



5-YEAR STRATEGIC PLAN

2021–2026



The Academy's 5-Year Strategic Plan was developed in collaboration with the Board of Directors, senior administration, committee members, and staff leaders.

This work was grounded in the school's mission and vision and outlines how we hope to pursue our community values in the years to come. As such, this document begins with an introductory section that articulates those foundational elements. The subsequent sections that form the body of the Strategic Plan include Instruction & Culture, Finance & Operations, and Governance. Each of these sections identify clear Strategic Goals and the Key Performance Indicators that will be used to measure progress. All goals and performance indicators are written with a 5-year time frame in mind, spanning from the fall of 2021 to the spring of 2026. It will be the role of the Board of Directors, in partnership with senior administration, to monitor the implementation of this Strategic Plan through periodic reporting via a Quarterly Scorecard and publication of an Annual Impact Report.

MISSION

The Academy's mission is to help all students grow into college ready, exemplary citizens by combining academic mastery with personal empowerment to drive lifelong success. We serve our full community by intentionally developing a school culture that embraces diversity, equity, and inclusion.

VISION

Fueling lifelong success through preparation, exploration, and empowerment.



PREPARE

All students develop the academic skills needed to prepare for lifelong success



EXPLORE

All students explore their strengths and passions through real-world learning



EMPOWER

All students practice habits of mind that will empower them to lead their own futures



THE ACADEMY'S STATEMENT ON DIVERSITY, EQUITY & INCLUSION

As a public charter school, we believe there is a social and moral obligation to serve our full community and ensure that every child succeeds. We recognize that our community is diverse and so are the needs and aspirations of the students and families we serve. Embracing the impact of this reality on our work not only helps us remain relevant, meaningful, and effective but also ensures that we are doing so in a way that thoughtfully engages and includes individuals and communities who have been historically excluded.

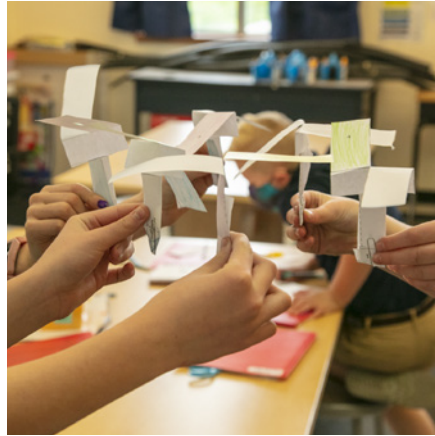
In order to collectively reach this vision, we must create a culture of equity and build trust within our community. Furthermore, we believe a diverse, inclusive, and equitable school community is critical for preparing students to participate in a complex, pluralistic, and interconnected society. We are committed to confronting our own biases and operationalizing our values. We challenge ourselves to regularly evaluate and refine curricula, policies, and practices and to commit the appropriate resources to ensure we embody these beliefs every day.





DIVERSITY

Diversity at The Academy refers to the wide range of qualities and attributes within our community, including people from a variety of different social and ethnic backgrounds, abilities, and of different genders, sexual orientations, etc. When we celebrate diversity, our school becomes richer by drawing upon a deep well of experiences, perspectives, and skills.



EQUITY

Equity at The Academy is the concept of treating everyone fairly by acknowledging each person's unique situation. The aim of equity is to ensure that everyone has access to equal results and benefits. This sometimes means providing more for those who need it. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures. We will succeed when everyone, regardless of who they are or where they come from, has the opportunity to thrive.



INCLUSION

Inclusion at The Academy is the practice of working to ensure that every person has a sense of belonging, acceptance, and recognition as a valued and contributing member of our community. We acknowledge and value the unique identity of each individual as well as the differences across our collective group. Inclusion is not a binary concept or a forced choice between honoring one point of view or another. The abilities, qualities, and perspectives of everyone are leveraged for the good of the community.



