

Lincoln Academy Strategic Plan – 2021 – 2024

History and School Overview

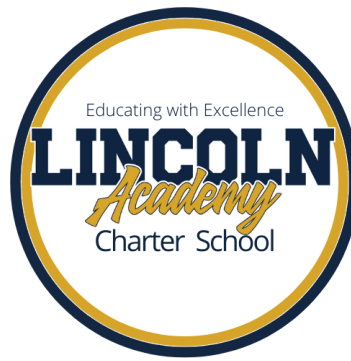
The **mission** of Lincoln Academy (LA) is to help students attain their highest social and academic potential through an academically rigorous, content-rich education in a safe, orderly, and caring environment.

Our **vision** is to prepare all students for their future endeavors by providing a comprehensive Core Knowledge® Education.

LA is a Core Knowledge® charter school located in Arvada, Colorado within the Jefferson County Public School District (JCPD). LA's academically rigorous and content-rich educational approach began in 1997 when founding Principal Dr. Carlton, along with founding members, opened the K-6th campus utilizing a few buildings until the purchase of a location off Pierce Street in Arvada in 2001. The original campus consisted of one class per grade, with a K-6th grade student body. Throughout the twenty-four years LA has changed campus locations by purchasing the Oak Street location in 2013 to support student growth while maintaining small class sizes. Presently LA has a K-8th campus serving over 700 students utilizing 103 full and part time staff, with a Pre-K program and before and after school program. LA continues to lead by the use of Core Knowledge® curriculum using whole-group classroom instruction in a safe, orderly, and caring environment. The Lincoln Academy Board of Directors is committed to investing in the future and remaining flexible as education trends continue to grow and evolve in a post-COVID era.

Summary of Current Realities, Challenges, and Opportunities

The LA Board of Directors and Executive Director engaged in a strategic planning process. This process was informed by various school constituencies through a range of input and engagement opportunities including face-to-face meetings, focus groups, surveys, and a day-long retreat. LA's 2021-2024 strategic plan is rooted in our mission and vision statements, as well as our core values. The result is a dynamic plan that preserves and builds on the strong foundation of LA while identifying vital opportunities to enhance our school. LA's strengths consist of its culture, curriculum, dedicated staff, a new administration structure, financial accountability, and facility upgrades.



LA continues to successfully meet our charter’s commitment to providing an academically rigorous, sequential and cumulative Core Knowledge® curriculum to a diverse student body. We can now invest in further enhancing and expanding our efforts in five core areas:

1. Academic Rigor and growth
2. Curriculum cohesion
3. Culture assessment
4. Future and ongoing facility needs
5. Board governance and committee growth

The initiatives we will pursue in each of these core areas are outlined in the pages that follow.

2021-2022 Strategic Plan Overview and Summary

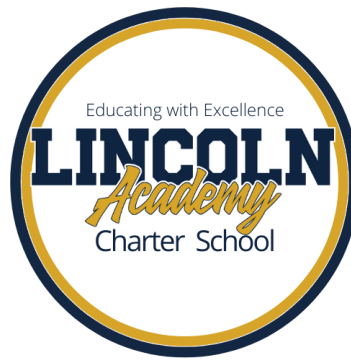
The first year of Lincoln Academy (LA) Three Year Strategic Plan (school years 2021-2024) was reviewed in June 2022. With the addition of Executive Director, David Schoenhals, to the leadership team at the beginning of the 2021-2022 school year, the Board of Directors understood the need for setting priorities and goals, while also providing the appropriate time for Mr. Schoenhals to acclimate to this newly created position.

During the review the Board of Directors and Mr. Schoenhals discussed the following goals and outcomes.

Academic Goal: LA will reach high levels of academic achievement for each student. This will be shown in the first year with Reading and Math: Both will compare grade-level cohorts with the previous year being an increase of 2-3 median growth percentiles with a minimum median growth percentile of 50 for reading and 55 for math.

- In both reading and math, we received our goals in five out of seven grades. In reading, grades 4 and 5 did not meet their goal, with median growth percentiles of 51 and 45, up 1 growth percentile and 3 growth percentiles from the previous year. In math, grades 2 and 4 did not meet their goal, with median growth percentiles of 45 and 56 respectively. Fourth grade met the minimum median growth percentile, but did not show adequate growth.

- We celebrate that on average, LA students demonstrated a double-digit increase in average growth in both math and reading. Additionally, we proudly announce that both the 3rd grade and 6th grade classes showed the highest average growth score of any JeffCo School. The third-grade class had a median growth percentile of 87 and the sixth-grade class had a median growth percentile of 80. [Need help here.](#)



- To continue to improve academically, Mr. Schoenhals has developed a plan that includes digging deeper into MAP data to develop data-driven decisions regarding how to differentiate learning to support individual student needs. Furthermore, this summer, teachers were hired to work on lesson plans to improve lesson plans to support all learners.

