



STRATEGIC PLAN

2026 – 2030



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Strategic Planning Compass

The strategic planning process established four strategic focus areas that will guide decision making between 2026 and 2030.

★ Commitment to Academic Excellence

Maintain rigorous academic expectations, literacy success, and strong curriculum implementation.

★ Supporting Teachers and Staff

Recruit, support, develop, and retain exceptional educators.

★ Positive School Culture

Maintain a safe, respectful, supportive, and connected learning environment.

★ Long-Term Sustainability and Growth

Ensure responsible growth, financial sustainability, and continued community trust.

Cologne Academy's 2026–2030 Strategic Plan reflects a strong shared commitment to academic excellence, scholar success, exceptional educators, positive school culture, and responsible long-term growth.

The strategic planning process demonstrated that parents, staff, and board members are highly aligned regarding the school's priorities and future direction.

By maintaining a clear focus on these strategic priorities, Cologne Academy will continue to strengthen its academic programs, support scholars and staff, build community trust, and grow responsibly while preserving the values and culture that define the school.

The strategic plan will be reviewed annually to ensure:

- ★ Goals remain aligned with school priorities
- ★ Progress indicators are monitored consistently
- ★ Adjustments are made when necessary
- ★ Stakeholder feedback continues to inform planning

Annual reviews may include:

- ★ Board strategic discussions
- ★ Staff feedback
- ★ Family surveys
- ★ Data review
- ★ Progress reporting

The strategic plan is intended to remain a living document that guides long-term decision making while allowing flexibility for changing needs and opportunities.

Strategic Goal Area 1

★ Commitment to Academic Excellence

Strategic Goal

Prepare scholars for lifelong success through rigorous academics, strong literacy outcomes, high expectations, and targeted support systems.

Why This Matters

Parents, staff, and board members consistently identified academic excellence as the foundation of Cologne Academy's success.

Stakeholders emphasized the importance of:

- ★ Strong curriculum implementation
- ★ Literacy and reading proficiency
- ★ High academic standards
- ★ Consistent instructional quality
- ★ Supporting struggling scholars
- ★ Maintaining the school's academic reputation

Maintaining strong academic performance while supporting scholars with diverse learning needs will remain a central priority through 2030.

Strategic Objectives

Objective 1

Strengthen literacy and reading proficiency across all grade levels.

Objective 2

Maintain rigorous implementation of the Core Knowledge Sequence.

Objective 3

Expand intervention and support systems for scholars who need additional academic assistance.

Objective 4

Ensure instructional consistency and high expectations across classrooms.

Objective 5

Monitor and improve scholar growth outcomes through data-informed decision making.

Key Priorities

- ★ Strong, structured curriculum
- ★ Noticeable academic growth
- ★ Literacy proficiency
- ★ Scholar intervention support
- ★ Small-group instructional support
- ★ High academic standards
- ★ Core Knowledge implementation

Potential Initiatives

- ★ Expand literacy intervention support
- ★ Increase data review and academic monitoring
- ★ Strengthen intervention staffing models
- ★ Review instructional consistency practices
- ★ Expand scholar support systems
- ★ Evaluate curriculum alignment and implementation

Success Indicators

- ★ Improved reading proficiency scores
- ★ Increased scholar growth metrics
- ★ Strong MCA performance
- ★ Reduced academic intervention gaps
- ★ Positive family academic satisfaction feedback
- ★ Consistent instructional implementation across grade levels

Long-Term Outcomes

By 2030, Cologne Academy will continue to be recognized for strong academic performance, literacy success, rigorous curriculum implementation, and scholar achievement.

Strategic Goal Area 2

★ Supporting Teachers and Staff

Strategic Goal

Recruit, develop, support, and retain exceptional educators who create consistent, high-quality learning experiences for scholars.

Why This Matters

Parents, staff, and board members consistently emphasized the importance of strong teachers and classroom consistency.

Survey responses demonstrated that:

- ★ Families value caring and supportive teachers
- ★ Staff seek clear communication and support systems
- ★ The board recognizes teacher quality as essential to school stability
- ★ Classroom consistency directly impacts scholar outcomes
- ★ Teacher retention and staff support will remain essential to Cologne Academy's long-term success.

Strategic Objectives

Objective 1

Improve teacher retention and staffing stability.

Objective 2

Strengthen professional development opportunities.

Objective 3

Provide consistent communication, support, and expectations for staff.

Objective 4

Maintain high instructional standards and classroom consistency.

Objective 5

Review staffing systems and support structures to meet evolving scholar needs.

Key Priorities

- ★ Teacher retention
- ★ Instructional quality
- ★ Classroom support
- ★ Professional development
- ★ Communication and expectations
- ★ Staffing stability
- ★ Managing workload and scholar needs

Potential Initiatives

- ★ Expand teacher mentorship and coaching
- ★ Strengthen onboarding systems
- ★ Review workload and staffing supports
- ★ Create additional collaboration opportunities
- ★ Conduct regular staff climate and satisfaction reviews

Success Indicators

- ★ Increased staff satisfaction
- ★ Reduced turnover
- ★ Positive classroom consistency feedback
- ★ Increased professional development participation
- ★ Positive scholar and family experience feedback

Long-Term Outcomes

By 2030, Cologne Academy will maintain a stable, high-quality teaching team recognized for strong instructional practices, scholar support, and positive relationships.

