<u>Strategic Goal 1 – Core Values and Education</u>: Thoroughly integrate TCA's Core Values into all aspects of our academic curriculum, character program, and school culture.

<u>Assumptions</u>:

- TCA's Core Values and educational philosophy will remain enduring cornerstones and will continue to guide decision-making and academic services.
- TCA will remain excellent in Mind, Body, and Spirit, and our students will aim to exemplify the values listed in foundational documents such as the TCA Core Values and Creed.
- Class sizes will remain small – smaller than other comparable charter or traditional public schools in the local area.

<u>Objective 1-1</u>: TCA's Character Education Program will be intentionally integrated into each of our seven schools.

<u>Assessment 1-1-1</u>: President/Director of Academic Services (DAS) will develop and present data-supported character development measures annually to the Board for each school level. Measurement areas may include information from the parent surveys, climate surveys, attendance rates, discipline measures, academic performance (from Assessment 1-2-1), graduation rates, teacher retention, and student attrition rates. In addition, the President/DAS will report to the Board periodically on measures taken to positively affect TCA community culture and understanding of the Core Values.

<u>Objective 1-2</u>: TCA students will receive a premier education that is grounded in our Core Values. TCA faculty and staff will stimulate within all students a lifelong passion for learning, analytical thinking skills, and provide a foundation of knowledge that will enhance the exemplary citizenry we strive to produce.

<u>Assessment 1-2-1</u>: Annually, the Board will be provided with a President/DAS dashboard comparative analysis report listing key indicators of student performance including: accreditation information (school performance framework classifications), state assessment results (across grade levels), national testing comparisons (SAT and AP exams), remediation rates, and graduation rates. As needed, associated focus areas and interventions will be presented and discussed.

<u>Assessment 1-2-2</u>: President/DAS will provide an annual update on TCA's accreditation status to the Board, to include a brief overview of the constituent accreditation and accountability elements. Following the state mandated 3-year external review, President/DAS will update the board on the results of the Academy School District 20 (ASD20) led review.

<u>Objective 1-3</u>: Manage new enrollments in accordance with the applicable attrition model in order to hit appropriate student levels at each grade. Enrollment per class is limited to the following number of students: K=18, 1st-2nd =20, 3rd-6th=22, 7th-12th=24, unless extraordinary circumstances dictate an exception.

<u>Assessment 1-3-1</u>: President/DAS will periodically report to the Board regarding classroom size expectations, analysis of shortages/overages of seats filled, and provide recommendations to the Board as to any suggested adjustments to class sizes or overall student population.

<u>Objective 1-4:</u> Stabilize student population at approximately 3800 students within 7 schools among 3 campuses, with a target population of approximately 600 at the Traditional High School.

<u>Assessment 1-4-1:</u> President/Registrar will provide an annual report to the Board on enrollment status and trends.

<u>Strategic Goal 2 – Staff</u>: Identify, recruit, and retain excellent teachers and staff who embody TCA's Core Values as well as the passion and ability to foster student success.

<u>Assumptions</u>:

- Health care, insurance, and PERA costs continue rising annually.
- Due to TCA's small classes and requirement to use operating revenue to service debt, TCA salaries are lower than ASD20 salaries.
- Collaborative TCA teacher development builds teacher unity and professional competence.
- Successful fulfillment of TCA's mission statement depends on teachers' knowledge of and implementation of our Core Values.

<u>Objective 2-1</u>: Ensure TCA staff salaries remain competitive with comparable area Colorado charter school salaries.

<u>Assessment 2-1-1</u>: Board-approved budget should include salary increases, which ensure TCA staff salaries remain competitive with comparable area CO charter schools. President/Director of Human Resources (HR) will benchmark and review annually comparable salaries of select comparable charter schools and salaries in relation to ASD20. President/HR/CFO will present salary increase recommendations and rationale to the Board based on benchmarked data and budgetary constraints.

<u>Objective 2-2</u>: Ensure overall staff retention rate at least 80% annually.

<u>Assessment 2-2-1</u>: President/HR will provide staff retention report to the Board annually.

<u>Objective 2-3:</u> Develop in staff a thorough understanding and steadfast implementation of TCA's Core Values.

<u>Assessment 2-3-1:</u> President/DAS will periodically report to the Board the status of staff Core Values training through the school year, with any associated notable results and/or observations.

<u>Strategic Goal 3 – Operations</u>: Manage and directs TCA's essential operations programs to provide exceptional service and uninterrupted support in the areas of facility management, information technology, health services, safety and risk management, construction management, and executive support in accordance with TCA's Mission and Vision to optimize student success in a safe and secure learning environment.

