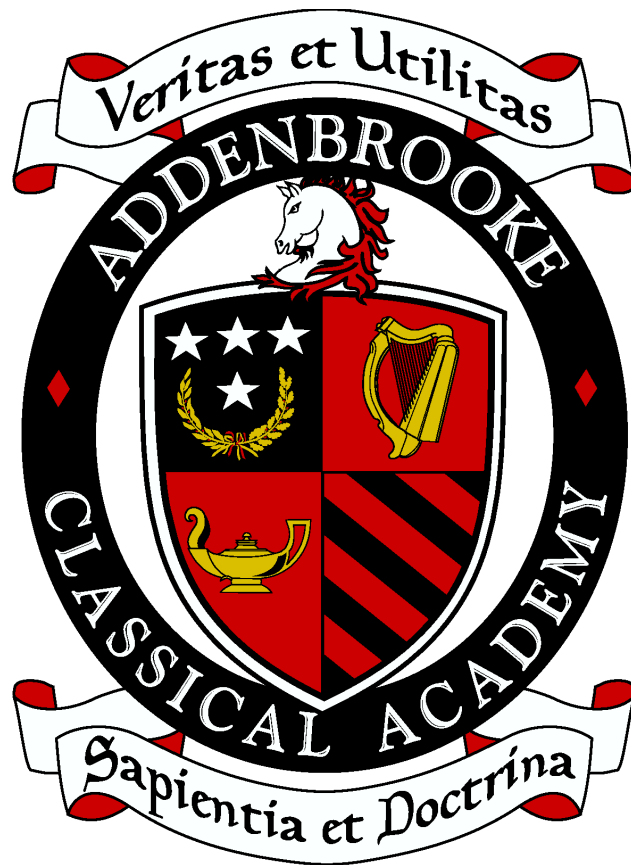


STRATEGIC PLAN 2017– 2020



Addenbrooke Classical Academy  
3940 South Teller Street Lakewood,  
CO 80235

**Mission:**

***Addenbrooke Classical Academy utilizes an integrated model of tradition and innovation to develop free and independent thinkers through classical instructional strategies.***

Addenbrooke Classical Academy will provide instruction at the preschool, elementary, junior high and high school levels. Music instruction will be blended with technology and academics, consisting of Core Knowledge and the classical model. Furthermore, Addenbrooke Classical Academy will develop and implement educational programs that are directed toward developing high ethical standards, along with building social skills and upright character. The emphasis on good character will further the student's academic skills which, in turn, will help to build the necessary competencies of self-esteem, respect for themselves and others, and personal discipline. Balanced combinations of these skills equip students with the ability to choose wisely. These expectations, though high, can and will be achieved. Students, when expectations are high, will generally be equal to the task at hand, as long the expectations are realistic and logical.

**Vision:**

***Addenbrooke will develop free and independent thinkers in a collaborative community through an integrated and exemplary educational program supported by its families.***

Addenbrooke Classical Academy encompasses a school in which the administration, faculty, staff, and parents will:

- Provide a complete educational institution based on proven methods of instruction and challenging content; and
- Have high academic and moral expectations for all students; and
- Cultivate relationships between parents and teachers to ensure the complete development of the student, including academics, music, and character; and
- Prepare students for life after high school using time-tested methods of teaching focusing on knowledge and music, but preparing them for the 21st century using innovative technology.

Addenbrooke provides its students with thorough and applicable knowledge of the core curriculum, in part, by associating academic instruction with the analogous concepts of music, regardless of student musical aptitude or experience, and by creating a learning environment facilitating the highest standards of academic achievement for its students. As students gain a broader understanding of the construction of music, its history, and its various styles, Addenbrooke Classical Academy instills in its students a life-long love of music, appreciation for beauty, and respect for humanity. This school enlists the involvement of its parents and community in programs to improve the educational opportunities and outcomes for its student population in Lakewood, Colorado.

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## **1.0 Executive Summary**

Addenbrooke Classical Academy was founded in August 2013 offering a classical education curriculum for grades 6 – 12 serving about 111 students. Since that point the school has expanded to offer full Pre-K – 12 programs serving approximately 540 students in the 2016-2017 school year, and currently anticipating approximately 700 students in the 2017-2018 school year, as of August, 2017.

Addenbrooke Classical Academy is currently among the largest Classical curriculum charter schools in the State of Colorado and one of the few Pre-K – 12 Classical education programs available to Metro Denver students and parents.

The school's last strategic plan, written in 2016, highlighted goals for the school regarding facility, leadership, educational program, and school community. This plan reviews school performance against these goals and establishes new objectives as part of a multi-year plan from 2017 to 2020.

Based on the current environment, the school's performance on prior strategic goals, and future goals for the school, Addenbrooke Classical Academy has identified four areas of focus for the following three-year Strategic Plan period:

- Academic Performance and Curriculum
- Faculty Development and Retention
- Financial and Operational Stability
- Community Engagement.

