

ENDEAVOR CHARTER SCHOOL

5-Year Strategic Plan

December 2023



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Our Mission

Endeavor Charter School's mission is to engage K-8 students by integrating a challenging, hands-on academic program with multi-faceted fine arts courses in a familial environment.

Our Vision

We are a community of educators and families working together to graduate students who are motivated and curious, capable and confident, and prepared to make a positive impact on the world around them.



Dear Endeavor Charter School Community:

This school year marks fifteen years since Endeavor Charter School opened its doors and celebrated its very first school day on July 28, 2008. During that time, the ECS Community has consistently demonstrated remarkable resilience, adaptability, and an unwavering dedication to child-centered learning. As we celebrate and reflect upon those fifteen years, one thing is undeniable: ECS is special. There is a reason each of us chooses to be a part of the ECS Community.

To ensure that the future of ECS aligns with its Mission and Vision and continues to offer an unmatched educational experience, the Board of Directors embarked on a strategic planning initiative in June of 2023. After 12 weeks of community stakeholder interviews and faculty and staff working groups that sought input from every facet of the ECS Community, we are proud to present the ECS 2023-2028 5-year Strategic Plan.

Our Strategic Plan encapsulates the wisdom, insights, and aspirations of so many within our remarkable ECS Community. We are excited about this next chapter in our school's future and look forward to executing this plan with the involvement and support of the ECS Community.

In trust,

The Board of Directors of Endeavor Charter School



Introduction

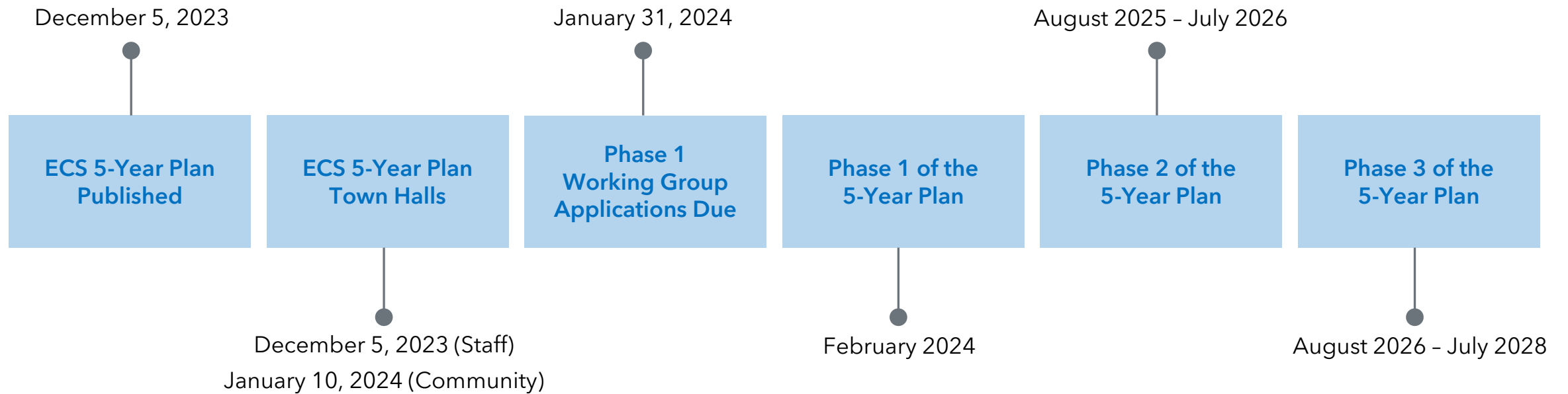
The 2023-2028 ECS 5-year Strategic Plan embodies ECS's commitment to our people, our educational offerings, and the processes that ensure that the school runs smoothly and safely.

The Plan consists of three overarching objectives. Each of these objectives is broken down into actionable initiatives that will be rolled out over the next five years.

The initiatives will fall into one of 3 Phases and will be led by one or more members of the Board of Directors.

The initiatives will also rely heavily on the engagement of all stakeholders in our community. In this way, we will ensure that implementation of this 5-year Strategic plan will truly reflect our values as a community as well as the ECS Mission and Philosophy.

Timeline



Objective One: Our People

To ensure ECS attracts, retains, and grows expert faculty and staff in a clearly defined organization that fosters personal excellence and respect for all



"It's the quality of teachers [that makes our school special]. We've had really great experiences... the whole team is so unified."

- ECS Parent Summer 2023

Objective One: Our People

1

Initiative 1.1 – Phase 1

Implement a comprehensive review and realignment of ECS's current faculty and staff that leverages the ECS talent pool and supports the individual aspirations of all ECS employees.