Curriculum Goal: Three different objectives encompass the curriculum strategic objectives: vertical alignment of Core Knowledge © curriculum, evaluation of current programs to assess effectiveness and alignment, strengthening and revision of programs, and selection and implementation of a new math curriculum.

- The restructuring of bringing a PreK-8 Principal and Assistant Principal allows for greater ability of fidelity within Core Knowledge © and vertical alignment between grades. Continued assessment and professional development are needed to be better equipped to accomplish the curriculum goal moving forward. The Board has welcomed a revised curriculum goal after further assessment. A group was established to review and recommend a new math curriculum and will continue to work into this second year.

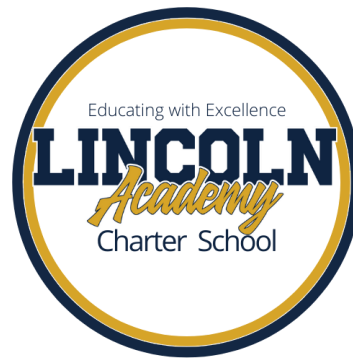
Culture Goal: Three different objectives are included in the culture goal objectives including a culture of partnership, collaboration and clear communication and assessment of programs.

- After the Administration Team and Support Staff assessed the needs of the student culture the following was implemented: SEL lessons taught 3 days/week (Second Step Curriculum) and Buddy classrooms where older students support younger students (mentors/teach lessons, etc.). Through the beginning stages of the Multi-Tiered System of Supports, teachers will be provided with and implement interventions for students that support not only academics, but also student social/emotional needs. Parents will be updated about SEL lessons in a variety of communication modes. Further assessment about effectiveness will be ongoing. Administration has also been present in middle school halls before school to add support for older students.

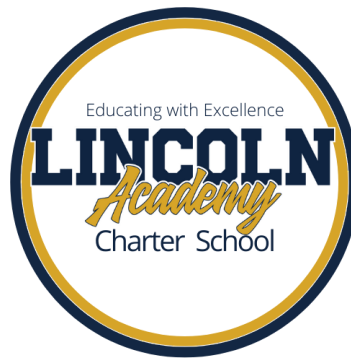
Governance Goal: Three objects are included in the governance goal including reviewing and implementing best practices through policies and procedures, recruitment process aligned with school needs and support of a Development Committee 2021-2024 Strategic Plan Year-One Review

- Upon assessment during the first year, policies and procedures were reviewed and revised as needed. A portion of each regular Board of Directors meeting was devoted to reviewing and revising policy. Recruitment of a treasurer was completed and a recruitment plan was developed in hopes of expanding the Board to support a Development Committee.

Facility Goal: Two objectives fall under the facilities goal. The first is to research and develop a plan for Building B and the second is to determine a facilities priority list.



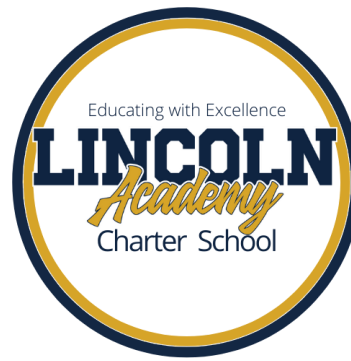
- Both have been started in this initial year and will continue to unfold. The Board of Directors along with Mr. Schoenhals are committed to assessing the 2021-2024 Strategic Plan for appropriate goals which benefit all students at Lincoln Academy. Further communication to stakeholders about the plan and the 2022-23 Monitoring Benchmarks is needed.



Goals, Objectives, and Strategies – 2021 - 2024

<p>Mission Statement: The Mission of Lincoln Academy 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.</p>
<p>Vision Statement: To prepare all students for their future endeavors by providing a comprehensive Core Knowledge® education.</p>
<p>Core Values: Respect, Honesty, Integrity, Excellence, Perseverance and Teamwork</p>