Objectives in each of these areas are contained herein with specific objectives over the plan period and metrics to measure progress and success. The Board of Directors will review this strategic plan annually and assess the appropriateness of the objectives and current progress against plan goals.

Achieving the objectives identified in this strategic plan will ensure that Addenbrooke Classical Academy effectively fulfills its mission and vision, prepares students for future academic, professional, and fulfilling personal success and establishes itself as a model of Pre-K – 12 classical curricula within the great State of Colorado.

The 2017 Strategic Plan will be periodically evaluated (twice annually at a minimum) to confirm that appropriate steps are being to accomplish the identified goals. On an annual basis, the plan may be revised so that the Strategic Plan remains a relevant and living document, and continues to serve as a guidepost for the board of directors, students, parents, administration, faculty, and community members.

## **2.0 Strategic Planning Goals**

The primary purpose and objectives of the Strategic Planning process are to:

- Intentionally foster the success for Addenbrooke Classical Academy students and school over time
- Assess the big picture and chart the smartest possible path to student achievement and faculty fulfillment
- Ensure goal alignment between the board, administration leadership, faculty and staff
- Include stakeholders in the strategic planning process in order to ensure buy-in and outcome ownership
- Provide organization identity to provide direction and focus attention on opportunities while mitigating threats

### **3.0 Environmental Assessment**

Within the state of Colorado, interest in charter schools continues to increase. This is driven in some cases by dissatisfaction with current neighborhood public school offerings or performance, and in others by the appeal of the unique and varied instructional approaches found within the charter school setting. Addenbrooke Classical Academy continues to attract students and families motivated by both of these goals. At the time of this strategic plan, available statistics show that approximately 212 charter schools serve approximately 101,300 students across Colorado<sup>i</sup>. Within Jefferson County (Jeffco), a charter school population of approximately 8,500 students is served by 20 charter schools, representing approximately 10% of the entire Jeffco student population<sup>ii</sup>.

The state of Colorado ranks 38th in state funding of public school education on a Per Pupil Revenue (PPR) basis<sup>iii</sup>. The PPR funding levels were significantly reduced following the 2008 financial crisis, and have not returned to previous funding levels, creating financial stresses at state and local educational levels, and have created an environment of increased expectations for charter schools both in terms of their academic performance and governance. Local school districts recognize charter schools as diverting student educational funds from their neighborhood schools to the option schools that include charter programs, creating tension between schools at a district level. This has been highlighted by changes within Jeffco at the district Board of Education level, which followed with replacement of the district superintendent.

Education funding has become increasingly unpredictable. Both overall funding levels and the mechanism of payment have put more stress on charters. For the 2016-2017 school year, the Colorado funding mechanism of [ \$PPR Funding] Per Pupil Revenue (PPR) based on October student count dates, and Mill Levy Override funding of [ \$Mill Levy Funding] for student educational funding constitute the major funding sources to provide for the needs of ACA students. In addition, kindergarten students are counted as 0.58 PPR per physical student, thus additional calculations are completed to determine the ‘Per Pupil Equivalent’ student count upon which final PPR Funding levels are provided. Initial budgets submitted to the Jeffco district are set in July based on estimated / forecasted student counts, while final budget adjustments are made in November once actual student count data is finalized based on the October census. The numerous variables in this approach to funding creates an intricate financial model with multiple points of inflection which makes it challenging to forecast future anticipated annual revenue with a high degree of certainty. This makes it incredibly important to ensure that Addenbrooke maintains sufficient cash reserves in order to absorb any and all required budgetary adjustments.

### **4.0 Review/Evaluation of 2016 Strategic Plan Goals**

#### **A. Educational Program**

The 2016 strategic plan included the creation and startup of a preschool to introduce students to Addenbrooke learning models early in their educational pursuits.

Prior to this, in the spring of 2014 the decision was made by the ACA Board and approved by the Jeffco Board of Education to expand from grades 6-12 to create a grammar school with grades K-5. A major strategic shift was required and the sustained efforts required to achieve this growth were substantial, and included leasing and opening a temporary facility for the 2014-2015 school year. This facility was later combined with the rest of the school when a new facility at the current school location was leased in the spring of 2015, which commenced an accelerated build out program to convert the new facility from its’ previous operation as a call center into a suitable school facility over the summer of 2015 in time for opening in October for the 2015-2016 school year.

As of the end of the 2016-2017 School Year many, but not all of the grammar school educational program’s formational goals have been achieved. At the current time Addenbrooke Classical Academy has both an Executive Director and grammar school Principal with solid grasps of administering and promoting Classical Education and have implemented a program of training for all Addenbrooke Classical Academy teachers to

fulfill the educational program vision and mission. In addition, the grammar school Principal has a strong commitment to spending coaching/evaluation time in each classroom, which is helping to identify individual teachers' areas of strengths and weaknesses. This allows the administration to pursue a number of options at the state and private level with increased avenues available for teacher professional development.

