# 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

Revision Date: August 12, 2023
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.

Revision Date: August 12, 2023
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.

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<th>Metrics</th>
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<tr>
<td>● Conduct needs assessment and adopt a formal plan by October Board meeting.</td>
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<td>● Monthly Board communication assignments completed on time and published.</td>
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