<p>Academic Strategic Goal: Lincoln Academy will reach high levels of academic achievement for each student.</p>	<p>Curriculum Strategic Goal: Lincoln Academy will implement the Core Knowledge® curriculum with fidelity along with other key programs that are in service of the mission/vision and strong academic outcomes.</p>	<p>Culture Strategic Goal: “One Lincoln”: Lincoln Academic will operate as a cohesive pre-K through 8th grade school with a positive and safe social environment and a strong school culture.</p>	<p>Governance Strategic Goal: Lincoln Academy will have a high-performing Board of Directors that consistently meets best practices for governance.</p>	<p>Facilities Strategic Goal: Lincoln Academy will have begun a long-term facility planning process to ensure the best possible future for the school and its students.</p>
<p>Academic Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Using the MAP assessment, the median growth percentile for reading and math for all grade groups will exceed the 60th percentile. 	<p>Curriculum Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Vertical curriculum alignment of Core Knowledge ® curriculum unifying grade-to-grade and elementary to middle school 	<p>Culture Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Culture of partnership and collaboration amongst all stakeholders (Students, Families, Staff, Administration and Board) 	<p>Governance Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Strong board best practices by reviewing and implementing board policies and procedures 2. Strong board recruitment process aligned with the school’s 	<p>Facilities Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Research and develop a planning and financial document for the replacement of Building B. 2. Determine a facilities priority list with rough itemized cost estimation.

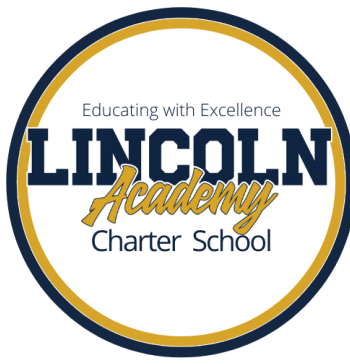


	<p>2. Evaluate current programs to assess effectiveness and alignment; strengthen and revise programs as needed.</p> <p>3. Lincoln Academy will evaluate Math curriculum to determine the best alignment with our Core Knowledge</p>	<p>2. Culture of transparency and clear communication.</p> <p>3. To assess, strengthen and create programs that support the social and emotional needs of all students.</p>	<p>needs through the use of committee work.</p> <p>3. Support of Development Committee and fundraising goals</p>	
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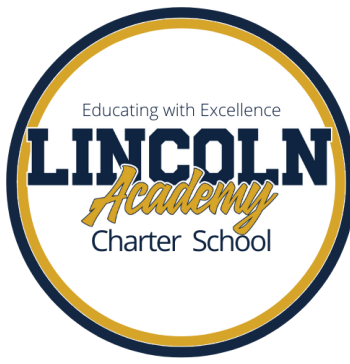


Strategic Work Plan and Measurable Outcomes

Academic Achievement Strategic Priority / Goal:		
Lincoln Academy will reach high levels of academic achievement for each student.		
Academic Strategic Objective 1: Median growth percentiles for reading and math for all grade groups will exceed the 60th percentile.		
2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
<p>All Benchmarks refer to the MAP assessment.</p> <p>Reading: When compared to the previous year data, each grade-level cohort will demonstrate an increase of two to three median growth percentiles with a minimum value median growth percentile of 50.</p> <p>Math: When compared to the previous year data for math, each grade-level cohort will show an increase of 2-3 median growth percentiles with a minimum median growth percentile of 55. This does not apply to cohorts already at the 65th percentile.</p>	<p>After obtaining the 2021-2022 MAP assessment data, the Lincoln Academy Board of Directors will develop a benchmark to support each grade level in meeting our strategic priority.</p>	<p>Median growth percentiles for reading and math for all grade groups will exceed the 60th percentile.</p>

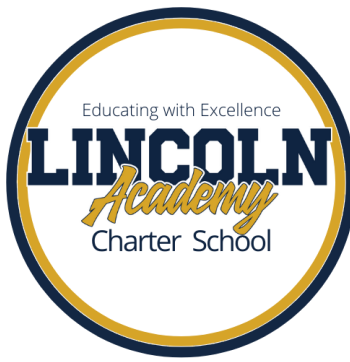


Curriculum Strategic Priority / Goal:		
Lincoln Academy will implement the Core Knowledge curriculum with fidelity along with other key programs that are in service of the mission/vision and strong academic outcomes.		
Curriculum Strategic Objective 1: Vertical curriculum alignment of Core Knowledge® curriculum unifying grade-to-grade and elementary to middle school.		
2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
Executive group will develop a tool with input from relevant stakeholders (including the BoD and SAC) for assessing vertical curriculum alignment and unification of grade-to-grade and elementary to middle school.	Teacher leaders from early elementary (K-3 rd), intermediate (4 th -5 th) and middle-grades (6 th -8 th) will <ol style="list-style-type: none"> 1) assess alignment within their division. 2) create a white paper. The white paper will include suggestions for improving alignment and identify areas where professional development is needed. 	<ol style="list-style-type: none"> 1) Lead Teachers within each division will receive professional development related to their division's needs. 2) Each division will implement 1-2 strategies identified within the white paper.
Curriculum Strategic Objective 2: Evaluate current programs to assess effectiveness and alignment; strengthen and revise programs as needed.		
2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
Executive group will develop a tool with input from relevant stakeholders (including the BoD and SAC) assessing curriculum alignment, program strengths, and areas for program improvement.	Teacher leaders from early elementary (K-3 rd), intermediate (4 th -5 th) and middle-grades (6 th -8 th) will <ol style="list-style-type: none"> 1) assess alignment within their division. 2) create a white paper. The white paper will include suggestions for improving alignment and identify areas where professional development is needed. 	<ol style="list-style-type: none"> 1) Lead Teachers within each division will receive professional development related to their division's needs. 2) Each division will implement 1-2 strategies identified within the white paper.
Curriculum Strategic Objective 3: Select appropriate math curriculum, align and implement the new curriculum, and evaluate efficacy and implementation.		