## **B. Leadership**

The 2016-2017 school year was pivotal to Addenbrooke Classical Academies senior leadership and led to identification of the need to add a Secondary school principal to the leadership mix. An exceptionally qualified candidate was identified and hired over the summer, joining Addenbrooke in an official capacity for the start of the 2017-2018 school year.

The 2016 strategic plan included some specific goals related to School Board leadership development, succession planning, and self-evaluation. While many of the activities in the plan have been completed, they have occurred in an ad hoc manner, with numerous additional plans not yet drafted. Specifically, the Board has established working groups (committees), performed board member training, established additional sources of training, and established and put into service several new policies.

The area of evaluation—both for the Board itself, and of the Executive Director—remains underdeveloped, with the mechanisms for regular review executed successfully. Board Policy evaluation and revision are another area that require focus soon.

## **C. Staff Development and Retention**

The current teachers employed by Addenbrooke Classical Academy are highly qualified, with approximately [56% Advanced Degrees] of teachers possessing advanced degrees. Staff turnover for the 2016-2017 school year was [74%] for elementary and [75%] for high school.

Staff members have expressed concern with regard to staff salary levels and future raises. It is recognized that the salary levels offered by Addenbrooke Classical Academy are lower than those offered by Jeffco neighborhood schools or other Denver Metro area school districts. This could create an environment where teachers who have just graduated from College use Addenbrooke as a 'stepping stone' to start their teaching careers, but then move on to other schools willing to pay higher salaries once they have a year or two of classroom teaching experience.

The challenge to retain and grow teaching staff must be balanced within the budget constraints faced by the school as a whole. The administration is very aware of these challenges and have worked proactively with both the finance committee and board to attempt to strike the right balance as the school continues to grow and mature. Based on the facility purchase that occurred in 2016, it is projected that additional latitude for increased salary structures will be realized once the student population is sustained above 660 students which is anticipated for the 2017-2018 school year. Fundraising achievements, if realized, may permit progress towards this goal to occur sooner than would otherwise be feasible.

## **D. Facilities**

The 2016 strategic plan included goals around a long-term facility strategy. Essentially these objectives were met with the establishment of the Addenbrooke Building Corporation, followed by the finance of a bond for the purchase of the current facility solution at 3940 South Teller Street, Lakewood, CO. The plan for the bond included a goal of adding a gymnasium / auditorium facility, which was implemented during the spring and summer of 2017. Beyond these items, the goals of a stable, long-term facility plan, which enables the school to meet its educational objectives have been met; nevertheless, the current facility limits the academic program in size and structure to a maximum of approximately 850 students.

One major achievement of the 2016-2017 school year was the formation of a building corporation followed by the finance and purchase of the existing Teller Street facility. This was originally envisioned as a five-year goal, but has been achieved in less than two years. Accelerating the purchase to occur during the 2016-2017 school year prevented considerable increases in lease payment levels, while also permitting Addenbrooke the time needed to further establish itself financially, with a goal of achieving 'investment grade' bond status by the finish of the 2018 or 2019 school years in anticipation of the building corporation refinancing to a long term bond in the 2018 – 2022 time window.

#### **E. School Community**

The prior strategic plan anticipated the creation of a volunteer coordinator for parental engagement, and regular communication to the community from the board of directors. The Parents of Addenbrooke Classical Students (PACS) team has served as the primary organization to engage parental volunteers. This primarily manifested itself through participation of the PACS president in participation and reporting at multiple board meetings. Several of the specific communication vehicles (e.g. physical bulletin boards) have effectively been replaced by technology, such as the school website. The schools community continues to expect timely notification of meeting topics and prompt posting of past meeting minutes, again using the school website as the primary communication vehicle. The school 'sunshine list' for notification of board meetings was not utilized during the 2016-2017 school year, but it is intended that the list be revived during the 2017-2018 school year.

Communication from school leadership to the school community has occurred regularly via newsletter bulletins distributed via email and made available via the school website; with the recent addition of the gymnasium, new communication formats, such as Town Hall meetings may further facilitate the distribution of timely and relevant information. It is recognized that regular communication from the schools' Board is also needed and will receive increased emphasis moving forward.

#### **F. Fundraising**

The 2016 strategic plan envisioned a \$20,000 fundraising goal for the school, led by a board fundraising committee. A Spring Gala event was planned and held at the Pinehurst golf club house, which successfully raised approximately \$35,000. In addition, the Parents of Addenbrooke Classical Students (PACS) committee has successfully contributed about \$20,000 towards the Addenbrooke library, which was deemed to be of strategic importance to the continued growth of the schools classical school curriculum and learning achievements. The board is profoundly thankful to both the Spring Gala and the PACS teams for contributing these significant resources towards school fundraising for Addenbrooke Classical Academy.

