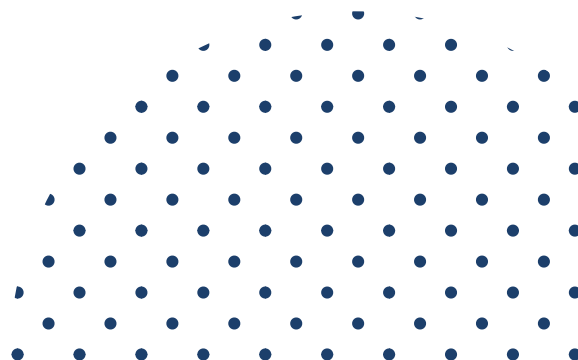


STRATEGIC PLAN
SPRING 2020



Dear RMA Family,

Almost six months ago, RMA embarked on an ambitious mission: to chart for ourselves a path to the future, one that would build on the progress that we have been making and accelerate the process of change so that all RMA students will be prepared to thrive in the competitive world that awaits them.

We live in changing times; the pace of change is often times overwhelming, especially when I think about all that our students will need to know and be able to do in the years to come. Our school district, like most districts in the nation, is constantly adjusting to the ever-evolving realities of this cyber-connected, global society in which we live. It is time we step up the pace of change; our students are counting on us to do so. The future of RMA depends on how well we educate our next generation of leaders and contributors.

These realities are the reason we set out to create a strategic plan for the next three years and beyond. It would have been an easy task to have the people in the central office spend a few weeks brainstorming a set of goals, strategies, and tactics. The Board could have easily held a retreat to create a vision and mission on behalf of the district. However, I knew that we needed to do it differently, that we needed to create a strategic plan invoking all stakeholders, which included students, staff, parents, and our local communities in an open and transparent way, so that all of the voices in our district can be heard and all of the creativity that resides in our organization can be harnessed on behalf of the students we serve.

Many of you have been part of this strategic plan process, whether you participated in one of the strategic planning committee meetings, or whether you attended one of the conversations in which you were asked to provide detailed feedback about the proposals or ideas put before you. Perhaps some of you may have been one of the educators who completed a staff survey. Regardless of how you contributed to this process, we are proud and grateful that so many of you took the time out of your busy schedules to participate in the creation of our collective roadmap to an exciting new era for RMA schools. Having the opportunity to hear your ideas has truly been an energizing process for me, and I hope it has been gratifying for you as well.

As your superintendent and as a proud advocate for students, it is my pleasure to present to you the efforts of our collective work together: the 2020-2023 RMA Strategic Plan.

Let us commit to making it our collective mission to develop all students to their fullest capacity. Let us stay true to helping all of our students find their sense of purpose and developing the capabilities that will enable them to become responsible individuals, productive workers, and engaged citizens. We will all be better because of these efforts for years to come.

Respectfully,

A handwritten signature in blue ink that reads "Armard Anderson". The signature is written in a cursive, flowing style.

Armard Anderson

Superintendent

Overview of Our Strategic Direction

Over a seven-month period spanning 2019 and 2020, we developed RMA's first strategic plan. The strategic plan began with input from RMA staff and was aligned with the vision of the Board of Directors and the guidance of RMA leadership.

The strategic plan outlines our ultimate goals and the roadmap of how we will achieve them. As we work together to build a better RMA, this allows us to focus on what will move the needle for the students we serve.

We have identified four strategic priority areas that will focus our work over the next three years:

- Academics Performance
- Enrollment
- Student Culture
- Support Systems and Processes

Academic Performance Priority

Founded on the premise that all students, regardless of previous setbacks, race or socio-economic status, can graduate and achieve at the highest levels of college and career, RMA is reimagining public high school in Texas. We believe that a school serving at-risk populations should perform at high levels.

Our Goal: By 2023, 4 RMA campuses will be B rated and no campuses will be rated lower than a C

Standardized Lesson Plans

We know that quality lessons are a cornerstone of good educational practices. Over the next three years, we will be updating current scope and sequences and developing exemplar lesson plans. We will prioritize English I and II before moving onto other courses

Focused District Instructional Priorities

We will adjust the cadence of our professional development to focus on essential skills and mastery of those skills. We will socialize those skills with principals, so they can adjust instructional coaching on the ground.

Instructional Leadership

To best serve our students, we will be administering a professional development needs assessment, which will inform our professional development strategy over the next three years. We will focus on building and sustaining effective campus instructional leaders. Additionally, we will increase the professional development opportunities for all staff.

