



Strategic Plan – 2021

1. Strengthen and develop board governance.
 - a. Utilize a board recruitment plan to expand the board from 4 to 7 members.
 - b. Institutionalize board policies to implement the vision and mission.
 - c. Use communication pathways at all levels, schoolwide.
 - d. Monitor metrics to gauge performance (board, ED)
 - e. Develop and implement ED Evaluation Process Committee.
 - f. Establish board self-evaluation process.
 - g. Adopt board agreement.
2. Ensure a guaranteed viability curriculum is delivered with high-quality instruction.
 - a. Ensure ACA has a Guaranteed Viable Curriculum aligned to academic content standards.
 - b. Refine the staff evaluation process, evaluate all teaching staff, establish growth benchmarks, monitor and report progress (Completed by June 2022 and annually thereafter).
 - c. Revise Evaluation system for teachers and principals; ensure instructional staff is evaluated on an annual basis (completed by June 2022)
 - d. Develop and implement a PD system designed to grow teachers in targeted areas.
 - e. Develop and implement a leadership pipeline (Needs and positions determined by 4/2022).
3. Provide financial viability to support the program.
 - a. Conduct internal financial audit (ED, CFO, CSS) to ensure accurate and complete financial information.
 - b. Document annual deadlines required via contract, district requirements, board policies, and administrative procedures.
 - c. Ensure Finance Committee meets monthly, develops, and communicates long-term and short-term financial and facility needs and plans.
 - d. ED presents a finance workshop for the board in December.
4. Ensure a safe, positive learning culture

- a. Develop and implement a Pre-K culture plan for the school that bulds trust and unity.
 - b. Each level, (Pre-K, K-5, 6-8, and 9-12) will develop their own culture plans for their levels.
5. Provide efficient operations
 - a. Conduct an internal audit (ED, CSS, staff as assigned) to ensure efficient procedures and return on investment (personnel, time, costs).
 - b. Document practices, changes, annual needs & deadlines for each area of operations (complete by June 2023).
 - c. Align operations with other areas to ensure systemic focus on the mission.
6. Develop and sustain an effective communication structure
 - a. Develop and implement communication plan for school, including individualized plans for the ED and all direct reports.
 - b. Communicate monthly with the Board via sent report prior to Board meeting updating progress on goals and tasks in each area of evaluation and other areas as necessary.
 - c. Complete stakeholder surveys as determined.