CULTURALLY RESPONSIVE EDUCATION

The Academy believes that to effectively teach the student we must also reach the person. People cannot be separated from their cultural context, making it essential for educators to recognize the identities and experiences of all students. Culturally responsive education includes students' cultural references in all aspects of learning, enriching classroom experiences and keeping students engaged. We all live in this world and cannot completely leave that world behind when we walk through the classroom door. With that in mind, we strive to provide a thoughtful and respectful educational experience that provides a safe space for everyone to address real-world issues in a way that acknowledges diverse viewpoints without pushing a single set of ideas.



AT-A-GLANCE

CORE VALUES

RESPECT
RESPONSIBILITY
KINDNESS
COURAGE
INTEGRITY
SELF-CONTROL

1,899
STUDENTS
ACROSS TWO
CAMPUSES IN
GRADES PK-12



99%
GRADUATION
RATE



MORE THAN
1,200 FRONT
RANGE
COMMUNITY
COLLEGE
CREDITS
COMPLETED
ANNUALLY



90%
COLLEGE
ACCEPTANCE
RATE

40+

**STUDENTS
PARTICIPATING
IN ANNUAL
INTERNSHIPS**



**STUDENT
DEMOGRAPHICS:
58% WHITE,
28% HISPANIC,
8% ASIAN,
5% TWO OR MORE
RACES,
1% BLACK**



250

**STAFF
MEMBERS**



**"PERFORMANCE
WITH
DISTINCTION"
ACCREDITATION
RATING**



14

**ADVANCED
PLACEMENT
COURSES
OFFERED**

ATHLETICS:

**12 LEAGUE
CHAMPIONSHIPS,
4 DISTRICT
CHAMPIONSHIPS,**



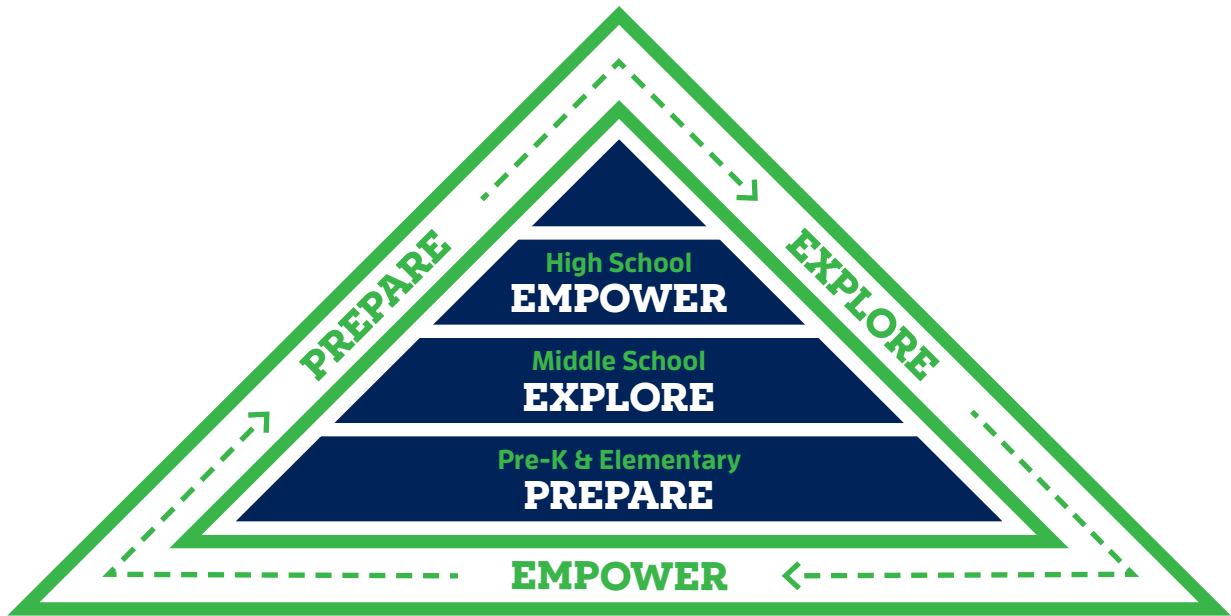
AND

**2 STATE
CHAMPIONSHIPS
OVER THE LAST
FIVE YEARS**

INSTRUCTION & CULTURE

The Academy seeks to rank among the top five schools in our geographic area on comparable, standardized assessment results AND to pursue programs and initiatives that support a school culture grounded in our mission and vision. We expect successful pursuit of these aims from Pre-K through 12th grade to culminate in a 100% high school graduation rate, a 95% college acceptance rate, and all Wildcat graduates entering life after high school with a clear postsecondary plan.