<u>Assumptions</u>:

- Safety and security of TCA students, staff, and faculty is our highest priority.
- TCA will continually evaluate and upgrade all aspects of our operations programs (including new construction, facility upgrades, and safety/security improvements) in the most fiscally responsible manner possible.
- Careful and continued maintenance of TCA buildings is essential to long-term viability.
- Essential facilities are needed for in-place and funded academic, co-curricular, interscholastic, and administrative programs to properly support TCA's Mission and Vision.
- Utility costs continue rising annually.
- Future recurring funds for TCA's major capital construction projects will be scarce.
- TCA will request to be included in future ASD20 bond initiatives in accordance with TCA Charter Contract paragraph 7.1.8, which will provide budget for longer-term and larger capital construction projects.
- The Facilities Master Plan (which includes large-scale renovation and refurbishment activities) priority lists contain "projects" with an overall cost of $100,000 or larger.
- As technology is increasingly introduced in schools, so does the need for an increase in cybersecurity awareness and localized assessments

<u>Objective 3-1</u>: Implement security and safety program policies, procedures, and practices as a priority with attributes to expand and improve our infrastructure for a safe and secure learning environment.

<u>Assessment 3-1-1</u>: Operations will provide an annual update with an assessment and evaluation of the program. An external agency assessment will be conducted every three years.

<u>Objective 3-2</u>: Complete the capital construction program of the TCA Board-approved projects, while maintaining financial integrity, keeping the cost within the approved capital budget, minimizing risk and liability to TCA, and meeting completion schedules.

<u>Assessment 3-2-1</u>: President/Director of Operations (DO) will present the capital construction program reports on each active project to the Board monthly.

<u>Objective 3-3</u>: Maintain Facilities Master Plan and present to the Board annually for review and approval.

<u>Assessment 3-3-1</u>: President/DO will present the Facilities Master Plan to the Board annually, including new projects and existing facility improvements.

<u>Objective 3-4</u>: Increase technological efficiencies while providing enhanced security protocols and oversight of student information in TCA's work and study environment.

Assessment 3-4-1: Perform an annual cybersecurity assessment, utilizing an independent third-party resource to identify any internal or external threats to network security and data privacy to include protection of TCA's student/staff Personally Identifiable Information (PII), conforming to Health Insurance Portability and Accountability Act (HIPPAA) and Family Educational Rights and Privacy Act (FERPA) regulations, and compliance with Payment Card Industry (PCI) standards.

Assessment 3-4-2: Provide for the turnover and replacement of classroom technology on a 5-year cycle in order to keep current with hardware and software solutions that enhance Classical Education as put forward by the Director of Academic Services and TCA Instructional Philosophy.

<u>Strategic Goal 4 – Finance</u>: Ensure TCA remains in excellent financial condition while sufficiently funding all aspects of the Board's Strategic Plan.

<u>Assumptions</u>:

- TCA will request to be included in future ASD20 bond initiatives in accordance with TCA Charter Contract paragraph 7.1.8, which will provide funding for longer-term and larger capital construction projects.
- Financial contributions from the TCA parents and community will continue to be a priority in order to generate revenue to sufficiently augment per pupil funding.

<u>Objective 4-1</u>: Stay abreast of the most successful not-for-profit fundraising efforts and create a TCA fundraising strategy (annual fund, Titan Club, passive efforts, etc.) that will maximize total donations. These funds will provide recurring budget that can be used for staff compensation, priority projects, and school-specific needs.

<u>Assessment 4-1-1</u>: President/Advancement Officer will prepare an advancement plan, strategies, communications, and timelines – and will present plan annually to the Board, providing periodic updates on key developments.

<u>Objective 4-2</u>: Consistently achieve high-performance benchmarks indicating financial stability and sustained excellence, sustained access to the bond market, minimum of 60 days cash reserves with a goal of 90 days, and an unmodified audit opinion.

<u>Assessment 4-2-1</u>: President/Chief Financial Officer will provide year-end financials, annual budget, and five-year budget projection, and will present to the Board monthly and annually as appropriate.

<u>Objective 4-3:</u> Prepare and present an annual budget for planned facilities maintenance to address emergency needs and predicted repair/replacement of TCA's existing facilities.

<u>Assessment 4-3-1:</u> Create plans to accumulate sufficient funds for future maintenance and replacement of facilities. Annually report to the Board budgeted vs actual planned maintenance plans and costs.**<u>Strategic Goal 5 – Communication</u>: Communicate with our parent community and other associated constituents in a way that educates, engages, and motivates their involvement consistent with our Core Values and Letter of Commitment.**

<u>Assumptions</u>:

- It is important for school leadership to strengthen relationships and influence legislation to encourage charter school independence and academic freedom.
- Every year we have incoming and existing parents who need to grow in their awareness of our unique philosophy, approach to education, and financial challenges.
- There is increasing competition in attracting new students, and challenges in how we share our unique educational philosophy.
- Sharing our "story" is important when attracting and retaining students who align with our Mission and Core Values.

Objective 5-1: President, Staff, and Board leadership will provide consistent, targeted communications to our parents regarding our ongoing funding challenges and shortfalls, Core Value expectations, and opportunities for participation and partnership with TCA.

Assessment 5-1-1: President will provide periodic updates to the Board regarding meetings and presentations with parents, planned school-wide communications, and notable results.

Assessment 5-1-2: President/Communications Director will periodically report strategies to better communicate with our parents regarding improved delivery methods to increase their understanding of TCA's ongoing challenges and expectations.