## 5.0 Existing 2016 Strategic Plan Goals

The following goals were established as part of the 2016 Strategic Plan:

ACA Short-to-Long Term Goals:

5-10 Years	2-5 Years	1-2 Years
<ul style="list-style-type: none"> <li>• Develop systematic tool for tracking effectiveness in fulfilling charter objectives for the following areas:               <ul style="list-style-type: none"> <li>• classical education</li> <li>• music</li> <li>• technology</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase fundraising avenues and support for Foundation Board</li> <li>• Achieve 75% of student assessments using Mastery Connect for grades K - 12</li> <li>• Plan for 800 students by 2018-2019</li> <li>• Develop plan for technology renewal / replacement for students, staff and base server infrastructure by 2017-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Assimilation: Student-to-Student</li> <li>• Dress Code check – beginning of school day</li> <li>• Discipline – Address quickly during starting weeks of new school year</li> <li>• Foundation – New board members w/ Time &amp; Energy &amp; Passion to pursue fund raising</li> <li>• New construction to accommodate growth</li> <li>• Increase days cash-on-hand from 80 days to 95 days &amp; reserves by 9%</li> <li>• Realize enrollment of 576 for 2016-2017 School Year</li> </ul>



## 6.0 2017 SWOT Analysis for Addenbrooke Classical Academy

An analysis of the Strengths, Weaknesses, Opportunities and Threats pertaining to Addenbrooke Classical Academy can provide useful insights into the strategic planning process. An updated SWOT analysis was completed in June of 2017 as part of the annual Strategic Planning Retreat meeting.

SWOT Analysis – Conducted at the 06-09-2017 Annual Retreat Meeting

<p><b><u>Strengths</u></b>  Evidence of ACA pride in the community  Largest enrollment  Increased Financial stability and reporting  Solid financial forecasting and plan via Finance Committee  Staffing – Homing in on professional development and hiring practices  Increased salaries  Strong pre-school program  Build of library and gymnasium have enhanced overall program for ACA  Class size that facilitate the mission &amp; student pride  Pre-K through 12 School</p>	<p><b><u>Weaknesses</u></b>  Temporary issues due to construction are causing frustration and not being at full potential with the building  Volunteering – Not capitalizing on ‘parental energy’  Construction made car lines feel longer this year  HVAC – increasing maintenance  Foundation</p>
<p><b><u>Opportunities</u></b>  Defining who we are  Sustaining who we are  Overall – Culture has grown positively, but continues to be a challenge to clearly define ‘who we are’  Large influx of new elementary staff represent opportunity to continue building culture  Culture of community  CHSAA membership  Athletic growth bringing new benefits  Growing population in local area due to residential construction in Lakewood  Fundraising  Expanded volunteering opportunities</p>	<p><b><u>Threats</u></b>  Greater community (US) culture conflict  Parent expectations that unduly add stress to the staff and administration  Charter perceptions in Jeffco district community are not improving  Technology potential to become obsolete  Apartment complex</p>

## 7.0 Establishment of 2017-2020 Strategic Plan Goals

Following a review of the prior strategic plan, school performance in light of that plan, and the environmental assessment, the Addenbrooke Classical Academy school board has set a high bar for the new goals. We believe this will aid in establishing Addenbrooke Classical Academy as a model charter school for pre-K – 12 classical education on a state-wide basis, with top performing academic results, high employee job satisfaction, and an excellent reputation and visibility within the community.

The goals, objectives, and scope of the 2017 strategic plan in comparison to the 2016 strategic plan reflect an increased attention to planning more strategically and to move beyond the essential activities of basic school operations to truly differentiate Addenbrooke Classical Academy as a model of Pre-K – 12 classical education.

These goals are described in the categories of **Academic Program and Curriculum, Faculty Development and Retention, Financial and Operational Stability and Community Engagement.**

For each of these sections, this strategic plan has identified high level goals, objectives, and metrics to measure achievement.

## 8.0 Academic Performance and Curriculum

### Background

Recent experience has highlighted the critical role that educational preparation plays in the success of students at Addenbrooke Classical Academy. The early years of Addenbrooke existence as a charter school identified the objective of creating good relationships and student pathways with neighborhood elementary schools. This was found to be inadequate (both in volume of students willing to transition to ACA and quality of their previous education, along with issues of inconsistency with the classical education model) and led to the establishment of the Grammar School. Current experience has demonstrated that even with a captive Grammar School, the varied entry points for students creates challenges that weaken the overall academic program. Addenbrooke also currently experiences higher student attrition in the high school grades than in the elementary or middle school grades, due primarily to both perceived and real limitations in extracurricular activities and other amenities when compared to some public high schools within the surrounding communities. A review of student attrition between the 2015- 2016 and 2016-2017 school years confirms that students seeking a school experience, which includes athletic extracurricular activities—and the level of curriculum options and activities that accompany those schools—remains a major source of attrition for Addenbrooke Classical Academy.

