

Woodrow Wilson Academy Strategic Plan - 2001/2002 (Rev 07/20/01)

Vision Statement: The vision of Woodrow Wilson Academy is to join students, parents, educators, and the community to produce an educational environment that nurtures, excites, and motivates children to learn. The Academy empowers students to become independent and responsible thinkers, fosters academic and moral excellence, and promotes creativity.

Mission Statement: The mission of Woodrow Wilson Academy is to provide a school where students thrive academically and socially. This mission will be accomplished through a strong educational program based upon a structured & challenging curriculum supported by discipline and mutual respect. The commitment of the students, parents, educators, and community will be utilized to achieve these goals.

Woodrow Wilson Academy SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Academically rigorous/content-rich curriculum • Strong and dedicated administration and staff • Professionally-trained staff in all academic programs • Safe and disciplined environment • Steady parental involvement • Diverse, dedicated, cohesive, visionary board of directors • Good reputation in the charter school community • Strong networking and utilization of resources • Good technology foundation • Strong grant-writing team • Community support is strong • Creative finance team • PTO 	<ul style="list-style-type: none"> • Open Court Math Program • Facility <ul style="list-style-type: none"> ⇒ Timeline issues ⇒ Space constraints • Disproportionate level of parental involvement (80/20 Rule) <ul style="list-style-type: none"> ⇒ School volunteer hours ⇒ PTO • Waning energy & enthusiasm • Communication <ul style="list-style-type: none"> ⇒ All levels • Insufficient delegation • Limited library • Limited budget • Transportation • Lack of full-day kindergarten • Lack of before/after-school care
Opportunities	Threats
<ul style="list-style-type: none"> • Grants for funding—library, text books, science materials, internal resources • Capital Campaign • Partnerships with local governmental entities for facilities-related opportunities • Facility options with current landlord & others • Professional development for staff and BOD • Continued networking with the District for a teacher induction program • Networking with the charter school and business communities • Building culture through partnership with the PTO • Passage of CO SBXX providing facility funding • Increased financial opportunities through accelerated enrollment • Closer to bond qualifications <ul style="list-style-type: none"> ⇒ Time ⇒ Successful financial operations • Exposure through operating as model for new state-wide Core Knowledge initiatives 	<ul style="list-style-type: none"> • JEFFCO political climate • Academically diverse student population <ul style="list-style-type: none"> ⇒ Effect on standardized test scores • District-wide increase in test scores • Safety of school community due to traffic issues • Less-than-full funding compared to non-charter District Schools

Long Term Objectives	Annual Objectives	Functional Strategies	Status/Schedule
<p>1. Implementation of facilities plans to meet long-term facility needs.</p> <ul style="list-style-type: none"> • Facilities expansion to accommodate future enrollment 	<p>A. Procure facility</p> <p>B. Develop positive relationships with surrounding neighborhood</p> <p>C. Renovate</p> <p>D. Transition to new facility</p> <p>E. Develop future growth plan</p>	<p>1A Sign Contract & close on lease of facility</p> <p>1B Establish Neighborhood Relations Committee (e.g. Open House)</p> <p>1C Establish Design Committee</p> <p>1D Establish Move Plan</p> <p>1E Establish timeline</p>	<p>7/01 B.O.D./Teri</p> <p>7/01 Teri/Facilities Subcommittee</p> <p>5/10 Completed Teri/Andrea/Joe/Tom</p> <p>8/01 Andrea/Teri</p> <p>12/01 B.O.D./Finance Subcommittee</p>
<p>2. Develop and expand academic & ancillary programs, ensure adequate resources, and continue integration of Core Knowledge.</p>	<p>A. Develop Academic Planning Committee (APC) to review and assess programs.</p> <ul style="list-style-type: none"> • Begin Standards & Assessment communication device. <p>B. Begin development of rubric systems (CK, Open Court, etc.).</p> <p>C. Evaluate Open Court Math Program</p>	<p>2A Develop Committee & correlate State & District standards</p> <p>2B Develop Committee & Design rubric systems</p> <p>2C Establish Evaluation Tool</p>	<p>11/01 Andrea</p> <p>8/01 Andrea/Staff</p> <p>8/01 Andrea</p>

