ACA 2025-26 Board of Directors Strategic Plan

Addenbrooke Classical Academy's success is built on a foundation of classical education, a strong and supportive community, and the pursuit of preparing students to think deeply, live honorably, and lead with purpose.

As the Board of Directors, we are privileged to serve the Addenbrooke community and to safeguard the school's mission: Fostering a Culture of Free and Independent Thinkers throughTradition and Innovation. Our role is to provide strategic direction that honors the school's dedication to academic rigor and character formation while ensuring its long-term vitality.

The six strategic pillars—academics, financial stewardship, community engagement, communication, operational sustainability, and virtue and character—define our focus areas.Each pillar is designed to uphold and strengthen the core values that distinguish Addenbrooke.

We believe all students should be educated in a way that equips them to be exemplary children and future leaders. While we believe parents are the primary educators of their children, we are grateful for Addenbrooke's role in shaping the next generation.

With deep respect for our classical foundation and a commitment to excellence, we look forward to guiding Addenbrooke into a future where tradition and innovation continue to flourish together.

1. Academics

Goal 1: Strengthen the culture of classical curriculum through all levels of our community

Action Items:

A. Develop a mechanism to track and measure the percentage of classical material and instructional methods being used in classrooms (Executive Director to present, teachers to report)
B. Exploration of additional service opportunities for all grades (Admin – teachers)

Goal 2: Improve academic performance by 1%

Action Items:

A. Executive Director to develop a written action plan including the supporting activities needed for the administration to carry out. State mandated tests (CMAS, MAP, PSAT/SAT) need to improve 1% from previous years' scores.

Goal 3: Improve high school enrollment by 5%

Action Items:

A. Executive Director to work in conjunction with school principals to develop and implement a plan to increase promotions, communications, and events that positively influence middle school to high school enrollment

Metrics

- 7 board communications through electronic/social avenues
- Executive Director develops a mechanism by 12/31/25
- Executive Director reports to the board in February 2026 on mechanism & initial metrics
- A plan on additional service opportunities will be presented to the board in May of 2026 by the Executive Director
- Executive Director to develop Academic improvement action plan by August, and present to teachers in August, and present to the board in September 2025.
- Executive Director to develop a written high school enrollment improvement plan by December 1st, 2025

2. Financial Stewardship

Goal 1: Ensure sustainable financial health through responsible budgeting and strategic fundraising

Goal 2: Complete the bond refinance process, securing long term financing at favorable rates

Goal 3: Establish the foundation to support a sustainable Annual Giving Program
Action Items:

A. Board investigates and establishes the necessary structure to support the program
B. Establishment of policies including gift acceptance policies

Goal 4: Establish necessary financial process documentation

Metrics

- Complete the bond refinance in 2025
- Internal financial processes documentation completed during 2025-2026 school year
- Determine the required legal fundraising structure by January 2026

3. Community Engagement

Goal 1:Create and foster a culture of parental engagement to build and strengthen the ACA culture.
Action items:

C. Create events and activities that increase broader community involvement
D. Create a mentoring program for new families

Metrics

- Host 2 events and activities that support and build community engagement
- Establish a mentoring policy and program for new families

4. Communication

Goal 1: Create and foster a culture of communication excellence through all levels of our community
Action items:

A. Mobile friendly newsletter
B. Communications and testimonials from the board through various social media outlets
C. Revisit and revitalize communication policy and expectations

Metrics
- 7 social media related communications from the board
- Executive Director to facilitate the creation of a mobile friendly and standardized newsletter by January 1, 2026
- Executive Director to complete communication plan to present to board by December 1, 2025 & measurement metrics

5. Operational Sustainability

Goal1: Successfully complete ACA's charter reauthorization

Goal 2: Teacher retention & satisfaction

Goal 3: Teacher accountability (curriculum, etc.)

Goal 4: Overhaul the Executive Director's evaluation process

Goal 5: Complete technology law assessment and action plan
Action items:

A. Create a more robust Executive Director evaluation process including periodic feedback sessions throughout the year. Criteria to include relevant metrics related to the ACA strategic plan as well as relevant criteria related to the Executive Director's job description.
B. Executive director to create an action plan and reporting metrics for the board to track activities and progress related to teacher retention and satisfaction. Metrics to include qualitative and quantitative analysis.
C. Executive director to create a written action plan, ensuring adoption of our mission and execution of classical values.
D. Executive director to conduct a 3rd party assessment in relation to new technology laws, ensuring we know where ACA stands and what changes we may need to make.

Metrics
- Complete charter reauthorization process while meeting the Jeffco mandated timelines

- Successfully become re-chartered with Jeffco
- Complete the Executive Director evaluation overhaul by November 1st, 2025
- Complete the technology assessment by December 31, 2025, present report to board and action plan in January 2026
- Monthly reporting on Teacher Retention & Satisfaction plan beginning in November 2025
- Monthly reporting on Teacher accountability progress in November 2025

6. Virtue, Character, and Habits

Goal: Develop and implement a deeper culture of virtue and character throughout all levels of our community.

Action items:

D. Create a reward recognition program for teachers, emphasizing virtue and character
E. Recultivate and expand virtue recognition by further emphasizing the actions that led to the award
F. Create a plan for bolstering communication to parents on how their children are aligning with ACAs virtue and character expectations, especially in relation to behavior

Metrics

- Implement new recognition program at K-8 assembly in 2025
- Social media posts highlighting a specific student and expanding on specific characteristics and actions that led to the award
- Create a communication plan on ACAs virtue and character expectations by October 1, 2025

SWOT Analysis Summary

Strengths (internal)

- A strong understanding of and commitment to the principals of a classic education model.
- A strong parent community (PACS)
- Good communication between the executive directors and the BOD.
- A qualified and engaged BOD.
- Solid financial footings.
- Engaged in professional educational staff that fosters a sense of caring between students and educators.
- Qualified legal council when necessary.
- Strong program definitions with milestones resulting in measurable results.
- Effective and meaningful communication technical issues.

Weaknesses (internal)

- A lack of a succession plan at the senior executive level as well as other administrative levels.
- Protocol establishing such procedures exiting documentation and procedures when a teacher levels the institution.
- A more formalized communication network between administrators, teachers, parents and the BOD.
- A lack of outreach policies and procedures to the surrounding communities.
- Leveraging assets such as PACS, Board Members and other informational entities that can enhance the concept of classical education and its importance to the surrounding community and society in general.
- A lack of a broad based fund raising programs including, but not limited to, various grant programs, programs for capital improvement and other opportunities surrounding classical education and Charter Schools.

Opportunities (external)

- Develop programs to engage the community at large.
- Develop programs to interact with the local business community, civic organizations and local governments.

Threats (external)

- Uncertain commitment to Charter schools on behalf of the Board of Education and the Colorado Dept. of Education.
- Increasing teacher retention and attracting new teachers with limited financial resources.
- Competitiveness in the market place.