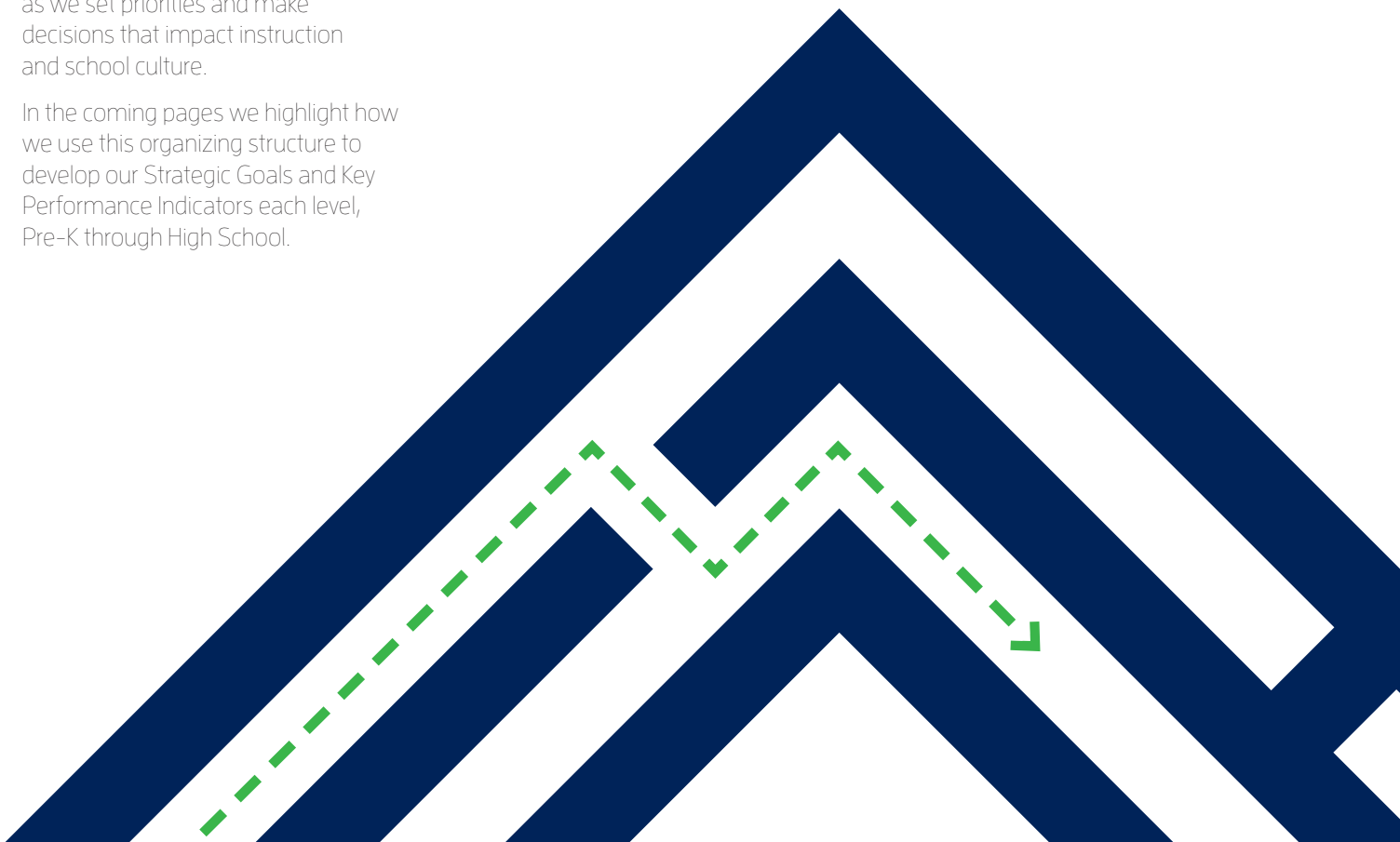
Our approach to vertically aligning the full educational experience for our students from youngest to oldest centers around three notions – Prepare, Explore, and Empower.

