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## Five-Year Strategic Plan 2025 – 2030

DaVinci Academy of Science and Art's Five-Year Strategic Plan is developed by the Strategic Planning Committee and approved by the Board of Directors. The strategic plan will be reviewed annually by the committee, with changes approved by the Board, no later than September 1st. The strategic plan serves as a roadmap for processes and policies developed by the Board of Directors (BoD) and the Executive Administrator (EA), guiding their implementation in collaboration with the Program Directors throughout the upcoming school year. All major decisions regarding curriculum, personnel, finances, administration, and community engagement will align with this plan and the school's mission, vision, and core values.

The responsibility for executing the Strategic Plan is designated in each section, but focuses primarily on the Executive Administrator (EA); Program Directors, and the Board of Directors (BoD). Specific tasks will be delegated to designated staff members. Likewise, it is expected that the BoD will assign specific tasks to one of the applicable committees (permanent or ad hoc), as needed.

**Mission Statement:** DaVinci Academy of Science and the Arts is dedicated to developing competent, inventive, and ethical thinkers who apply their knowledge, skills, leadership and problem-solving abilities to become productive members of a dynamic society.

**Vision Statement:** To create an academic institution where students can learn, develop their talents, acquire social and cognitive skills, master their academic goals, and be prepared for any college or career – *Uniquely Dedicated to Student Success.*

### Core Values:

- **Communication:** Communication skills are essential in reaching my full potential and in helping others reach their goals. *All ideas are respected and valued at DaVinci.*
- **Collaboration:** Learning is a social activity, involving students, families and educators working together as a team. *Collaboration will help me develop the necessary skills to learn from others and reach my personal and academic goals*
- **Citizenship:** I pledge to practice good citizenship by respecting shared values, rules, and rights of DaVinci Academy, my community, my state, and my country. *All DaVincians will act in ethical, responsible, and civic-minded ways for the betterment of the community.*
- **Contemplation:** Daily reflection on my actions, learning, and community involvement will increase my ability to progress and meet my academic goals. *Contemplating my own ideas and processes of thinking will allow me to form opinions based on and supported by my own analyses, evaluations, and reflections.*
- **Creativity:** I encourage and reward innovation. *I greet new ideas openly and optimistically.*
- **Competition:** I strive to surpass yesterday's accomplishments, and prepare diligently to excel in every arena. I have the confidence to compete when success is not assured. *I persevere in the face of challenge, and view every failure as the basis for a future success.*
- **Curiosity:** I hunger to know more, and remain committed to continuous learning. I embrace high standards of expertise. *I am driven to learn, to teach, to uncover the secrets of the natural world, and to expand the body of knowledge.*
- **Compassion:** I want all who attend DaVinci Academy to feel accepted and appreciated. I actively look for ways to uplift and inspire. Everything I say and do should uplift and inspire those around me. *I assume the best of everyone.*
- **Conservation:** I strive to meet our core values through sustainability. *I am the steward of not only our school facilities, but also the ecological community, which I preserve through education and service.*



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The Strategic Plan is organized by Areas, Goals, Strategies, and Objectives:

*Area 1: Curriculum and Quality of Instruction.* This area addresses the quality of education in the school, particularly with regard to strengthening a Student-Centered Learning curriculum. It also encompasses the development of curricular programs within each school program. Issues dealing with curricular expansion and the assessment of instruction are also within its scope.

*Area 2: Recruiting and Retaining Talent.* The scope of this area includes improving the school by attracting and supporting students, teachers, staff, and board members. This involves addressing the recruitment process, training, professional development, and retention.

*Area 3: Efficiency, Effectiveness, and Expansion.* This area considers office improvements, business development, and increases in funds for the school. It also includes all aspects of the physical facilities of the school, technology, and laboratories, the development of new space and campuses, and increases in student management.

*Area 4: Community Relations.* This area deals with our relations within our internal community and the broader community and includes improving and increasing partnerships with community organizations, connecting with alumni, and creating opportunities for students.

*Goals* are broad, idealized statements of what the school hopes to achieve, and are typically qualitative in nature. Goals must be consistent with the School's Vision, Mission, Core Values, and Charter.

*Strategies* are statements of the major approach for attaining a goal. A strategy is effective if it does one or more of the following – exploits opportunities, defends against threats, leverages competencies, corrects shortcomings, or improves the School's current position.

*Objectives* are specific, measurable, intermediate milestones which indicate progress towards the goal. To be effective, objectives must have a measurable WHAT, a concrete WHEN, and a clear WHOM to identify the person or office responsible for meeting the objective. Objectives describe how Strategies will be implemented, and provide a concrete way to assess compliance and/or success.