2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
<p>The Executive Team will develop standards for curriculum evaluation that meet LA core values including integration with Core Knowledge standards</p> <p>Review math curriculum option and select one for implementation for all selected grade levels</p> <p>Develop learning plan for our Math educators</p> <p>Get approved new curriculum and make necessary policy changes with the BoD</p> <p>Establish a communication plan regarding curriculum strategy, purpose, outcome and implementation strategy for BoD, staff and community</p>	<p>Establish curriculum sequencing changes in all appropriate classrooms</p> <p>Ensure all required tools and expertise are available to support educators in their establishment of the new curriculum</p> <p>Monitor implementation and sequencing for necessary changes to the plan</p> <p>Support additional teacher education along with required modification to implementation plans</p> <p>Assess MAP scores & teacher feedback for signs of success or opportunity for improvement with a report to the BoD</p>	<p>Create criteria for evaluating new math curriculum and complete review.</p> <p>Enact any required changes based on findings and implement</p> <p>Finalize project and report findings to community and BoD</p>

Culture Strategic Priority / Goal:



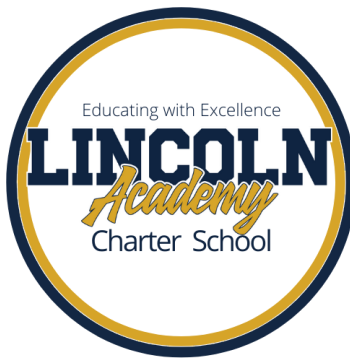
“One Lincoln”: Lincoln Academic will operate as a cohesive pre-K through 8th grade school with a positive and safe social environment and a strong school culture.

Culture Strategic Objective 1: Culture of partnership and collaboration amongst all stakeholders (Students, Families, Staff, Administration and Board)

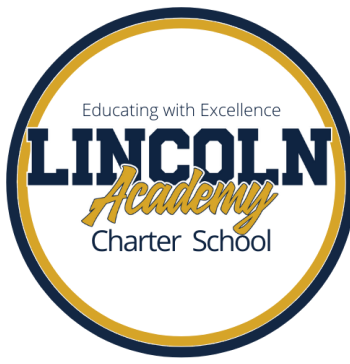
2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
<p>Family and Staff Satisfaction surveys positive responses to partnership and collaboration to meet or exceed 85%.</p> <p>The salaried staff retention rate will be 90% of those eligible (offered agreements) to return to Lincoln Academy.</p> <p>Make Your Voice Heard Survey positive responses to staff/student relationships will meet or exceed 90%.</p> <p>Request engagement plan encompassing the full organization.</p>	<p>Family and Staff Satisfaction surveys positive responses to partnership and collaboration to exceed previous year’s by 3%.</p> <p>The salaried staff retention rate will be 91% of those eligible to return to Lincoln Academy.</p> <p>Make Your Voice Heard Survey positive responses to staff/student relationships will exceed previous year’s by 2%.</p> <p>Assess effectiveness of the engagement plan (Including marketing, website)</p>	<p>Family Satisfaction Survey positive responses to partnership and collaboration to exceed previous year’s by 3%.</p> <p>The salaried staff retention rate will be 92% of those eligible to return to Lincoln Academy.</p> <p>Make Your Voice Heard Survey positive responses to staff/student relationships will exceed previous year’s by 2%.</p> <p>Assess and refresh engagement plan.</p>

Culture Strategic Objective 2: Culture of transparency and clear communication.