These notions keep us grounded in The Academy's mission and vision as we set priorities and make decisions that impact instruction and school culture.

In the coming pages we highlight how we use this organizing structure to develop our Strategic Goals and Key Performance Indicators each level, Pre-K through High School.

All three notions – Prepare, Explore, and Empower – simultaneously occur in a complete, cyclical fashion at each grade level to honor every student's need to access all three.

These notions are also applied in a progressive, stepped fashion across grade levels to honor key points of emphasis along the spectrum of childhood development.





PRE-K

PRE-K

STRATEGIC GOALS

PREPARE

Pre-K students will develop foundational academic skills to set them up for success in kindergarten

EXPLORE

Pre-K students will explore a classroom environment that provides a wide variety of experiences so they can identify areas in which they exhibit interest and skill

EMPOWER

Pre-K students will develop a sense of empowerment by becoming proficient advocates for themselves, being good friends to peers, and being able to take appropriate risks in learning

KEY PERFORMANCE INDICATORS

Annually, all Pre-K students will increase letter and number knowledge by 50% from a baseline recorded at the start of each school year

80% of Pre-K students will clearly write their first and last name as well as be able to copy simple words by the end of each school year

All Pre-K students will engage in authentic, robust dramatic play experiences each quarter to explore the roles of varied professions

All Pre-K students will complete a hands-on, cross curricular project each quarter to deepen their understanding of themes in the curriculum

All Pre-K students will demonstrate responsibility for their own belongings, advocate for themselves, and establish new friendships by the end of each year, as measured by an observation checklist

SPOTLIGHT ON **PREPARE**

Every student needs a solid foundation of core academic skills to gain full access to their world. Our evidence-based curriculum and robust individual supports prepare students for academic success.

IN ACTION

Enter a classroom at North Campus during a reading lesson and you will see students engaged in mastering standards through access to high quality, engaging literature, participating in cooperative learning, and writing about their reading as well as participating in small group, targeted literacy lessons and independently reading self-selected books that interest them.



ELEMENTARY

ELEMENTARY

STRATEGIC GOALS

PREPARE

Elementary students will develop the knowledge, skills, and abilities to be successful readers, writers, and mathematicians

EXPLORE

Elementary students will explore, develop, and showcase their strengths and passions through participating in cross-curricular, hands-on learning projects and specials opportunities in music, art, technology, physical education, and science

EMPOWER

Elementary students will develop and display their personal and interpersonal leadership capacity and their emotional and social competency through Leader in Me and other social-emotional learning to bring their strengths and passions to life

KEY PERFORMANCE INDICATORS

70% of 1st-5th grade students will score a Student Growth Percentile of 50 or higher on Star Reading & Math and 70% of kindergarten students will meet their individual growth goal in reading and math

80% of K-5th grade students will score proficient or higher on an annual writing prompt

3rd-5th grade students will earn a mean scale score of 760 or higher on CMAS ELA & Math

All K-5th grade students will complete at least 4 high quality, cross-curricular, project-based learning units each year

All K-5th grade students will complete at least 2 high quality problem-based learning experiences through the WILD program each year

All K-5th students will demonstrate their exploration of skills and passions through at least one project or culminating experience annually in art, music, science, technology, and physical education

All K-5th grade students will complete the 7 Habits of Highly Effective People curriculum yearly

All K-5th grade students will develop a high quality Leadership Notebook documenting their practice of the 7 Habits

All K-5th grade students will present their Leadership Notebook twice per year at a Student-Led Conference

SPOTLIGHT ON **EXPLORE**

Students' strengths and passions are not fixed at birth and simply waiting to be discovered. Cultivating a growth mindset involves embracing the process of exploring, taking risks, and persisting through failure. Our project-based and experiential learning opportunities help students develop and sustain their strengths and passions through real-world application.