A recent community survey<sup>i</sup> highlighted the following top factors that influenced Addenbrooke Classical Academy families in their choice of the school:

- College Preparatory – a program that fully prepares students for the four-year program of their choice, from selecting appropriate activities and coursework, to the college application and ultimately academic success.
- Rigorous Academics – students will be challenged and expected to work harder than basic academic minimum standards both in and out of the classroom.
- Classical Curriculum – the academic program faithfully adheres to the classical education model.
- Tuition Free – as a public school, students at Addenbrooke Classical Academy have few additional expenses beyond what would be expected for students attending a public school (e.g. activities, athletics,

transportation).

- Smaller Class Sizes – At a time when many public schools are offering class sizes of 30 or more students at elementary grade levels, Addenbrooke Classical Academy promises class sizes in the mid 20's to improve the contact time which teachers can give to individual students.

Given this feedback, Addenbrooke Classical Academy will continue to focus on the quality and breadth of the curriculum—herein defined as the classroom academic experience as well as the broader educational experience, which includes extra-curricular, community involvement and athletics.

## **Academic Program Goals**

### **1. Addenbrooke Classical Academy will be the school of choice for Jeffco families based on a balance of rigorous academics, fine art performance, moral distinction, physical fitness toughness and grit, and the strength of the classical education curriculum.**

- The school structure and organization will fully support the integrity of the Trivium and an integrated curriculum map will link the entire educational program of grammar, logic, and rhetoric, incorporating primary source material whenever possible.
- The school will establish a means to evaluate the academic progress of students who enter Addenbrooke above second grade and monitor how their arrival and backgrounds impact curriculum delivery for continuing students. Based on these reviews, the school may modify or add coursework to accelerate the classical education learning and assimilation of new students or consider adopting a policy of deliberate fixed-entry points to reduce the disruption of mid-point entries and improve the overall educational experience for all students.

#### Metrics:

- Academic Testing: on standardized tests Addenbrooke Classical Academy students will *meet or exceed* all requirements set forth in the contract with the school's authorizer.
- Interest Level/Area: As a measure of interest level and awareness, the school will draw at *least 5%* of open enrollment applicants from beyond the Jeffco school district boundaries.
- Student/Family Satisfaction: The school will collect a satisfaction survey of current families at least once annually. The overall satisfaction score will be *at least 65%*.

### **2. Addenbrooke Classical Academy will provide a robust program of activities outside the classroom. This will promote a culture that embodies the school Mission & Vision, supports the overall academic program, promotes community involvement and contributes toward student retention.**

- The school will continue to offer a variety of student activities and clubs that provide social and community-building opportunities and engage a wide range of interests, abilities, and ages.
- The school will continue to offer a variety of student leadership and service opportunities that provide character development and support the Vision and Mission of Addenbrooke Classical Academy.
- The school will continue to expand athletic offerings by developing a competitive middle-school sports program, leading ultimately to a high-school varsity program. Potential sports could

include (but are not necessarily limited to) soccer, baseball, golf, basketball, and track and field, based on interests expressed in the recent community survey.

- The school will invest in the appropriate infrastructure to support the extracurricular programs and activities including necessary staffing (through compensated faculty time).

Metrics of Success:

- Student Engagement: *95% of Addenbrooke Classical Academy students* will participate in at least one extra-curricular activity that provides leadership and service experience.

**3. Addenbrooke Classical Academy will retain the vast majority of students throughout their K-12 experience.**

- There will be a concerted effort to promote the continuity of a classical education from pre-school and kindergarten through high school, including on-going family education programs that deepen comprehension of the goals and components of classical education for the school community.
- The school will engage students across the Pre-K – 12 community to build a school-wide sense of belonging, loyalty and pride, such as through the classroom House System and positive interactions of elementary and high school students.

Metrics of Success:

- Student Retention: *90% of 8<sup>th</sup> grade Addenbrooke Classical Academy students* will choose Addenbrooke Classical Academy for high school.
- Student Retention: *90% of students who begin 9<sup>th</sup> grade at Addenbrooke Classical Academy* will graduate from Addenbrooke Classical Academy.

**4. Addenbrooke Classical Academy will prepare students for success in the collegiate or vocational setting of their choice**

- The school will create a best-in-class college/vocational guidance program that helps students map out a path to a successful post-high school path beginning early in their high school years. This program will connect students to the most appropriate school or vocational training program based on their interests and abilities, and inform their families of scholarship opportunities, which may be available to them.
- The school will consider expand the high school offering of courses eligible for college credit, such as Advanced Placement, Red Rocks Community College classes and Warren Tech courses.
- The school will explore expansion of language options to provide high school students with spoken-language experience, as required by many college applications.

