



ACA 2024-25 Board of Directors Strategic Plan

Strengths (internal)

- Conservative fiscal responsibility
- Good staff and leadership culture (improving)
- Combination of fresh leadership and established administration
- Committed values (mission)
- Continued focus on family unit and their contribution to the school
 - High value on children
- Parent partnerships
- Classical curriculum thinking
- ED and administration's energy and passion
- Community/family culture
- Concurrent enrollment in the high school

Weaknesses (internal)

- Communication (all aspects)
- Staff/teacher retention
- Behavioral challenges (HS in particular)
- Facility limitations
- Character development
 - Morality and civic responsibility
- Classically-trained educators
- Failure to attract founding family types (bought into the mission)
- Parent accountability among those who are not committed to the mission
- Environment where teachers must act as disciplinarians, which consumes valuable class time
- Poor academic test score trends (data and messaging)

Opportunities (external)

- School dashboard (transparency and metrics)
- MS orchestra program
- Expand course/athletics opportunities with Denver Christian

- Challenge district mandatory fees
- Partnerships with other charters
- Culture chaos (teacher's union philosophies)
- Classical education is trending across the nation
- Grants/gifts fundraising

Threats (external)

- The District becoming unfriendly to charters (includes State Legislature and State Board of Education)
- Bond renewal (interest rates up and the economic situation)
- Economics impacting availability of teachers in the area (staff retention)
- Quality of teacher candidates
- Teacher's union influence on the general public and the District

1. Strengthen Board Governance

- Continue to adopt Board policies to fill existing gaps.
- Reformulate the Communications ad hoc committee to focus on specific areas of improvement.
- Develop and adopt a policy for legislative issues.
- Develop and adopt a policy for a board succession plan.
- Conduct a Board workshop in October to discuss discipline issues.
- Further discuss and adopt a plan to address schoolwide academic achievement.

Metrics

- Adopt Board policies, as needed.
- At October Board meeting, the Comms Committee will present a proposed yearlong plan.
- Board workshop in October to conduct a deep dive on academic data, followed by a plan for the Board to monitor.

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

- Develop and implement a leadership pipeline policy (needs and positions).
- Adopt policy to document ACA graduation requirements and benchmarks at 8th and 5th grades.
- An outside assessment will be conducted by March to determine academic priorities. The ED will present a plan to the Board in December.

Metrics

- In October the ED will present a proposed leadership pipeline policy and a graduation requirements policy for Board consideration.
- The Board considers findings of the outside assessment on academic achievement at the April Board meeting.

3. Provide Financial Viability to Support the Program

- A. Contract with a charter school finance professional to conduct a needs assessment and then create a plan to codify financial procedures.
- B. The Board will reconsider mandatory service fees required by the District for the 2025-26 school year.

Metrics

- Financial procedures needs assessment conducted first semester
- Board discusses mandatory service fees by February Board meeting

4. Provide Efficient Operations

- A. Document practices, changes, annual needs, and deadlines for each area of operations. Identify potential resources to support this work.
- B. Develop and adopt a Board policy for safety audits.

Metrics

- Director of Operations' work documented. A plan to codify this work is presented to the Board first semester through the ED Board Report.
- Safety audit policy adopted by the Board by November.