IN ACTION

Walk through our elementary hallways and you will see students creating works of art for display, planting seeds for the outdoor gardens, or practicing for an upcoming music concert. In the WILD classroom, students may be tackling the problem of how to build a tower that will withstand high winds, while down the hallway other students are eagerly awaiting the arrival of their incubating chicks.

The Garden is the hub of upper elementary. This indoor space is inviting and vibrant, filled with greenery, vegetation, fish tanks, and wall murals. All of it has been imagined, developed, created, and maintained by students.



SCHOOL

MIDDLE SCHOOL

STRATEGIC GOALS

PREPARE

Middle school students will develop the inter- and intrapersonal skills to successfully navigate adolescence while demonstrating mastery on individual measures

EXPLORE

Middle school students will explore their interests and strengths through projects, choice, and reflection

EMPOWER

Middle school students will articulate what drives them, their values and goals, and how they meaningfully contribute to the larger community

KEY PERFORMANCE INDICATORS

65% of 6th–8th grade students will score a Conditional Growth Percentile of 50 or higher on MAPs Reading & Math and 80% will score proficient or higher on internal measures in Writing, Science, and Social Studies

6th–8th grade students will earn a mean scale score of 760 or higher on CMAS ELA & 755 or higher on CMAS Math

Middle school staff will respond to 80% or more of behavior referrals using restorative and/or collaborative solutions

All 6th–8th grade students will participate in two community events that celebrate the work and process of cross-curricular, thematic units

All 6th–8th grade students will document and speak to their growth and performance in their Leadership Notebooks at Student-Led Conferences each school year

All 6th–8th grade students will demonstrate a commitment to their greater community beyond academics through participation in electives, leadership roles, service learning, outdoor education, after school clubs, and/or competitive sports

All 6th–8th grade students will document their academic growth, personal development, and contributions to the larger community in a high-quality Leadership Notebook

All 6th–8th grade students will meaningfully contribute to the larger community through participation in service learning opportunities and leadership experiences

All 6th–8th grade students will develop their intra- and interpersonal skills through participation in Pride and Outdoor Education

SPOTLIGHT ON **EMPOWER**

Lifelong success requires students to have the skills that empower them to lead their own futures. We use the Leader in Me framework to teach personal leadership skills, create a culture of student empowerment, and encourage greatness.

IN ACTION

Students develop individualized Leadership Notebooks to document how they have grown personally and how they have contributed to the larger community. These notebooks provide a place for students to craft their individual mission statements and personal reflections as well as track their academic data, set goals, and consistently track progress on those goals, giving them the ability to “course-correct” at any time.



HIGH SCHOOL

HIGH SCHOOL

STRATEGIC GOALS

PREPARE

High School students will hone their academic skills in coordination with their intrapersonal, social, and leadership skills in order to prepare for success during and after high school

EXPLORE

All high school students will create their 4-year academic, elective, and extracurricular pathways with an eye on exploring their current passions as well as working to identify new ones

EMPOWER

High School students will develop their whole self, empowering them to gain control and choice over their life, create long lasting and meaningful relationships with others, and leave The Academy with the confidence to fulfill their life goals

KEY PERFORMANCE INDICATORS

65% of 9th-10th grade students will score a Conditional Growth Percentile of 50 or higher on MAP Reading & Math

80% of 9th/10th grade students will score 410/430 or higher on the PSAT EBRW test and 70% will score 450/480 or higher on the PSAT Math test

80% of 11th grade students will score 470 or higher on the SAT EBRW test and 70% will score 500 or higher on the SAT Math test

All 9th-12th grade students will have an individualized Pathway Plan completed by the end of their freshman year and updated annually afterward

20% of 11th and 12th grade students will participate annually in high quality career exploration opportunities through a robust Work-Based Learning Program

All 9th-12th grade students will intentionally explore opportunities for intellectual and creative exploration through the Arts and other electives by carefully selecting elective credits with their counselors and families on an annual basis