Metrics of Success:

- College acceptance rate: *97% of Addenbrooke Classical Academy graduating seniors* who wish to pursue a college education will be accepted to a four-year college.
- Trade school / Apprenticeship acceptance rate: *98% of Addenbrooke Classical Academy graduating seniors* who wish to pursue a trade school or apprenticeship program will be accepted into such programs.
- College preparation: *75% of graduating seniors* will achieve college credits before graduation with courses taken at Addenbrooke Classical Academy or through a dual credit institution (e.g. Red Rocks Community College).
- College experience: *70% of Addenbrooke Classical Academy graduates* will complete at least a 4-year

degree.

## 9.0 Faculty Development and Retention

### Background

The faculty of a school is a key component to the success of students and the school in general. A recent survey of faculty at Addenbrooke Classical Academy highlighted the factors that influenced their job satisfaction, why they chose to teach here, and why they may choose to stay. Additionally, a recent survey benchmarked the level of classical education knowledge across the Addenbrooke Classical Academy faculty.

The top five factors that influenced the current faculty's choice *to work* at Addenbrooke Classical Academy are:

- school size
- school vision
- curriculum
- atmosphere
- student behavior

The top five factors that influence the current faculty *to stay* at Addenbrooke Classical Academy are:

- loyalty
- student behavior
- continuity
- school vision
- school size

The vast majority of faculty plan to remain in the teaching field as long as they are able. Many faculty plan to teach at Addenbrooke Classical Academy as long as the school maintains its roots/vision/mission.

Factors that influence Addenbrooke Classical Academy faculty job satisfaction:

- Influence on School Policy - The faculty overwhelmingly find their ability to participate in and have influence on school policy as a key part of their job satisfaction.
- Autonomy in the Classroom – The faculty overwhelmingly view that having autonomy and control over classroom atmosphere influences their job satisfaction.
- Student Behavior - The faculty overwhelmingly view that student behavior influences their job satisfaction, and the vast majority find that student behavior and attitude at Addenbrooke Classical Academy is positive.
- Support - The faculty overwhelmingly view that support and encouragement from Addenbrooke Classical Academy administration influences their job satisfaction. They also view that Addenbrooke Classical Academy parents give adequate support. A majority of faculty feel as though they receive recognition for achievement and jobs well done. Opportunities for improvement included clear communication and expectations from administration and the Board, and receiving proper training and guidance when implementing new initiatives.
- Professional Development – The vast majority of faculty is not satisfied with the professional development available and would like to see regular and meaningful opportunities.
- Salary and Benefits – The faculty did not overwhelmingly agree that they are paid adequately. The majority did view that they receive adequate benefits (Health, Vacation/Sick Time, and Insurance). The majority did not understand how to be better compensated at Addenbrooke Classical Academy. Many faculty supplement their school salary with non-school employment. Improvement opportunities include competitive salaries with surrounding districts, increases to reflect education and/or years of experience, and having a clear understanding of incentives and how one would be compensated for increased duties.

### **Goals:**

#### **1. Addenbrooke Classical Academy will hire and retain high quality teachers who are committed to classical education.**

- Addenbrooke shall prioritize knowledge and support of the classical education curriculum in all initial faculty hiring decisions.
- Faculty training and commitment to classical education will be factored into the decision to offer contract renewals, such that the faculty as a whole becomes well-trained and committed to the classical education curriculum.
- Teachers will be evaluated annually on teaching to the classical education curriculum and practices, based on input from parents and the Administration.

#### Metrics:

- 1) Renewal: 95% of faculty who receive a recommendation for contract renewal will return to teach at Addenbrooke Classical Academy the following school year.
- 2) Assessment: 90% of faculty will receive satisfactory assessments from parents at the end of the school year.

#### **2. Addenbrooke Classical Academy will further develop the collegial working environment of the school.**

- The faculty and administration will collectively and individually contribute to a positive working environment including on-boarding and integration of new administration leadership.
- Administration will routinely acknowledge staff efforts and achievements within and outside of the classroom.
- Faculty and administration will strive to work collaboratively when it comes to making decisions that may impact their classrooms and/or working environment. This includes but is not limited to: school calendar, scheduling, curriculum, staff development, staffing needs, instructional supplies.
- Faculty will be provided time on a regular basis to collaborate with each other in regard to curriculum and instruction.
- Faculty will have the opportunity to learn from each other by observing lessons given by their colleagues during the school year.
- Established faculty will support new faculty with a mentor/faculty relationship.

Metrics:

- 1) Work Environment: On job satisfaction surveys at least 90% of the faculty will agree that Addenbrooke Classical Academy workplace atmosphere is positive overall.
- 2) Contributions: On job satisfaction surveys at least 90% of the faculty will agree that their contributions at Addenbrooke Classical Academy are appreciated.
- 3) Administration: On job satisfaction surveys at least 90% of the faculty will agree that the board and administration appreciate and value their input when making decisions that impact the school.
- 4) Colleagues: On job satisfaction surveys at least 90% of the faculty will agree that their colleagues support them in their teacher responsibilities.