Other Conventions:

- Academic years are labeled by the calendar year in which they begin. For example, an objective that must be completed by the first day of school in August 2025—marking the start of the 2025–2026 academic year—may be abbreviated as “Complete before AY26.”
- Assignments will be tied to specific staff positions or committees (permanent or ad hoc), along with an indication of their “equivalent,” to ensure that the Strategic Plan remains relevant and enforceable even as staff roles, job descriptions, titles, or committee names evolve.



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## **Area 1: Curriculum and Quality of Instruction**

### **Goal 1: Establish and maintain a strong, accessible college preparatory program.**

**Strategy 1:** Develop a program and curricula which ensures that all students graduate with sufficient skills in all subjects in preparation for college-level work while also providing sufficient support for college bound students.

**Objective 1:** The EA, Program Directors, and designated staff will meet annually to evaluate student proficiency in key subjects. Using standardized performance data and feedback from teacher and student interviews, they will assess strengths and identify areas for improvement to enhance program effectiveness.

**Objective 2:** The EA, Secondary Director, and designated faculty will annually evaluate DaVinci Academy's capacity to challenge and support top students by offering at least 5-8 advanced courses—especially Advanced Placement and Concurrent Enrollment—in core subject areas.

**Objective 3:** The EA, Secondary Director, and designated faculty will develop a plan to celebrate and promote student academic achievements across all schools and within the community at least monthly.

**Strategy 2:** Develop a guidance plan to ensure that all relevant preparation necessary for graduation and transition beyond high school is presented annually to each student.

**Objective 1:** The EA and Secondary Director will assign staff to create a post-graduation survey to gather feedback on the DaVinci experience.

### **Goal 2: Establish and maintain a strong, accessible career preparatory program.**

**Strategy 1:** Develop suitable partnerships with career-focused programs, ensuring all students graduate with sufficient life skills to be prepared for entrance to the workforce.

**Objective 1:** The EA, in collaboration with designated staff, will coordinate these partnerships and oversee the development of these programs at DaVinci through the academic year.

**Objective 2:** The career preparatory programs will be measured twice a year – in January and June – to evaluate their effectiveness.



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## **Area 2: Recruiting and Retaining Talent**

### **Goal 1: Attract and retain students.**

**Strategy 1:** Improve matriculation across all the programs.

**Objective 1:** Increase matriculation of Flex to On-site student by working with the EA on identifying needs of current students on an annual basis.

**Objective 2:** Increase matriculation of students from elementary to secondary by working with the EA on identifying needs of current students on an annual basis.

**Strategy 2:** Enhance the visibility of DaVinci's unique programs and approach to learning.

**Objective 1:** Promote DaVinci's strengths to recruit new students at area schools.

**Objective 2:** Each campus will administer an exit survey within one month of a student's departure, followed by a six-month follow-up survey if needed. This process will help gather feedback on reasons for leaving, as well as insights into the strengths and weaknesses of the school and its programs.

**Strategy 3:** Increase DaVinci's school profile as an option for potential students and help retain current students.

**Objective 1:** The EA, in coordination with designated staff and volunteers, will maintain and annually review a marketing strategy to effectively promote the school and enhance its community profile.

**Objective 2:** Each month, Program Directors will provide event information to a designated staff member, who will post it on DaVinci's social media at least one week before the event and share a reminder on the day of the event.

**Objective 3:** The EA will annually evaluate and monitor the programs' curriculum, teaching methods, and learning activities to ensure they best serve students.

**Strategy 3:** Focus on Elementary – Onsite and the Flex program to better prepare students for the additional rigors of high school.

**Objective 1:** Help current students and families identify DaVinci secondary's program as an option for high school. The Program Directors will coordinate visits from the high school teachers and students throughout the year. Visits to the secondary building - by the fifth and sixth grade classes - will be encouraged.

**Objective 2:** Secondary teachers will visit the Elementary – Onsite and Flex program at least once a semester to highlight their programs. Secondary students will be encouraged to share their experiences and talents with the other programs as well.

### **Goal 2: Attract and retain skilled, dedicated teachers who are committed to DaVinci's Vision and Mission and who create meaningful opportunities for students to excel.**

**Strategy 1:** Create a competitive compensation and benefits package to include incentives for performance beyond base requirements.



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**Objective 1:** The EA will research and monitor changes in state and national pay scales annually, and work with Program Directors to define job descriptions and baseline expectations.

**Objective 2:** Encourage and focus on promoting a positive work environment for teachers, using a teacher climate survey – given annually – to address staff expectations and needs.