Enrollment Priority

RMA's mission is to empower students to graduate, prepared to exceed all expectations. As a part of that work, RMA should seek to serve more students who need our services and ensure that those students attend regularly to receive the benefits of a quality education.

Our Goal: By 2023, RMA will increase enrollment to 2,500 students with an ADA of no less than 2,100 (an 84% rate of attendance)

Customizable RMA Enrollment Toolkit

We will continue to build out our virtual and online presence through virtual campus tours and email campaigns. We will create a new role that is centered around student and community relations. We will build materials that can be customized to each campus' unique needs.

Centralized Marketing Campaign

We will deploy a marketing campaign that will improve brand recognition of all RMA campuses. This work will include assessing and updating the website, employing targeted social media ads, and using search engine optimization (e.g., Google searches).

Additional Student Support Services

We will consider adding a remote learning session to accommodate more students. We will continue to survey students and be responsive to their feedback.

Implementation of Student Onboarding System

We will implement a new student onboarding system that better aligns with our current student information system. This will better allow us to track data related to student enrollment.

Student Culture Priority

Our staff, students, and families deserve a place where they feel heard, welcomed, and encouraged. It is our duty to create and nurture such an environment.

Our Goal: By 2023, RMA will continue to improve the student experience and ensure the student is our primary customer.

Grow and Nurture Leadership

We will grow our leaders by building partnerships with universities and regional educational service centers to secure quality leadership training. We will also look internally and build a pipeline to achieve quality leadership. We will employ Positive Behavioral Interventions and Support to provide a framework for creating better student and staff relations.

Recruit, Retain, and Develop New and Existing Staff

We will identify, research, and expand partnerships to recruit professionals who would benefit our student populations. We will develop a "Proud RMA" campaign which will allow staff to openly voice their experiences at roundtables. We will pilot a mentorship program to open more opportunities and pathways to opportunity for our existing staff. We will better appreciate our staff through strategic and meaningful avenues.

Diversity and Cultural Competency

We will update our curriculum to include culturally diverse projects. We will identify community partners that promote culture and diversity.

Family and Community Engagement

We will encourage and equip school leaders to lead community round tables to discuss family needs. We will develop standardized ways to engage families and the community at large through targeted events and programming. We will also develop a customer service model to respond to our community and family needs.

Culture of High Achievement

We will maintain a culture of high expectations. We will employ a district Career and Technology Coordinator who will develop strong CTE pathways, industry-based certification, and increase partnerships with local colleges and universities. We will provide ongoing professional development of how to create a school culture and learning environment for at-risk students.

Student Voice

We will amplify student voice through a student ambassador program. We will improve the ways in which students are able to offer feedback, including surveys, touchpoints with Principal's Cabinet, and meetings with the superintendent.

Positive Behavioral Interventions and Support

We will employ positive behavioral interventions and support to better support our teachers and improve student behavior. We will use a framework and train staff on best practices, systems, and outcomes.

Support Systems and Processes Priority

We know that providing the right tools and resources is necessary for student success. We also believe that by giving our staff clear, actionable, and easily located resources and guidelines that we better support their work to support our students

Our Goal: By 2023, RMA will inventory, create, and clean up all processes and procedures

Change Management Document and Timeline

We will forecast all campus-based administrative changes for the ensuing year and catalog them in one document. The document will contain rationale for any policy changes and when the change will take effect. This document will seek to minimize any mid-year changes as well as give school leadership adequate time to plan and brief campus staff.

Principal's Cabinet

We will create and implement a Principal's Cabinet so that principals are empowered to find solutions to problems, assist with policy making and receive a regular opportunity to learn from each other.

Central Document Repository

We will research, implement, and utilize a centralized database at all levels of the district to enhance internal communication, build trust, and unity across the system. The database will house all RMA policies, procedures, manuals, and data.



Governing Board

Betsy Hall Bender, President

Rose Thompson, Vice President

Mike Peebles, Secretary

Ernest Chambers, Assistant Secretary

Dr. Francis White, Treasurer



Richard Milburn Academy

13003 Jones Maltzberger Road
San Antonio, TX 78247

www.rmaschools.org

District Leadership

Armard Anderson, Superintendent

Amanda McQuade Annette Stevenson

Carl Tanton Rhett LaRose

Tammy Padilla Amy Wood

Jim Pollok