

Strategic Plan

Lincoln Academy

Dated: December, 2018 Version: 1.0

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 2018-2019 Strategic Plan and how it guides the school.
- The Strategic Plan for 2018-2019: 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 2018-2019, 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 longer term planning. The Status column reports progress.

As 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

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 – By striving for academic excellence in our K-8 educational programs, Lincoln Academy provides an excellent school choice for families in the Arvada area.
- Student Growth – By ensuring academic growth for students at all levels, Lincoln Academy graduates are prepared for high school.
- Highly skilled and motivated staff – A constant at Lincoln Academy since it's founding in 1997, Lincoln Academy strives to help our staff grow professionally while preparing our students for their future endeavors.
- Parent/Community Involvement – Involvement of parents and the supporting community sets Lincoln Academy apart from other area schools. Lincoln Academy encourages volunteerism among all community members utilizing various talents and abilities.
- Sound Financial Management – Lincoln Academy is a good fiscal steward in support of its educational programs and facilities.

SWOT Analysis

For 2018-2019, 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">• Academic achievement is high through our foundation in Core Knowledge.• The school has financially responsible & high performing administrators.• Strong character traits and positive values are demonstrated (low suspension rate) and rewarded (Pride Paws).• The school has an engaged, resourceful and dedicated staff that continues to grow and innovate.• Teachers & parents have high expectations.• The school has low staff turnover.• LACS is a highly desired/sought after employment opportunity based on the number of applicants for open positions• Athletic programs provide excellent opportunities in a variety of sports.• LACS has a solid, positive reputation in the community and at the college level.• Department of Student Success helps ensure all students are able to grow academically.• Financial stability in the current fiscal year.• Highly regarded school of choice in the community.• Rigorous hiring process used by administration for new teachers.• Formative for students as they move from middle school, and prepares students for high school and beyond.• Engaged, resourceful, and dedicated families.• Staff and families create a warm and welcoming community/culture.• Board strength and engagement.• School's 21 year history has proven record of success.	<ul style="list-style-type: none">• Ensuring competitive staff compensation package.• Limited financial resources and debt create challenges in meeting present needs and saving for future opportunities.• Lack of a Board succession plan to preserve institutional knowledge.• Keeping current with technology demands.• Facility age and condition requires additional long range planning for financial resources .• Growth has caused some limitations in after-school enrichment programs.• Managing administrative overload.• The Board can improve on developing a professional growth plan for the principal.• Hot lunch program.• Future financial stability – 5 year plan of projecting end of growth.

Opportunities	Threats
<ul style="list-style-type: none"> • 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 72nd 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. 	<ul style="list-style-type: none"> • 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 72nd Avenue could create challenges for traffic.

Strategic Area	Goal	Objective Measure	Owner	1-year Target	3-year Target	Follow-up Date	Status
Highly Skilled and Motivated Staff	Review and update Principal job description and evaluation process to ensure clear expectations and growth	Board will follow new review process to evaluate and provide feedback to Principal	Board + Principal	Implement		December 2018, March 2019	In progress
Highly Skilled and Motivated Staff	Finalize update to faculty compensation policy	Approve policy with implementation schedule	Board + Principal	Approve Plan	Implement plan	February 2019 Board Meeting	In progress
Academic Excellence	Measure Academic Growth using MAPs	Median conditional growth percentile	Principal	50% or greater in each subject area in each grade		June 2019 (reflecting growth from Fall 2018 to spring 2019)	In progress
Academic Excellence	Ensure Lincoln graduates are prepared for high school	8 th grade scores exceed District Average, develop Lincoln graduate survey	Principal and Board	Outperform JeffCo District average on State standardized test in 8 th grade	Administer Lincoln graduate survey	August 2019	
Parent/Community Involvement	Identify new Committee and Board members	Develop pool of Board candidates	Board	Actively recruit, outreach events?	Utilize committees to create a pipeline of Board candidates	April 2019	
Development	Determine and approve role and direction of Development Committee	Board approve role and direction	Board (Development Committee)			December 2018	In progress

Strategic Area	Goal	Objective Measure	Owner	1-year Target	3-year Target	Follow-up Date	Status
Facilities	Update Facilities master plan	Board reviews and approves facility master plan.	Facilities committee	Update if needed in the next year, but this is more long range	Modify and update plan originally created in 2015	October 2020	
Board Governance	New member mentoring program	Develop framework for program	Board (Bernie)	Identify Key elements	Implement program	May 2019	
Financial Responsibility	Evaluate opportunity to develop remote/home school option	Benchmark with schools currently doing this and report to Board on benefits/challenges, technology requirements and initial costs to start program	Principal	Report to Board and recommendation on whether to consider further		September 2019	
Financial Responsibility	Pursue a debt free existence	Review early payoff of CSDC loan for Building C	Board (Finance Committee)	Recommendation to Board		March 2019	
Academic Excellence	Manage administrative overload	Review workload and division of labor. Identify if any gaps or opportunities for improvement	Board + Principal	Report to Board		April 2019	
Board Governance	Identify new Committee and Board members	Increase committee membership by 1 person in each committee	Board	Pipeline of potential Board Candidates		June 2019	