

# Strategic Plan

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Lincoln Academy

**Dated: September 2019**

## Purpose

The purpose of this document is to communicate to members of the Lincoln Academy community:

- The Strategic Planning Framework: A description of the process used to develop the 2019-2020 Strategic Plan and how it guides the school.
- The Strategic Plan for 2019-2020: The Strategic Plan is updated annually based upon an analysis of the achievements & prioritized needs of the school. A Strategic Plan is not a comprehensive list of activities or initiatives that take place in the school. Rather, the Strategic Plan is a list of prioritized objectives that the Board and the Administration agree must be achieved to ensure the long-term success of the school.

## Strategic Planning Framework

The Board of Directors at Lincoln Academy uses a strategic planning framework that begins with the Vision, Mission & Values of Lincoln Academy. While these three components of the framework may adapt or shift in their emphasis over time, they are intended to be largely static.

Conducted annually, a SWOT analysis (Strengths-Weaknesses-Opportunities-Threats) is an internal (Strengths & Weaknesses) and external (Opportunities & Threats) assessment of the school. From an internal perspective, the analysis considers the school's achievements, capabilities, and gaps. From an external perspective, the analysis considers outside factors that help or hinder the school in fulfilling its mission, including funding, laws or regulations, and organizations with whom the school interacts. The input to the SWOT analysis includes survey data, test results, financial projections, and best practices. In developing the SWOT analysis, the Board identifies and considers many valid strengths or weaknesses. These areas are collectively reduced to a set that focuses the Board and the Administration on the factors that most impact fulfillment of the school's Mission at that point in time.



The SWOT analysis leads to an annual goal-setting meeting, where the Board and Administration jointly review the SWOT and establish goals for the school. This discussion can often take place in the same meeting where the SWOT analysis is developed, but only after the SWOT analysis is completed. Goals are identified and prioritized and then grouped by Strategic Area. In discussing the goals, the Board and Administration determine the objectives used to measure & evaluate achievement of the goal. According to best practices, these goals & objectives follow the “SMART” structure which provides for goals that are:

- **S** – Specific: The goal should have a clear purpose with a responsibility assignment
- **M** – Measurable: The goal should have a way to assess progress (e.g., survey result, test score, completed/not completed)
- **A** – Attainable: The goal should be achievable with the right resources and focus
- **R** – Relevant: The goal should be relevant to an item on the SWOT analysis
- **T** – Time-based: The goal should have a timeframe for achievement or progress milestones

The list of Strategic Areas & Goals forms the left side of the Strategic Plan. Since the SWOT analysis & goal-setting meeting occurs annually, the list of goals may change annually. Some goals will leave the list if they are accomplished or they are no longer relevant; some goals will be added to the list based upon that year’s SWOT analysis; and some goals will remain if they are multi-year objectives. The center portion of the table includes the Objective that will evaluate satisfaction of the goal and the owner of the Objective. The Owner is identified as a role to ensure continuity across the planning horizon.

The right portions of the Strategic Plan outline the SMART targets at two planning periods and the status. For 2019-2020, the Board is developing goals with progress evaluated in 1-year and 3-year horizons. Though longer range objectives are possible, the Board’s assessment of current circumstances suggests that the 1- &

3-year objectives need to be satisfied to form a good foundation for future long term planning. The Status column reports progress.

At the final phase of the Strategic Planning cycle, the owner of the Goal develops Tactics to achieve a goal's objective. Tactics are more detailed in nature and are often reviewed and approved by Administration or a Board Committee. Tactics are not typically published in a Strategic Plan.

Under this Strategic Planning Framework, there are many repetitions of the Strategic Planning cycle. Along the way, as Tactics are completed, Objectives are met, and Goals are achieved in a way that Values are sustained and the Mission and Vision are fulfilled.

## **Vision**

Our vision is to prepare all students for their future endeavors by providing a comprehensive Core Knowledge education

## **Mission**

The mission of Lincoln Academy Charter School is to help students attain their highest social and academic potential through an academically rigorous, content-rich educational program in a safe, orderly and caring environment.

## **Values**

- Academic Excellence
- Individual Student Growth
- Professionally Developing Staff
- Parent/Community Involvement
- Sound Financial Management

