STEAM Certification (5 years?)

Innovation

- Evident in PBL documentation, checked through peer review

Career Exposure

- Track community partners on spectrum from support to advocacy

Strategies

Design unique learning opportunities that engage and empower students to solve problems in their community aligned to academic standards

- Increase student exposure to non-traditional STEM/STEAM careers through community partnerships
  - Engage faculty in developing a knowledge sharing tool regarding community partnerships
  - Create shared community partnership tracker
  - Create target industry list to create a database for networking, track frequency of participation
- Maintain STEAM certification at the highest level
  - Ensure scheduling and course offerings support STEAM
  - Embed STEAM continuum into teacher onboarding, revisit regularly
  - Continue and improve PBL Peer Review process
  - Develop plan for monitoring frequency of STEAM journaling - PBL Reviews
  - Increase evidence of mathematics in STEAM Journals - check on observation sheet
  - Increase arts integration in PBLs and day-to-day interdisciplinary instruction - PBL Review Documentation
  - Move community partnerships from the support level to the advocate level.
- Create a system to measure and track student engagement including existing metrics
  - Attendance - Average daily attendance and truancy
  - Behavior RTI initiatives
  - Student choice in scheduling - TECH Time, Applications
  - Signal system

Personalize supports to build on students' strengths and targets their areas of need to ensure their success.

- Codify programmatic integrations of innovative techniques using PBL with neurodiverse students
- Research best practices in implementing PBL with an emphasis on supporting neurodiversity
- Create structure to design and share innovative, effective, and productive pedagogical approaches - Currently exists in [PBL Frameworks in the shared drive](#)
- Create parent knowledge/ sharing resources to help support neurodiverse students at home (Tied in with Family Engagement)
- Continue to implement a school-wide remediation plan - [RTI Remediation Plan](#) + Intersession

Empower all students to determine their own vision for achievement and success

- Design & implement student led conferences
  - Use STEAM journals to guide discussion
  - Focus areas at teacher level - expectation of teacher support for how students choose what to show parents.
- Develop school-wide vision of success
  - Identify key traits/ "durable skills" that TIMA aims to instill/ teach students
  - Intentionally incorporate into PBL curriculum flow
  - Determine how to differentiate/ tie in to LYP
  - Determine how to cultivate student ownership of personal skill sets (ideas - badging)
  - Develop materials to support communication internally and externally
- Ensure that career exposures are incorporated into discussions about personal strengths and interests supported by school counselor
  - Tie into monthly lessons by reviewing PBL frameworks

- ○ Counselor provide peer review feedback related to careers
- ○ Incorporate field trips related to careers
- ○ YouScience for all students in middle grades
- ○ Highlight careers on all field trips

Formalize process of deliberate utilization of metrics and data to inform instruction, remediation, and support demonstrable student growth

- ● Consistently use MAP for the next 5 years
- ● Establish consistent data repository and visual formats for analyzing current and historical assessment data at a school level
- ● Identify and track critical metrics for TIMA, both aligned with charter and with specific internal goals - e.g., growth, content mastery, GKids

Revisit Academic Success Goals Annually

Implement the following initiatives in SY24

- ● Literacy focus in K-2
- ● K-8 Quarterly writing assessments based on benchmarks
- ● K-2 Monthly fluency checks
- ● K-8 Weekly cold reads (or by unit)
- ● Math - Pathways to Mathematical Continuity
- ● Vertical PLC

Proactively incorporate technological advances in curriculum

- ● Monitor technological trends with a focus on their application in the K-12 space and career implications for future students (e.g., AI, LMS, 1:1)
- ● Host a professional learning opportunity annually to encourage idea sharing
- ● Measure student engagement related to technology

Goal 2: Elevate the teaching profession

Retain and attract faculty that is diverse in thought and are leaders in their content area, their classroom, our community and the world