**3. Addenbrooke Classical Academy will provide—and all faculty will take advantage of—professional development opportunities.**

- All faculty members will be given comprehensive and ongoing training in classical education.
- Comprehensive training will be provided to all staff prior to the implementation of any new initiatives that impact curriculum or instruction.
- Regular (monthly) professional development opportunities will be provided to all faculty members to specifically enhance curriculum and instruction at Addenbrooke Classical Academy and also to meet the common CEU needs of faculty.
- Addenbrooke Classical Academy will provide an online database for tracking each teacher's progress towards completing re-licensure requirements.
- The school will define a standard procedure for approving school-supported professional development opportunities for the faculty.

Metrics:

- 1) Classical: 100% of all faculty employed each year, both new and returning, will be given comprehensive and ongoing training in classical education.
- 2) New Initiatives: 100% of all faculty personnel will be given comprehensive training prior to the implementation of any new initiatives that impact curriculum or instruction.
- 3) Professional Development: 100% of all faculty will be provided regular (e.g. monthly) professional

development opportunities to enhance curriculum and instruction at Addenbrooke Classical Academy and also to meet the common CEU needs of faculty with documentation for CEU credit.

**4. Addenbrooke Classical Academy will offer competitive salaries and various opportunities for compensation for work outside of the classroom.**

- The school will develop a comprehensive faculty pay scale, which recognizes professional experience, degrees obtained, and continuing semester credits earned. This pay scale will be competitive with comparable charter schools and benchmarked at least bi-annually.
- The school will explore additive performance-based pay opportunities for faculty. Criteria will include in-class observations, students' academic performance, and parent/student satisfaction.
- To adequately support classroom instruction and collaborative teaching, the school will staff appropriately to minimize faculty time spent on non-instructional duties.

Metrics:

- 1) Pay Scale: Periodic benchmarks (annual or biannual) will demonstrate that the school's faculty pay scale is on par with contracts for teachers from surrounding school districts.
- 2) Extracurricular: Faculty support of extracurricular activities will be compensated appropriately.
- 3) Time Management: Job satisfaction surveys should reflect that at least 90% of the faculty agree that the school schedule and staffing allows them to spend sufficient time focused on curriculum and instruction.

## **10.0 Operational and Financial Stability**

Charter schools inherently operate in a less stable environment than traditional public schools as a result of their smaller size and variable funding mechanisms from the state government. In addition, the question of facilities for charter schools is a unique problem. Charter schools are not permitted to directly own property, but may form nonprofit entities called building corporations that own the property and lease it to the school.

**Facilities:**

Addenbrooke Classical Academy has established a building corporation with a long-facility lease, which is adequate for the current academic program. However the facility and grounds will constrain the growth of the school to approximately 850 students.

Addenbrooke Classical Academy will pursue investment grade status of the debts used to service the school. This will permit refinancing within the next few years and ensure the long-term stability of school with more control of the facility costs.

For the future, Addenbrooke Classical Academy will establish a long-term, master facility plan that accommodates the academic program requirements of the school. This plan may call for one of the following scenarios, as long as it permits the school to fulfill its mission and accommodate modest growth for the plan period:

- Maintaining current Pre-K – 12 facility with modifications to add additional playing field areas near the current property



- Acquiring another, nearby property (build or remodel) and creating a satellite-campus school to provide a larger body of classically trained students for high school enrollment

In all cases, the facility plan is subservient to the academic program goals and aspirations of the school and ultimately the final selection will be one that supports the long-term programming needs of Addenbrooke Classical Academy.

### **Budgeting and Funding**

All charter schools must operate with a balanced budget and must submit this budget prior to school year start. Through sound financial management the school can expect to operate with a positive reserve, which can be used to address funding shortfalls (typically 3-5% of operating income, but recommended to be xx% for best-in-class schools). These reserves are accumulated and form the schools **Fund Balance**. The fund balance provides for operating liquidity during the holdback period of state funding and reduces the borrowing needs of the school which in turn reduces interest costs.

As of the end of the 2016-2017 school year the ACA fund balance of the school was approximately [xx%] of operating income. The school has a fund balance policy that seeks to maintain a balance of approximately [xx%] of operating funds (for the 2017-2018 school year this would be approximately [\$x.xM]). Each budget year, an adequate contribution to this fund will be assured before additional operating costs (such as additional staff or programming) are considered. For the 2017-2018 school year the fund balance is forecast to be approximately [xx%] of operating expenses.

In addition, the school will explore the most prudent short-term investment strategies to take advantage of the short periods of time during which the school has a significant cash position.

## **11.0 Community Engagement**

Charter schools attract families looking for more opportunities to get involved in their children's education than offered by a traditional public school. They want to have more input into school life, activities, and more interaction with teachers and staff. Charter schools also rely on this level of engagement and volunteerism because of the lower, leaner staffing present in the smaller school.