- Administer a self-evaluation by faculty and staff to support internal “talent mapping” and to develop personalized growth plans focused on retention and growing talent from within ECS
- Implement an organization-wide refinement of job descriptions for all roles that reflect industry-based best practices as well as the Mission and Philosophy of ECS
- Realign faculty and staff organizational structure in keeping with self-evaluations, job descriptions, and the ECS Mission and Philosophy
- Develop a recurring and routine performance evaluation process that fosters personal growth and celebrates alignment with, and support for, the ECS Mission and Philosophy

Objective One: Our People

1

Initiative 1.2 – Phase 1 & Phase 2

Launch a taskforce to foster diversity of thought, culture, and personal experience in all aspects of the ECS Community.

- Form a working group that will have representation from all stakeholder groups, including parents, teachers, students, and staff
- Gather input from the ECS Community on the definition and role of diversity of thought, culture, and personal experience in day-to-day life at ECS
- Develop a report on the current state of diversity of thought, culture, and personal experience at ECS to be shared across the community that includes:
 - An ECS-centered definition of the role of diversity of thought, culture, and personal experience
 - An overview of ECS's current strengths and weaknesses regarding diversity
 - A long-term Diversity Mission for ECS that reflects both the input of community stakeholders and statewide best-practices

Objective One: Our People

1

Initiative 1.3 – Phase 3

Establish a Leadership Development Program for Faculty, Staff and Students that supports ECS's Mission and Philosophy.

- Form a working group of faculty and staff members tasked with:
 - The creation of a Leadership Development Program at ECS that is aligned with ECS's Mission and Philosophy and is sustainable over time
 - The development of a "curricular map" for the Program that is aligned with the values and requirements of ECS and meets the development and growth needs of its faculty and staff
 - The formation of the Program's structure, including leadership, core requirements, funding, and an implementation timeline

Objective Two: Our Educational Offerings

2

To deepen ECS's commitment to, and alignment with, its Mission and Vision as demonstrated through our educational offerings, scheduling, and student management



"The rigorous academic programs prepare even the most challenged kids at ECS to excel in High School once they leave us."

- ECS Teacher 2023

Objective Two: Our Educational Offerings

Initiative 2.1 – Phase 1

Reinvigorate the role of Fine Arts at ECS as a key element of ECS's Mission.

- Rename enrichment offerings “The Fine Arts & Enrichment Program”
- Form a working group of faculty, staff, parents, and students tasked with developing:
 - A refined list of Fine Arts & Enrichment offerings that emphasize the importance of the role of Fine Arts in academic, social, and emotional development of our students
 - A process for the development of, as well as the selection and assignment of, Fine Arts & Enrichment offerings that engage the input of faculty, students, and parents to ensure alignment of passions, skills, and appropriateness of each faculty and student assignment
 - A methodology for evaluating student mastery of learnings in these Fine Arts & Enrichment offerings that support ECS's standards of excellence and fostering of personal growth
 - A timeline for implementation in the 2024-25 School Year

Objective Two: Our Educational Offerings

Initiative 2.2 – Phase 1 & Phase 2

Develop a new approach to the scheduling of student offerings that is aligned with ECS's Mission and Philosophy, meets the unique needs of ECS's students, and is sustainable over time.

- Form a scheduling taskforce led by ECS's Board of Directors and that includes faculty and staff members to deliver a report to the Board no later than February of 2024. This report will include:
 - A summary of findings on what is working and what is not working regarding ECS's current scheduling practices
 - A series of examples of scheduling "best practices" at other institutions that represent a range of models that could be employed, in whole or in part, by ECS
 - A prioritized list of recommendations for an ECS scheduling process
- Form a recurring annual working group no later than April of 2024 to develop a recommended 2024-2025 schedule, to be ratified by the ECS Board of Directors prior to the start of the 2025 school year

Objective Two: Our Educational Offerings

2

Initiative 2.3 – Phase 2 & Phase 3

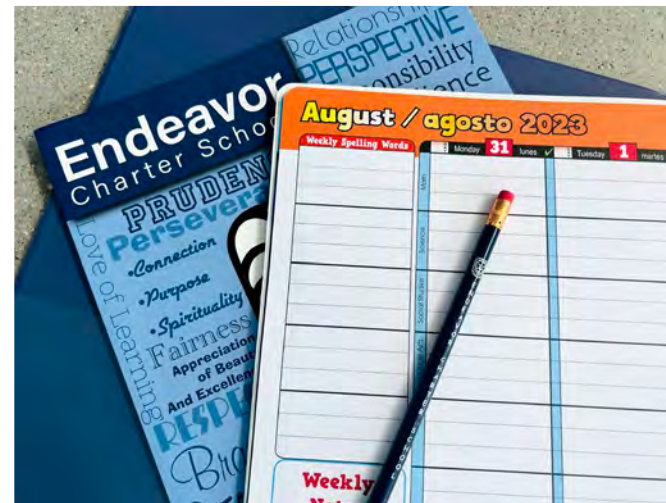
Ensure that ECS's offerings and pathways for learning are clearly defined for a range of learners and that they align directly with ECS's Mission and Philosophy.