Measures of Success

Diversity: Define goals across experience, expertise, backgrounds, teaching experience
Teacher residency: Define metric for number of embedded growth opportunities
Teacher Goals: Aligned with TIMA Teacher-Centered Professional Learning (TCPL) Initiative

School Culture

- Teacher Recommitment: Greater than 90% recommitment
- Teacher Score on CCRPI Climate Survey greater than 90%

Professional Growth

- Participation in TIMA Teacher-Centered Professional Learning (TCPL) Initiative
- Participation in National, State, and Local Conferences
- Participation in staff "Ed-Camps"
- Participation in staff PLCs and VLCs

Expanded Reach

- Number of external teachers visiting TIMA to learn
- Number of STEAM visits
- Number of pre-service teachers learning at TIMA

Teacher Diversity

- Growth in % of teachers identified as minorities
- Growth in % of teachers from non-traditional teaching backgrounds

Charter Accountability

- ≥ 90% of staff meet employee qualification requirements
- 2 or more administrators credentialed in TKES
- < 2 Unresolved Complaints Requiring LEA Investigation and no violations of teachers rights
- 100% of employee compliance with background check process

Strategies

Promote leadership development among teachers using best practice research and targeted job-embedded professional learning

- Create opportunities for professional growth while allowing teachers to remain in student-facing roles
- Develop more robust professional learning communities to evaluate teaching practices, design learning collaboratives, discuss student progress, and identify community opportunities
- Explicitly create opportunities for observation of peer teachers

Design a unique, competitive incentive and compensation package with a focus on educator wellness

- Codify our organizational values, structure, and career trajectories

- ○ Refresh our roles, responsibilities, and reporting structures to clarify responsibilities for all of our faculty and staff
  - ○ Align recruitment and budget strategy to organizational chart
  - ○ Develop career pathways for all staff at TIMA, aligned to performance review process
  - ○ Create core values anchored in design process and LYP
- ● Codify high-impact talent development practice - Formalize teacher incentives program aligned with payroll regulations from SCCPSS
  - ○ Codify talent management calendar including talent recruitment plan
  - ○ Strengthen and codify our talent development and learning practices, including professional learning communities (PLCs)
  - ○ Refine and codify our leadership practices and norms, including our approach to continuous improvement
- ● Develop more robust professional learning communities to evaluate teaching practices, design learning collaboratives, discuss student progress, and identify community opportunities

Increase recruitment efforts to increase diversity of perspectives in the faculty

- ● Create pre-service teacher pipeline for external stakeholders
- ● Create residency program
- ● Develop partnerships with universities/ post secondary
- ● Cultivate collaborative partnerships with colleges, universities, and community leaders to attract a diverse and highly qualified staff.
- ● Intentionally market STEAM School visits - website, social media
- ● Develop professional development/ observation opportunities process for teachers from other schools
- ● Post employment opportunities on different sites (indeed, etc)
- ● Attend recruitment fairs within target demographics

Goal 3: Design a sustainable future with expanded reach

Design and pursue growth and improvements that empower people and efficiently utilize resources in our local community and beyond

Measures of Success

Financial

- Audit: Resolved material weaknesses or no material weaknesses
- Achieve and maintain a CCRPI Financial Efficiency score 4 stars or above
- Maintain an Ending Cash Balance
- Maintain a fund balance of ≥ 5%
- Budget aligned to strategic goals
- Create historical reports

Governance

- Maintain a board membership of greater than 90% of capacity
- < 50% turnover of Board members within given year
- Identify and maintain board members with key skill sets
- Board membership is representative of the community served
- Maintain a fully occupied executive team for purposes of succession planning
- Two or more Board members credentialed in LKES
- All board members complete all training requirements

Programs of Distinction

- Continue to seek out opportunities for recognition of exceptional performance

Growth

- By 2025, secure meetings with local community leaders in at least one potential community
- By 2028, we will have fully codified systems and guides for the sustained excellence of our flagship K-8 charter school

Technology

- Maintain active 1:1 technology program
- Maintain Apple DIstinguished school recognition
- Less than 5% of students without iPads for more than a week due to insurance claims

Facilities

- By 2025, secure a viable property location on Tybee Island
- By 2025, embark on funding campaign for new building

Strategies

Develop and codify systems for sustained and enduring excellence, including: resource allocation, data analysis, governance.