Strategic Goal Area 3

★ Positive School Culture

Strategic Goal

Maintain a safe, respectful, supportive, and connected school environment where scholars, families, and staff feel valued and engaged.

Why This Matters

All stakeholder groups identified school culture as a defining strength of Cologne Academy.

Survey responses consistently referenced:

- ★ Strong sense of community
- ★ Scholar belonging

- ★ Respectful environment
- ★ Positive relationships
- ★ Family engagement
- ★ Consistent behavior expectations

Stakeholders emphasized that a strong school culture supports both scholar learning and community trust.

Strategic Objectives

Objective 1

Maintain consistent schoolwide expectations for behavior and scholar conduct.

Objective 2

Strengthen scholar belonging, engagement, and positive relationships.

Objective 3

Continue building strong family and school partnerships.

Objective 4

Support positive learning environments across all grade levels.

Objective 5

Explore opportunities that strengthen scholar connection and community.

Key Priorities

- ★ Safe and respectful environment
- ★ Strong school community
- ★ Clear behavior expectations
- ★ Family engagement
- ★ Positive learning environments
- ★ Scholar connection and belonging
- ★ Consistency across classrooms

Potential Initiatives

- ★ Review scholar support and behavior systems
- ★ Expand family engagement opportunities
- ★ Strengthen schoolwide communication systems
- ★ Evaluate opportunities for scholar connection activities
- ★ Continue developing positive culture initiatives
- ★ Explore operational structures that support culture and consistency

Success Indicators

- ★ Improved scholar attendance
- ★ Reduced behavior referrals
- ★ Positive family climate feedback
- ★ Increased family engagement participation
- ★ Positive scholar belonging indicators
- ★ Strong staff culture feedback

Long-Term Outcomes

By 2030, Cologne Academy will continue to be recognized for a strong school culture, positive scholar experience, strong community relationships, and supportive learning environments.

Strategic Goal Area 4

★ Long-Term Sustainability and Growth

Strategic Goal

Ensure Cologne Academy continues to grow responsibly while maintaining strong academics, positive culture, financial sustainability, and community trust.

Why This Matters

Board members emphasized long-term sustainability and financial stewardship while parents and staff emphasized the importance of maintaining school quality during growth.

Stakeholders consistently emphasized:

- ★ Growth should not impact quality
- ★ Financial sustainability matters
- ★ Enrollment stability is important
- ★ Strong communication supports trust
- ★ The school must maintain its culture as it evolves
- ★ The planning process also identified opportunities related to:
 - ★ Early learning expansion
 - ★ CA Online Enrollment growth
 - ★ Community reputation
 - ★ Program expansion
 - ★ Long-term facility planning

Strategic Objectives

Objective 1

Maintain financial sustainability and responsible fiscal stewardship.

Objective 2

Support responsible enrollment growth and program expansion.

Objective 3

Maintain school quality and culture while growing.

Objective 4

Strengthen communication and community trust.

Objective 5

Explore long-term facilities and early learning opportunities.

Key Priorities

- ★ Enrollment stability
- ★ Financial sustainability
- ★ Growth without impacting quality
- ★ Maintaining small-school feel

- ★ Community reputation
- ★ Clear communication
- ★ Program quality
- ★ Facility planning
- ★ Early learning expansion

Potential Initiatives

- ★ Evaluate long-term facility and space needs
- ★ Strengthen enrollment planning strategies
- ★ Continue responsible CA Online growth discussions
- ★ Develop long-term financial forecasting systems
- ★ Expand communication and community engagement efforts

Success Indicators

- ★ Stable or growing enrollment
- ★ Positive financial reserve levels
- ★ Positive family retention rates
- ★ Increased community awareness and engagement
- ★ Sustainable staffing and program growth
- ★ Successful implementation of future expansion initiatives

Long-Term Outcomes

By 2030, Cologne Academy will continue to grow responsibly while maintaining strong academic outcomes, positive culture, strong communication, and financial sustainability.

Implementation Structure

Board of Directors	School Leadership	Staff Participation	Family & Community Engagement
Monitor strategic plan implementation	Develop implementation plans	Support implementation efforts	Participate in feedback opportunities
Review progress indicators annually	Monitor progress toward strategic objectives	Participate in continuous improvement discussions	Support school initiatives
Support long-term planning decisions	Communicate updates to stakeholders	Provide feedback on implementation strategies	Partner in scholar success
Ensure alignment with mission and values	Recommend adjustments and improvements	Support scholar success initiatives	Continue contributing to school culture and growth

Strategic Dashboard & Success Indicators

Academic Excellence	Supporting Teachers and Staff	Positive School Culture	Long-Term Sustainability and Growth
Reading proficiency rates	Teacher retention rates	Behavior referral data	Enrollment trends
Scholar growth scores	Staff satisfaction surveys	Scholar attendance	Financial reserves
MCA achievement results	Professional development participation	Family engagement participation	Family retention
Intervention participation and outcomes	Staffing stability	Family satisfaction surveys	Community partnership growth
Attendance rates	Classroom consistency indicators	Scholar belonging indicators	Program expansion outcomes