## SWOT Analysis

For 2019-2020, the Board and Administration developed the following focused SWOT analysis. The items listed in each area are not listed in order as far as priority or importance.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Academic achievement is high through our foundation in Core Knowledge.</li><li>• The school has financially responsible, high performing administrators.</li><li>• Strong character traits and positive values are demonstrated (low suspension rate) and rewarded (Pride Paws).</li><li>• The school has an engaged, resourceful and dedicated staff that continues to grow and innovate.</li><li>• Teachers &amp; parents hold students to high expectations.</li><li>• The school has low staff turnover.</li><li>• LACS is a highly desired/sought after employment opportunity based on the number of applicants for open positions</li><li>• Athletic programs provide excellent opportunities in a variety of sports.</li><li>• LACS has a solid, positive reputation in the community and at the college level.</li><li>• Department of Student Success helps ensure all students are able to grow academically.</li><li>• Financial stability in the current fiscal year.</li><li>• Highly regarded school of choice in the community.</li><li>• Rigorous hiring process used by administration for new teachers.</li><li>• Formative for students as they move from middle school, and prepares students for high school and beyond.</li><li>• Engaged, resourceful, and dedicated families.</li><li>• Staff and families create a warm and welcoming community/culture.</li><li>• Board strength and engagement.</li><li>• School's 21 year history has proven record of success.</li></ul>	<ul style="list-style-type: none"><li>• Ensuring competitive staff compensation package.</li><li>• Limited financial resources and debt create challenges in meeting present needs and saving for future opportunities.</li><li>• Lack of a Board succession plan to preserve institutional knowledge.</li><li>• Keeping current with technology demands.</li><li>• Facility age and condition requires additional long range planning for financial resources.</li><li>• Growth has caused some limitations in after-school enrichment programs.</li><li>• Managing administrative overload.</li><li>• The Board can improve on developing a professional growth plan for the principal.</li><li>• Hot lunch program needs expanding</li><li>• Future financial stability – 5 year plan of projecting end of growth.</li></ul>

## Opportunities

- Refocused opportunity for fundraising through Lincoln Foundation
- Continued positive interaction with District Staff
- Develop outside partnerships with area businesses for educational opportunities and purposes
- Engage with Jefferson Charter School Consortium
- Networking with other local charter schools, possibly through academic events
- Look for opportunities to utilize more of our property resources to enhance educational programs
- Pursue outside revenue streams.
- Expansion of 72<sup>nd</sup> Avenue could create an opportunity to work cooperatively with the City of Arvada, and monetize some property rights that are not critical to meeting our mission.
- Internal PR – more information to our community.
- National debate on school choice affects the perceived value of charter schools.

## Threats

- Low state funding for schools limits financial resources.
- Maintaining equal funding for charter schools.
- Changing accountability measures due to changing state testing requirements creates a challenge to manage Lincoln's brand as a high achieving school.
- Statewide teacher shortage.
- Current JeffCo Board and Superintendent need increased understanding of the value of charter schools.
- Future construction on 72<sup>nd</sup> Avenue could create challenges for traffic.



## Lincoln Academy Board of Directors 2019-2020 Strategic Plan

Strategic Area	Goal	Objective Measure	Owner	1-Yr Target	3-Yr Target	Confirmation Date 1	Follow-up Date 2	Follow-up Date 3	Follow-up Date 4	Status
Academic Excellence	Lincoln Academy will achieve excellent academic success for all students	Maintain CO State <i>Performance School</i>	Principal	Fall 2020 per CMAS rating		10/1/20	Annual			In Progress
		Achieve academic growth of 54% utilizing MAPS <i>Median Conditional Growth</i> percentile	Principal	Concentrated focus on underperforming groups to grow by an additional 2%	Maintain Overall 55%-60% Growth	5/1/20	5/1/23			In Progress
	Develop critical thinking skills in students	Certify 1 STEM learning teacher	Principal	Begin tracking STEM through Math and Science MAPs scores	5 Years - Evaluate STEM Related Scores from specific cohorts	5/1/20	Annual			Beginning
Financial Responsibility	Save for Future Capital improvement	Develop financial strategy for capital improvements	Finance/Facilities	Analyze and present financial opportunities with Facilities Committee		5/1/20	2/1/20			In Progress
Organizational Leadership	Create an environment where the Principal can thrive in leadership and pedagogy	Review workload and division of labor. Identify any gaps or opportunities for improvement	Board and Principal	Review and assess Administrative structure effectiveness and affectivity		11/1/19	3/1/20	6/1/20		In Progress
	Be a sustainable Charter School	Renew Jeffco Charter	Principal	Completed by Spring		11/1/19	9/1/19	10/1/19		In Progress
	Quality Board Training	Implement League of Charters training modules	Governance	Outline progress steps for individual growth		6/1/20	11/1/19	2/1/20		Beginning
		Collectively attend 4 or more State, District, or Charter school conferences	Board and Principal			6/1/20				Beginning
Communications	Modern and relevant Communications to community	Improve parent satisfaction by 5%	SAC/Principal	Parent/Teacher survey will report on 19-20 data		4/1/20				In Progress
		Board reports made available to community "Board Bullets"	Kara Bohannon	Bi-annual Board report to community by email		6/1/20	11/1/19	2/1/20	5/1/20	In Progress
Facilities	Safe, secure, clean, efficient facility that provides an excellent learning environment	Complete improvements utilizing Jeffco 5B funds	Facilities	Phase 1 improvements completed by August 2020	Phase 2 improvements completed by August 2021	6/1/20	11/1/19	2/1/20	5/1/20	In Progress
Culture	Positive school culture	Improve student overall experience on the parent survey	Principal	Integrate "Dean of Students and School Culture"	Incremental improvements	5/1/20	Annual			Beginning
Parent/Community Involvement	Community/External organizations want to partner with Lincoln Academy	Appoint Director to Lincoln Foundation Board	Board	Report to Board on fundraising	Plan to improve external fundraising	6/1/20	10/1/19			Beginning