- Maintain a strong culture of stewardship of all resources by connecting TIMA's resource allocation process to the objectives and initiatives of the strategic plan to better drive institutional effectiveness
  - Align budget to goals each year
  - Secure and allocate resources to maintain essential programs and services that ensure quality

- Develop TIMA standards for excellent governance
    - Create replicable internal controls processes
    - Create a functional finance committee
- Develop a data dashboard and review process to monitor key metrics, including disaggregated data
    - Determine key metrics to include on the dashboard in alignment with both our values and accountability
    - Determine cadence for updating and continuously improving dashboard and related tools
    - Design a communications strategy to share progress with relevant stakeholders (staff, students, board members, parents)
- Collect historical data in a centralized location for easier reporting
    - Historical demographics

Plan for, develop, and maintain assets to meet the evolving needs of our community and school

- Develop and implement long-term technology plan designed to leverage technology and digital tools efficiently and effectively to support deeper learning
    - Monitor technological trends with a focus on their application in the K-12 space and how they should be incorporated into school operations
- Develop long-term facilities plan including, space-expansion contingencies and recreational and grounds development and maintenance
- Build new physical spaces to ensure productive learning for all students

Craft model for intentional growth for additional schools beyond TIMA as a network model for expanded reach, impact, and revenue generation

- Cultivate and support future educators by designing an innovative program
- Develop programs of national and international distinction
- Generate diverse revenue streams by capitalizing on TIMA's strengths as a knowledge leader
- Position TIMA as Flagship school - codify
- Develop plan for replication in other maritime communities
    - Identify targeted communities
    - Create a communication plan to guide outreach initiatives
    - Position TIMA for expansion by engaging with communities where we believe our model will be deeply impactful

Goal 4: Deepen mutually beneficial community connections through communication and relationship building

Intentionally engage external stakeholders to strengthen partnerships and support philanthropic goals

Measures of Success

Charter Relationship

- Maintain responsive communication with all SCCPSS Personnel
- Score of 4 or greater on Charter Partnership as ranked by SCCPSS
- Host at least one "Ed Camp" for SCCPSS teachers in SY24
- Participate in > 1 SCCPSS community facing events

Development

- > 75% of Revenue projection met at at least three school sponsored fundraising events per year
- > 90% Board Participation in Maritime Find
- > 75% of Maritime Fund Goal met

Community Reach

- Increase the number of followers on major social media platforms
- Increase Newsletter open rates
- At least 4 published news pieces per school year
- Active participation in strategic community partnerships
- Reach Advocacy level community partnerships as defined by the STEAM continuum in at least 3 grade levels
- Host at least 2 open houses for donors and community members each school year

Strategies

Intentionally strengthen TIMA's relationship and knowledge sharing with authorizer, district schools, and charter schools

- Cultivate reciprocal pride in partnership with SCCPSS
  - Establish key events and partnership opportunities
  - Participate in SCCPSS events (Blankets & Books, Expo, etc.)
- Develop a plan to strengthen relationships and knowledge sharing with other district charter schools
  - Principal connections
  - AP shadowing
  - Charter School "ed camps" - communities of teachers
  - Integrate Marine Science overlaps
- Proactively manage charter timeline
- Advertise STEAM visits to other schools

Build and promote an identity that increases TIMA's visibility, recognition, and reputation to increase community support and outside philanthropy

- Improve consistency, robustness, and transparency of external communications
- Engage Parlay students to help support initiatives in community (Coffee & Conversation, Tybee Youth Council)
- Engage in effective communication and meaningful stakeholder input/feedback to strengthen the perception of public charter education and to inform decision-making
- Communicate vision and plans to achieve future goals and aspirations to stakeholders inside TIMA, to alumni, and to industry and education partners
- Develop robust [philanthropic plan for revenue development](#)

Utilize broader education and community leaders to facilitate meaningful growth for the school.