2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
<p>Family and Staff Satisfaction surveys positive responses to communication to meet or exceed 85%.</p> <p>Make Your Voice Heard Survey positive responses to staff/student communication will meet or exceed 85%.</p> <p>Request annual, detailed communication plan encompassing all levels across</p>	<p>Family and Staff Satisfaction surveys positive responses to communication to exceed previous year’s by 3%.</p> <p>Make Your Voice Heard Survey positive responses to staff/student communication will meet or exceed the previous year’s by 2%.</p> <p>Request annual, detailed communication plan</p>	<p>Family and Staff Satisfaction surveys positive responses to communication to exceed previous year’s by 3%.</p> <p>Make Your Voice Heard Survey positive responses to staff/student communication will meet or exceed the previous year’s by 2%.</p> <p>Request annual, detailed communication plan</p>



<p>the organization from the Executive leadership team.</p> <p>EOY - Assess effectiveness of communication plan.</p>	<p>encompassing all levels across the organization</p> <p>EOY - Assess effectiveness of communication plan.</p>	<p>encompassing all levels across the organization</p> <p>EOY - Assess effectiveness of communication plan.</p>
<p>Culture Strategic Objective 3: To assess, strengthen and create programs/opportunities that support the social and emotional needs of all students.</p>		
<p>2021-22 Monitoring Benchmarks</p>	<p>2022-23 Monitoring Benchmarks</p>	<p>2023-24 Monitoring Benchmarks</p>
<p>EOY - The Executive and Mental Health teams will assess current programs/opportunities that offer support to all students in their social and emotional needs with a summary provided to the Board.</p>	<p>The Executive and Mental Health team will create new and/or strengthen current programs/opportunities as needed based on the assessment of the previous year.</p> <p>EOY- Assess effectiveness of programs/opportunities currently in place with a summary provided to the Board.</p>	<p>The Executive and Mental Health team will create new and/or strengthen current programs/opportunities as needed based on the assessment the previous year.</p> <p>EOY- Assess effectiveness of programs/opportunities currently in place with a summary provided to the Board.</p>



Governance Strategic Priority / Goal:

Lincoln Academy will have a high-performing Board of Directors that consistently meets best practices for governance.

Governance Strategic Objective 1: Strong board best practices by reviewing and implementing board policies and procedures.

2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
Review and revise all policies as needed. This will be done by review of a specific policy section at every board meeting. Develop Board “play book” for future board reference. Self-evaluate board actions.	Implement monitoring of policy compliance as recommended by the Governance committee. Review specific policies at each board meeting for compliance. Self-evaluate board actions.	Continued monitoring and revising of policy for improved outcomes and functioning. Self-evaluate board actions.

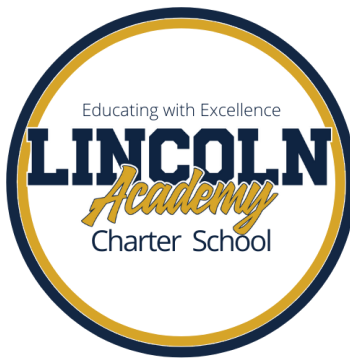
Governance Strategic Objective 2: Strong board recruitment process aligned with the school’s needs through the use of committee work.

2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
Each committee recruits volunteers for the committee. Board will create a strategic recruitment process. Successful election for two board members.	Each committee recruits volunteers for the committee Successful election for two board members.	Each committee recruits volunteers for the committee Successful election for two board members.

Governance Strategic Objective 3: Support of Development Committee and fundraising goals

2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
Recruit Development Committee chair with fundraising experience.	Review recommended fundraising goals and overall strategy.	Implement fundraising.

Facilities Strategic Priority / Goal:



Lincoln Academy will have begun a long-term facility planning process to ensure the best possible future for the school and its students.

Facilities Strategic Objective 1: Research and prepare a planning and financial strategy document for the replacement of Building B.

2021-22 Monitoring Benchmarks	2022-23 Monitoring Benchmarks	2023-24 Monitoring Benchmarks
1. Determine and document viable options for replacement of Building B. This may include Granting, Bond, Refinancing, and setting aside a percentage of capital reserve funds.	1. If determined funding includes a percentage of capital reserve funds, begin budgeting of capital reserves. Re-evaluate Building B document created in 2021-2022. Researching if any new financial opportunities (i.e. Bonds, private donors ect.) are an option.	1. Monitor effect of budgeting capital reserve 2. Review Budget capital reserve and other viable options. Revise 2022-2023 Building B document.

Facilities Strategic Objective 2: Determine facilities priority list with itemized rough cost estimation.

1. Determine and document facilities priority list with rough cost estimation.	1. Re-evaluate facilities priority list and revise rough cost estimation where appropriate.	1. Re-evaluate facilities priority list and revise rough cost estimation where appropriate. 2. Review facilities priority list for trends to evaluate whether funds are being spent effectively.
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