All 9th-12th grade students will participate weekly in a Pride structure designed to empower them for lifelong success through the development of life skills, such as goal-setting, responsible decision-making, interpersonal communication, and community building

All 9th-12th grade students will have an individualized Postsecondary Plan completed by the end of 12th grade

GOALS IN ACTION IN HIGH SCHOOL

PREPARE

Meaningful engagement in the 21st century workforce increasingly requires some form of postsecondary attainment. Our rigorous course catalog, including a wide range of both Advanced Placement and Concurrent Enrollment offerings, ensures that students are ready for college.

EXPLORE

Students are better prepared for the working world when they engage in meaningful experiences that include direct interaction with professionals from industry and the community. Our internships, work-study options, and entrepreneurship sequence promote learning about work, learning through work, and learning at work.

EMPOWER

Imagination, creativity, and expression are essential elements of a stimulating intellectual life. Our offerings in music, visual, theater, and technological arts provide students with opportunities to engage their whole selves.

FINANCE & OPERATIONS

FINANCE

STRATEGIC GOALS

Financially support a high quality staff capable of progressing The Academy's strategic goals

Financially support high quality facilities capable of progressing The Academy's strategic goals

KEY PERFORMANCE INDICATORS

Base pay rates for all staff will be equal or greater than that of local school comparisons and returning staff will receive annual pay increases tied to Per Pupil Revenue and performance

Staff demographics will more closely resemble student demographics

Finance team will produce a report twice per academic year to review status and priorities in facility improvement

Finance team will complete an annual review of facility costs to ensure quality of service and return on investments

OPERATIONS

STRATEGIC GOALS

Maximize enrollment to ensure the financial and operational stability necessary to advance The Academy's strategic goals

Deliver an outstanding level of customer service within operational processes that aligns with our cultural values and creates the conditions necessary to advance The Academy's strategic goals

KEY PERFORMANCE INDICATORS

Meet or exceed an annual enrollment target of at least 140 students per grade level and 1875 students across PreK-12th grade

Increase diversity rates among student groups to more closely resemble demographics of The Academy's geographic surroundings

Achieve customer satisfaction rating of >4.5 in all areas of operational support (Facilities, HR, Tech, Finance)

Provide both formal and informal opportunities for customers to share feedback throughout the school year in both qualitative and quantitative format

SPOTLIGHT ON **SUPPORTING THE COMMUNITY EXPERIENCE**

The Finance Department develops and maintains The Academy's sound financial and internal control structure in alignment with this strategic plan. We emphasize a service-oriented, team approach to providing information, systems, and policies that meet fiduciary and regulatory responsibilities, address the operational needs of The Academy's departments, and service the needs of our students, families, employees, and our authorizer.

SPOTLIGHT ON **CUSTOMER SERVICE ORIENTATION**

A mixture of both well-established routines and viewing new opportunities creatively contributes to the aim of constantly building a better school experience and exceeding expectations for all of our stakeholders. The cultural value we place on this demands that we excel with our professionalism and strive to personalize our approach wherever possible.

GOVERNANCE

GOVERNANCE

STRATEGIC GOALS

Engage in effective stewardship of the school through sound oversight of finance, operations, and strategic planning

Ensure the ongoing effectiveness of board oversight through intentional succession planning and member recruitment

KEY PERFORMANCE INDICATORS

The Board of Directors will track a quarterly scorecard to monitor progress of strategic initiatives

The Board of Directors will demonstrate excellence and continuous growth through an annual self-assessment

The Board of Directors will develop and maintain a rolling 3-year succession plan to ensure all board and committee seats are filled

The Board of Directors will recruit a membership that reflects the demographics of the overall school community

SPOTLIGHT ON **QUALITY GOVERNANCE**

As the school's governing body, the Board of Directors is legally responsible for the academic, financial, and operational quality of the school. As such, the board's role is predominantly about establishing outcomes and subsequently evaluating how those outcomes were achieved. Given the centrality of autonomy to charter schools, the board is integral to proper oversight.





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