Communication is how opportunities, activities, and meetings become known and by which a sense of community is established. Addenbrooke Classical Academy has struggled with effective communication even prior to expansion, and following the addition of the lower school and additional sections the communication challenges have grown as accurate, timely, and meaningful communication has become even more critical. Within the Addenbrooke Classical Academy community there are a number of audiences to communicate to/from and the most effective method of communication may be different for each audience.

### **Community Engagement Goals**

#### **1. Addenbrooke Classical Academy will improve communication within the school community particularly from the school and board to the parent community.**

- Teachers/Parents:
  - Establish a template for communication that would improve clarity and consistency and include what,

- why, when, where, and how information.
- Teachers determine a method to communicate to/from parents for their specific class. Establish a time frame for communication that is classroom specific (weekly, bi-weekly, or monthly).
- Teachers are encouraged to create and utilize individual classroom websites accessible via the overall Addenbrooke website
- Entire Addenbrooke Classical Academy Community:
  - Initiate regular Community gatherings, Classical education training sessions for Addenbrooke Classical Academy parents and prospective families/students.
  - Utilize Addenbrooke Classical Academy web site more effectively by providing timely notification of all meetings and agendas, posting meeting summaries within 48 hours of meeting, and listing current actions of board working groups and meeting dates.
  - Employ the use of email and the current newsletter to include more topics:
    - Student opportunities that arise such as science fairs, robotics competition, etc.
    - Volunteer opportunities to meet with new or prospective student parents to answer their specific questions of Addenbrooke Classical Academy life.
    - Periodic communications from the board on school news and plans.

Metrics of Success:

- Frequency of board/school meetings and communications to school community
- Percentage of board meetings/workshops agendas published at least 48 hrs. in advance of the meeting or workshop

**2. Addenbrooke Classical Academy will develop more effective marketing of the classical educational system**

- Engage new families to ensure their knowledge and expectations for their children are accurate.
  - Public Question & Answer sessions
  - Meetings with current parent/student volunteers
- Public communications created with specific marketing points that highlight the benefits of Addenbrooke and classical education.
- An updated, best-in-class web presence that markets the school and educates prospective families on the classical curriculum.

Metrics of Success:

- Participation level in community educational sessions
- Level of initial interest/enrollment requests based on the classical education program

**3. Addenbrooke Classical Academy will publicly acknowledge the accomplishments, contributions, and activities of Addenbrooke Classical Academy students past and present that exemplify the mission and vision of the school. This communication will occur via the following outlets:**

- Newsletter
- Website
- Local newspapers
- Regular alumni outreach

**4. Addenbrooke Classical Academy will increase the level of volunteerism within the school community, engaging a broader group of parents.**

- Develop an informational database of parent talent to solicit from as needs arise
- Establish the expectations of annual, minimum parent-volunteer time expectations on a per-family

basis to support the Addenbrooke Classical Academy program

- Establish a point for volunteer coordination across the school
- Broader reliance on PACS for organizing community-focused engagement events

Metrics of Success:

- Percentage of families engaged with a volunteer activity
- Total number of volunteer hours
- Total number of community establishments involved

## **12.0 Conclusions and Next Steps**

Addenbrooke Classical Academy has the aspiration and ability to become a best-in-class Pre-K – 12 classical curriculum school. The steps outlined in this plan, along with enthusiastic community involvement and a commitment to the school’s mission, set the course for this goal to become reality.

Each year during the annual retreat period and at the time of setting annual budgets and priorities, the Board of Directors and school administration will review this strategic plan, assess progress, and set appropriate annual objectives to achieve the goals established over the plan period.

## **13.0 References<sup>1</sup>**

[End of Document]

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<sup>1</sup> Eagle Ridge Academy in Eden Prairie, MN Strategic Plan, served as a template in the creation of this document.

## 2017 Strategic Plan Committee:

<b>Board of Directors</b>	<b>Parent / Faculty / Community Participants</b>
Rachel Swalley – President	Charles Wright
Scott Perry – Vice President	Julie Spencer
Natalie Adams – Treasurer	Kass Meyer
Chris Kuetemeyer – Director	Jason Cross
Doug Hoffer – Secretary	Evelyn Fiadanu
	Casey Behrendt
	Kami Shaw

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<sup>i</sup> Addenbrooke Classical Academy community Survey, [SPRING 2017 SURVEY DATES].

End Notes (Data collected as of 12/18/2016):

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<sup>i</sup> Source: <https://www.cde.state.co.us/cdechart/2014charterpupilenrollment>

<sup>ii</sup> Source: [http://www.jeffcopublicschools.org/schools/profiles/district\\_profile.html](http://www.jeffcopublicschools.org/schools/profiles/district_profile.html)

<sup>iii</sup> Source: <http://www.edweek.org/ew/qc/2016/2016-state-report-cards-map.html?intc=EW-QC16-LFTNAV>