- Develop TIMA Ambassador program within the local community of Tybee to promote sustained engagement from stakeholders
  - Explicitly invite community to student showcases that highlight their work
  - Involve community partnerships in each stage of the curricular design process
  - Create a common evaluation process for partnerships with explicit expectations to measure stakeholder engagement and identify areas for improvement
- Formalize process for active, multifaceted faculty engagement with maritime industry, e.g., create opportunities for mini-externship program for teachers within the maritime community
  - Engage teachers in cultivating and maintaining curriculum critical partnerships
  - Develop tracking mechanism for partners
  - Elevate redundant relationships
  - Develop knowledge sharing platform community partners for teachers

Goal 5: Strengthen engagement of students and families through a purposely connected culture

Cultivate a culture of personal growth, access, and inclusion through transparent communication and engaged relationships

Measures of Success

Student Engagement

- Percent of students trying out for athletics
- 100% full teams in all sports
- Active participation in 3+ academic competitions per school year
- Engagement in LYP Clubs

Volunteer Engagement

- Number of volunteer hours tracked via VISTA
- Active engagement at family events
- Host at least one family engagement event per school quarter

Access

- Growth in % of students identified as minorities
- At least 2 off-island opportunities for childcare during intersessions and before and after school

Strategies

Continue to formalize and foster programs that build a caring student community, including athletics and academic competitions.

- Grow athletics program and academic competitions to cultivate spirit and camaraderie
    - Continue Boosters program
    - Annual calendar of events
    - Awards structure
    - Alumni sports buddies
    - LS + MS partnerships in sports
    - LS Sports clinics by MS students
- Continue to formalize and foster programs that build a caring student community.
    - Consolidate and codify Student LYP
    - Brand LYP for TIMA
    - Invite Parents to support Staff/Student LYP
    - Create annual Staff and student LYP calendars
- Create a TIMA Family Connect program for current families to support new families
- Develop a comprehensive student recruitment plan designed to increase socio-economic diversity at the school
    - Identify key events for TIMA to participate in on annual calendar
    - Identify potential partners for TIMA to increase enrollment key demographic - preschools, Coastal Georgia Healthy Indicators
- Develop a program for an overall approach to programming, scheduling, and course offerings for cultural relevance and responsiveness.

Create systems to ensure that students' perspectives and aspirations are highly valued in the classroom, school, and community.

- Develop a protocol for measuring student engagement in the classroom
- Create self-reflection component in STEAM journals
- Utilize LMS to share perspectives
- Develop alumni engagement process with first 8th grade class and following alumni
  - Create an Alumni Engagement Plan
  - Develop annual calendar of alumni events
  - Partner with governing board to develop a scholarship

Engage families as partners with a formal, ongoing feedback mechanism that identifies differentiated opportunities for family voice and engagement

- Connect students to supports within and outside of school (e.g., wrap-around services)
  - Partner with YMCA
  - Design a plan for long term partnerships with before and after school care providers
- Formalize and promote meaningful engagement opportunities that address the interests, strengths, and needs of families
  - [Create plan](#) for Family Engagement initiatives
- Increase awareness and family participation of classroom activities through intentional social media and parent-teacher communication
- Host family engagement activities
  - Parent plug-ins with social opportunities
  - Curricular nights
  - Open Houses
  - Volunteer Appreciation

Values

At TIMA we believe education should be transformative. Our learning culture provides the foundation for how students understand, explore, and engage with the world.

The world needs people prepared and inspired to design the future they want to see and as such, we will invest in systems that will support our sustained excellence while simultaneously readying the ground for future expansion.