**Strategy 2:** Provide opportunities for professional development and personal growth.

**Objective 1:** Every teacher will utilize the Utah State Board of Education's Massively Integrated Data Analytics System (MIDAS) to track their re-licensure points, communicating with the EA if necessary.

**Objective 2:** The EA will assign mentors for each teacher at the beginning of each academic year for the period indicated based upon the following criteria, as appropriate:

- A teacher new to DaVinci, regardless of prior experience – one year;
- A teacher transitioning to a new subject – two years;
- Or a newly-certified teacher – three years.

**Goal 3: Recruit and retain volunteers who are committed to DaVinci, and who possess the skills, knowledge, and other attributes required to help the school succeed.**

**Strategy 1:** Create and maintain a structured orientation and training program that gives the Board of Directors (BoD) the skills and knowledge to govern effectively.

**Objective 1:** With input from the Executive Committee, the Board President will annually update the new member orientation and training program by September 1 to ensure new members can govern effectively and lawfully.

**Strategy 2:** The President of the BoD, in coordination with the EA and with advice from current Board Members, identify, recruit and train new members of the BoD.

**Objective 1:** The President of the BoD and EA will review and update the volunteer recruitment plan no later than December of each year, ahead of the recruitment/election cycle that begins in January.

**Strategy 3:** The President of the BoD, in collaboration with the EA, will maintain the school committees.

**Objective 1:** The Board President, with the EA, will review and assign parent volunteers to committees at the start of the academic year.

**Objective 2:** At the end of each school year, the Board President and EA will review committee structure, meeting frequency, and effectiveness, making adjustments based on school needs and ensuring balanced volunteer representation from all programs.



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### **Area 3: Efficiency, Effectiveness, and Expansion**

#### **Goal 1: Maintain a mindful consideration of student enrollment.**

**Strategy 1:** Increase or maintain students through vertical expansion while maintaining a Teacher to Student Ratio under 25:1, and total Staff to Student Ratio under 20:1.

**Objective 1:** The EA, in consultation with Program Directors, will maintain K–6 enrollment with class sizes of 25, reviewing numbers at the start of the year and adjusting enrollment as needed if a student withdraws.

**Strategy 2:** Improve student academic options through horizontal expansion while maintaining a Teacher to Student Ratio under 25:1, and total Staff to Student Ratio of under 20:1.

**Objective 1:** Retain 95% of students by offering competitive academic options.

**Objective 2:** Retain 95% of students by retaining and hiring highly qualified teachers.

#### **Goal 2: Expand the facilities to support student growth.**

**Strategy 1:** Develop a plan to monitor and improve existing buildings and spaces to meet student growth and needs.

**Objective 1:** The EA will assess facility needs annually—or as needed—by gathering staff feedback and updating the facilities plan accordingly.

**Strategy 2:** Expand the facilities to support student growth.

**Objective 1:** The Finance Committee, under the direction of the BoD, will monitor real estate in the community for opportunities to grow the school for expansion as appropriate.

#### **Goal 4: Methodically manage capital re-investments in school facilities and equipment.**

**Strategy 1:** Meet the requirements of the school's bond covenants.

**Objective 1:** The EA and Finance Committee will review these metrics—on a monthly basis—to ensure DaVinci can act promptly on investment opportunities that enhance the student experience.



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#### **Area 4: Community Relations**

##### **Goal 1: Become an integral part of the surrounding school communities.**

**Strategy 1:** Develop pathways for students in the Ogden community.

**Objective 1:** The EA, in coordination with the Program Directors, will develop an internship or work-based program that ensures that every student will have an opportunity to experience at least one internship before they graduate.

**Strategy 2:** Increase the number of partnerships between local businesses and organizations and DaVinci.

**Objective 1:** Utilize part of the marketing plan to address the promotion of the educational, business, and philanthropic benefits of associating with DaVinci.

##### **Goal 2: Create and maintain an outreach plan for DaVinci to create a coordinated effort to highlight the school to the wider community.**

**Strategy 1:** Work with the Program Directors to request information on upcoming events, highlights of students/school activities that directly relate to external groups.

**Objective 1:** Use social media on a monthly basis to promote events, programs, and achievements, incorporating specific hashtags and tagging relevant locations, businesses, and community groups.

**Strategy 2:** Engage external groups—like guest speakers, ceremony participants, and alumni—in school events and programs to boost community awareness of the school and its diverse activities.

**Objective 1:** Once a semester, each program will invite an outside guest to participate in a school function, as possible.

Approved: August 2025