- Form a working group made up of faculty, staff, and parents that will make recommendations that include:
 - A series of “Learner Profile Templates” that exemplify the range of types of learners at ECS. Each of these template profiles will include a description of the type of learner as well as the offerings and pathways necessary for learning
 - A map of ECS's current offerings and pathways and their alignment to the Learner Profile Templates
 - A report of recommendations, to be presented to the Board, on the optimization of ECS's offerings and pathways to best support its cohort of learners, in alignment with ECS's Mission and Philosophy
- Map the alignment of ECS's offerings with key elements of its Mission and Philosophy such as fine arts and hands-on learning
- Develop a time-blocked implementation plan for the refinement of ECS's offerings and pathways in keeping with the working group's recommendations as ratified by the Board of Directors

Objective Three: Our Processes

To expand and refine the processes that support ECS's students, staff, and parents to ensure ECS's sustained commitment to community, financial stability, and safety for all

3



Objective Three: Our Processes

Initiative 3.1 – Phase 1 & Phase 2

Ensure the long-term sustainability of ECS programs, offerings, and strategic initiatives by establishing a plan to enhance financial stability and increased financial autonomy.

- Form a joint taskforce of members of the ECS Board of Directors and the ECS Foundation to develop a plan for the Foundation's physical assets to support the long-term financial stability of ECS
- Develop high margin opportunities that align with the Mission and Philosophy of ECS, including a fundraising plan to provide long-term financial stability
- Procure internal staff necessary to maintain transparent best-practice financial reporting and systems
- Launch a comprehensive and informative communication campaign that fully explains ECS's unique financial model to our Community and emphasizes the importance of community engagement in ECS's long-term financial stability

Objective Three: Our Processes

Initiative 3.2 – Phase 2

Ensure that all ECS's Standard Operating Procedures (SOPs) meet established industry-wide best practices and are both understood and internalized by all community stakeholders.

- Form a working group of faculty, staff and parents tasked with reviewing ECS's existing SOPs and with producing a report that outlines strengths, weaknesses, and recommendations
- Revise and publish online ECS SOPs for transparent access by all community members
- Launch an SOP training program for faculty, staff, and parents that includes regular and routine refresh and review cycles
- Implement SOP refresh cycle that includes review and training

Objective Three: Our Processes

Initiative 3.3 – Phase 2 & Phase 3

Enhance the ECS Board of Directors and Senior Administration's structural tools, governance, and succession planning to bolster seamless support for ECS's Mission and Vision, as well as the initiatives outlined in this 5-year Plan.

- Establish a formal governance structure of the ECS Board of Directors, that includes:
 - Clearly defined roles and responsibilities, including voting rights and committee structures
 - Comprehensive on-boarding and off-boarding processes
 - Board member recruitment, application, and selection processes
- Establish a process for succession planning for all ECS Leadership for both emergency and permanent transitions

Summary

Objective One: Our People

- 1.1** - Implement a comprehensive review and realignment of ECS's current faculty and staff that leverages the ECS talent pool and supports the individual aspirations of all ECS employees. (Phase 1)
- 1.2** - Launch a taskforce to foster diversity of thought, culture and personal experience in all aspects of the ECS Community. (Phase 1 & Phase 2)
- 1.3** - Establish a Leadership Development Program for Faculty, Staff and Students that supports ECS's Mission and Philosophy. (Phase 3)

Objective Two: Our Educational Offerings

- 2.1** - Reinvigorate the role of Fine Arts at ECS as a key element of ECS's Mission. (Phase 1)
- 2.2** - Develop a new approach to the scheduling of student offerings that is aligned with ECS's Mission and Philosophy, meets the unique needs of ECS's students, and is sustainable over time. (Phase 1 & Phase 2)
- 2.3** - Ensure that ECS's offerings and pathways for learning are clearly defined for a range of learners and they align directly with ECS's Mission and Philosophy. (Phase 3)

Objective Three: Our Processes

- 3.1** - Ensure the long-term sustainability of ECS programs, offerings and strategic initiatives by establishing a plan to enhance financial stability and increased financial autonomy. (Phase 1 & Phase 2)
- 3.2** - Ensure that all ECS's Standard Operating Procedures (SOPs) meet established industry-wide best practices and are both understood and internalized by all community stakeholders. (Phase 2)
- 3.3** - Enhance the ECS Board of Directors and Senior Administration's structural tools, governance, and succession planning to bolster seamless support for ECS's Mission and Vision as well as the initiatives outlined in this 5-year Plan. (Phase 2 & Phase 3)

Next Steps

- ▶ Town Hall forums will be held in late November and December to answer questions on the ECS 5-year Strategic Plan

ATTEND AND LET YOUR VOICE BE HEARD!

- ▶ Many of the Initiatives underlying the Objectives in the ECS 5-year Strategic Plan require the formation of Working Groups

VOLUNTEER TO JOIN ONE!

- ▶ The Initiatives in the ECS 5-year Strategic Plan will all be led by members of the Board of Directors

SUBMIT AN APPLICATION TO BE CONSIDERED FOR THE BOARD OF DIRECTORS!



Thank You

- The ECS Board of Directors