Objective 5-2: President, Staff, and Board leadership will seek and utilize effective messaging to define TCA's unique educational approach to attract new families while increasing the investment of time, talent, and treasure from existing families.

Assessment 5-2-1: President will periodically report on communications and marketing initiatives that are being used to "tell our story."

Objective 5-3: Establish close relationships with and appropriately inform our parents, ASD20, and other charter schools and support organizations to sufficiently monitor and help shape state charter school legislation to protect charter school distinctiveness and their freedom of educational philosophy.

Assessment 5-3-1: President, Staff, and Board leadership will network with other educational leaders (e.g., ASD20, other charter schools, CDE, State Board of Education, etc.) and will periodically report to the Board associated progress and outcomes.

<u>Strategic Goal 6 – Board Governance</u>: The TCA Board will be responsible for growing as a governing body and working collaboratively with the TCA President to make the decisions that are in the best interests of TCA on behalf of the TCA community.

<u>Assumptions</u>:

- TCA's Core Values and educational philosophy will remain enduring cornerstones and will continue to guide decision-making and academic services.
- Building positive relationships are critical to the implementation of TCA's Mission, Core Values, and associated educational philosophy.
- It is important for the Board to be active in the TCA community by visiting schools, attending associated events and functions, and seeking to better understand and engage with our parents and staff.

<u>Objective 6-1</u>: Board will develop, review, and amend Board policies and the *Board Strategic Plan* annually to ensure clear guidance is provided to the TCA President.

<u>Assessment 6-1-1</u>: Board members will ensure a strategic calendar is approved to include information needed to make timely decisions concerning policies and is aligned with the *Board Strategic Plan*.

<u>Assessment 6-1-2</u>: Board members will effectively use Board meetings, agenda-setting meetings, and Board committees to address the relevant business of the school in a timely manner.

<u>Objective 6-2</u>: Each Board member will participate in periodic training, discussions and reviews of topics associated with TCA's Core Values, Character Initiative, and Classical Education, including attendance in at least one school-related professional development conference as listed in the *Board Agreement Policy, BC-TCA*.

<u>Assessment 6-2-1</u>: Include a monthly Board Agenda Topic, presented by the Administration that highlights key/relevant issues surrounding TCA's Core Values, Character Initiatives, Classical Education, etc.

<u>Assessment 6-2-2</u>: Board members will provide a written synopsis of the professional development conference and present lessons learned to the Board.

<u>Objective 6-3</u>: Board, in conjunction with the Board Governance Committee and the Board Training Committee, will evaluate the construct of the TCA Board of Directors and its committees, and will develop plans, communications, and timelines for recruiting and training new Board members.

<u>Assessment 6-3-1</u>: Board, in conjunction with the Board Governance Committee and the Board Training Committee, and in cooperation with the staff, will develop plans, communications, and timelines to recruit and train new Board members. In addition, the Board will task the Governance Committee to develop proposals for the composition of the Board and its committees.

Attachment:

1-Strategic Calendar

Revision History

Date	*Revision Details*	*Revised By*
8/15/2015	First written copy.	Approved by TCA Board
7/22/2016	Removed SWOT analysis, removed references to correctional actions if goals not met A1-2-1/A2-2, removed specific projects from facility objective O3-2, removed specific parts of Ops report A3-1, minor wordsmithing.	Amended and Approved by TCA Board
8/14/2017	Completed annual review. Minor wordsmithing on all pages.	Amended and Approved by TCA Board
8/13/2018	A1-1-1 Added last sentence; A1-2-1; Added last sentence; O2-1 Added "area" before Charter Schools; A2-1-1 Added "area" before CO charter schools, added "/CFO" after President/HR, added "and rationale" after recommendations; Goal 3 Assumptions Added second bullet; A3-1-1 Added second sentence; O3-3, A3-3-1 Changed Capital Construction and Capital Infrastructure to "Facilities Master Plan"; O4-2 Removed "to include a minimum S&P Rating of BBB" and replaced it with "sustained access to the bond market"	Amended and Approved by the TCA Board
8/15/2019	Amended language throughout the Strategic Plan, split Goal 5 Enrollment between Goal 1 and 2, and added/modified Goal 5.	Amended by the TCA Board
8/03/2020	Revised Strategic Goal 3, added Objective 3-4 and related assessments, revised Objective 6-2 and related assessment, attached Strategic Calendar to the Strategic Plan	Amended and Approved by the TCA Board
8/09/2021	No changes	Approved by TCA Board
8/08/2022	Minor word change (Strategic Goal 1, page 1) Assessment 1-2-2; minor change in Operations (Strategic Goal 3, page 3) Assumption bullet #8; added Assumption #3 and had a few word changes in the Assessments (Strategic Goal 4. Page 5); amended wording (Strategic Goal 5, page 7) objectives and assessments	Approved by TCA Board
08/14/2023	No changes	Approved by TCA Board
08/13/2024	Minor word change (Strategic Goal 4 – Finance) Under Assumptions, the term budget was changed to funding. Minor formatting was also updated.	
7/10/2026	Minor word change (Strategic Goal 4 – Finance) under Assessment 4-3-1, the term "deferred" was changed to "planned".	Approved by TCA Board