

**SWOT Analysis**

The assembled group completed a SWOT Analysis of ACA as an organization to allow taking the greatest advantage of opportunities presented while minimizing recognized threats.

SWOT Analysis – 06-06-2016 Annual Retreat Meeting

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Received 5-Year Charter Renewal</li> <li>• Highly Qualified Staff – 56% Have Masters Degrees</li> <li>• Financially Responsible</li> <li>• Classical Curriculum</li> <li>• Family and Students Committed to a quality education</li> <li>• New campus facility for all K-12</li> <li>• 86% Teacher Retention Rate (as of Fall 2016)</li> <li>• Staff Leadership Development and mentoring program</li> <li>• Required music program for all students</li> <li>• Financial stability</li> <li>• Latin taught in grades 3-8</li> <li>• Facility Security</li> <li>• Increased enrollment</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Fund Raising</li> <li>• Greater involvement/volunteering in community</li> <li>• Fiscal constraints impacting program and staff compensation</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Successful launch of pre-school</li> <li>• Culture of Community</li> <li>• Ability Grouping</li> <li>• Gymnasium</li> <li>• Developing student character</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Rapid increase in enrollment</li> <li>• Assimilation of new students</li> <li>• Adversarial climate for charters at state and local level</li> </ul>

Following this exercise, the following short-to-long term goals were established:

ACA 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 680 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>

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**Strategic Plan Goals & Objectives**

- New classroom construction to accommodate anticipated growth in student population
- Increase enrollment to 576 (2016-2017)
  - With plan to reach 680 by (2018-2019)
- Develop systematic tool for tracking effectiveness in fulfilling charter objectives for classical education, music and technology
- Increase days cash-on-hand from 80 days to 95 days & reserves by 9%
- Increase fundraising avenues and support for Foundation Board
- Address recognized needs for teacher salary growth as part of budget planning and continue to monitor overall staff retention on a year-over-year basis.
- Achieve 75% of student assessments using Mastery Connect