



ACA 2023-2024 Board of Directors Strategic Plan

Strengths (internal)

- Clear vision and purpose at the leadership level
- Strong school administrator leadership to implement the Classical model
- Increased enrollment and wait lists
- Focused academic program, including the arts, music, and languages
- 100% graduation rate in 2023
- Faculty and staff who care about the students
- Athletic program that is growing
- Character education program aligned with the Classical philosophy

Weaknesses (internal)

- Communication gaps and inconsistencies across the different methods used to communicate
- Curricular transitions; learning curve for implementing the Classical approach with fidelity
- Reputation in the community not fully established
- Discipline variations across grade levels
- Car line difficulties related to limited space on both properties
- Clear expectations for new families to understand what it means to be a successful student at ACA

Opportunities (external)

- Decreased enrollment at district-operated schools along with an increased interest in Classical education models
- Jeffco Charter School Consortium participation
- More demand translates into higher standards for all
- Partnerships with area schools and businesses
- Alternative charter authorizer options
- Long-term expansion opportunities

Threats (external)

- Changes in Jeffco school board, administration, and District Accountability Committee (DAC).
- Cultural polarization that leads to distrust in public education, in general

- State legislation and Jeffco District policies unfavorable to charter schools

1. Strengthen Board Governance

- A. Continue to adopt Board policies to fill existing gaps.
- B. Create ad hoc committee to conduct a needs assessment for communication pathways at all levels, schoolwide.
- C. Monitor metrics to gauge performance (Board, ED).
- D. Determine a Board member to inform the Board about legislative issues.
- E. Develop and adopt a Board succession plan policy.

Metrics

- Adopt Board policies, as needed.
- ED evaluation completed on time, according to Board policy.
- Adopt Board dashboard by November Board meeting.

2. Ensure a Guaranteed Viable Curriculum is Delivered with High-Quality Instruction

- A. Develop and implement a leadership pipeline policy (needs and positions).
- B. Adopt policy to document ACA graduation requirements and benchmarks at 8th and 5th grades.

Metrics

- Exceed Jeffco's academic performance MAP and ACT.
- Graduation rate

3. Provide Financial Viability to Support the Program

- A. Continue to document annual deadlines, monthly Board agenda items, and administrative procedures.
- B. Codify administrative procedures for finance matters.
 - o Address resources needed to assist in codifying these procedures.
- C. Adopt staff compensation policy.

Metrics

- Enrollment per grade level and wait list
- Per Pupil Revenue (State funds per student)
- Total budget
- Facilities costs

4. Ensure a Safe, Positive Learning Culture

- A. Continue to build trust and unity through a Pre-K through 12 plan.
 - o Board President and ED present at a parent meeting.
- B. Clarify middle and high school plan to align to the Classical model.
 - o Create a task force to define the work that must be done.

Metrics

- Degree of Classical model implementation in K-5, 6-8, and 9-12.
- Discipline
 - Jr/Sr High student survey
 - Elementary parent survey
 - K-12 staff survey

5. Provide Efficient Operations

- A. Document practices, changes, annual needs, and deadlines for each area of operations.
 - o Address resources to assist in documenting these processes.
- B. Continue to ensure school operations align with the school's mission and future direction.
 - o Quarterly reports from ED on progress.
- C. Conduct safety audit to ensure the highest levels of safety and security for our students and staff.
 - o An external specialist conducts a safety audit once per semester. A summary of the audit is provided by the ED in his Board Report.

Metrics

- Director of Operations' work documented as evidenced draft presented to Board each quarter.
- Safety audit conducted by safety specialist once per semester.

6. Sustain an Effective Communication Structure

- A. Communicate monthly with the Board via ED's Board Report, updating the Board on progress toward goals and tasks for each area.
- B. Complete stakeholder surveys, as determined, are needed.
- C. Ensure effective communication Pre-K through 12 through the ad hoc communications committee's needs assessment and plan proposal.

Metrics

- Conduct needs assessment and adopt a formal plan by October Board meeting.
- Monthly Board communication assignments completed on time and published.