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3. Provide continuous staff growth and professional development.	A. Networking opportunities with other teachers. B. Follow-through training and support for existing programs. C. Assist teachers in pursuing certification. D. Establish policy for staff support in continuing education and training. E. Revise Teacher Evaluation tool. F. Create Professional Development Plan	3A Develop mentorship with existing Charter & CK Schools (e.g. roundtables, conferences) 3B Consultants for all programs will provide training 3C Enroll teachers in District Induction/Mentor Program 3D Check Financials and work with Grant & Finance Committees. 3E Evaluate & modify current assessment tool 3F Establish teacher development goals	Ongoing Administration / Staff Ongoing Ongoing (Fall of every school year) Administration/Linda & Finance Subcommittee (Pending) Completed 8/01 Andrea
4. Ensure financial viability to support the overall program.	A. Improve Financial Accountability B. Expand grant committee and opportunities. C. Develop relationships and support from business community. D. Identify financial opportunities & their requirements. E. Forecast future needs.	4A Establish audit procedures 4B Training for Parents/Board/Staff 4C Capital Campaign Meet/enlist PTO & interested parents 4D Letters to Businesses for In-Kind Donation Letters to Businesses for Monetary Contributions Investigate Bonds/Grants/Financial Solutions for Needs List 4E Estimate Needs List	8/01 Finance Sbcmtte Linda No meeting date/Fall '01 Ongoing Ongoing PTO/Board Tom/Joe/Linda (on-going). Andrea/Staff/Board

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5. Strengthen internal & external community relations	A. Engage Community Relations Committee B. Establish Lunch/Playground Support C. Improve relations between BOD & families D. Provide support to PTO for planned activities	5A Develop official plan for Community Relations 5B Solicit Retirees for Volunteer Help 5C Host “Meet the BOD” functions Recruit parents to serve on Subcommittees 5D Attend PTO functions/meetings Include PTO on BOD Mtg Agenda	Board/Ongoing TBD Ongoing BOD
7. Continue strengthening and developing the BOD. • Improved Board Planning	A. Improve knowledge of Roberts Rules of Order & Sunshine/Open Mtgs Law B. Participate/Attend Training C. Review Strategic Plan D. Perform board self-evaluation E. Improve preparation for BOD Mtgs F. Review subcommittee needs G. Establish opportunity for team building. H. Election	7A Include 5-minute training at each BOD Mtg Purchase RRO as required 7B Curriculum School Operations & Procedures General BOD Training 7C Review Qtrly at BOD Mtg 7D Review Evaluation Results 7E Improve timeliness of info for Board Packets Consent Agenda 7F Delegate responsibilities to parents 7G Hire Corporate Trainer 7H Review election procedures	7/01 Mtg 8/01 Board June of every year Ongoing Ongoing BOD 8/01 February of each year
8. Develop Middle-School implementation plan	A. Create a long-term middle school development plan that incorporates all subjects, administration and a discipline design model.	8A Present plant to BOD for review and feedback	Andrea – Dec ‘01
9. Accountability	A. Review administrative policies and documents. B. Gather Data from parents, faculty, and staff regarding satisfaction with operations. C. Complete Self-study D. Have Financial Audit of First-year finances E. Complete Administrator and Board Evaluations	9A Revise administrative policies and documents as required 9B Establish questionnaires to be administered to parents, faculty and staff regarding satisfaction with operations. 9C Administer and revise questionnaires as needed Establish template for Self Study Gather Data for each subsection of Self-Study Publish Self-Study 9D Find auditor and set up meeting with financial subcommittee 9H Administer and revise as needed the evaluation documents for the BOD and administrator	7/01 Andrea 6/01 Accountability Subcommittee 7/15 Accountability Subcommittee 9/15 Accountability Subcommittee 8/01 Finance Subcommittee 6/01 BOD

10. Improved business management	<p>A. Improve accuracy/timeliness of financial reporting</p> <p>B. Maintain fiscal “clean bill of health”</p>	<p>10A Develop/improve reporting capabilities</p> <p>10B Conduct quarterly self-audits</p>	<p>9/01 Finance Subcommittee & Admin</p> <p>10/01 Conduct first self-audit...ongoing after that on quarterly basis</p>
11. Financially bonded	A. Achieve “bondability”	<p>11A Demonstrate fiscal responsibility necessary to become bondable by demonstrating the following:</p> <ul style="list-style-type: none"> • Ensure 2001-2002 actuals are in line with budget projections Show 15% pass-thru to bottom line from operations 	5/02 Receive affirmation from financial institutions that WWA is bondable
12. Improve communications	<p>A. Establish Communications Policy</p> <p>B. Improve Communication regarding Board activities to parents</p> <p>C. Establish various means of communication</p> <p>D. Quarterly review for effectiveness</p>	<p>12A Determine all communication lines to be addressed and develop policy</p> <p>12B Gather ideas from parents regarding how they would like to hear about board activities</p> <p>12C Establish Phone tree</p> <p>Determine how Social events can be used for communicating information</p> <p>Establish communication flow in Monday folders</p> <p>Gather data on how well the communication policy is working and revise as needed.</p> <p>12D</p>	<p>10/1 Communications Subcommittee</p> <p>8/15 Communications Subcommittee</p> <p>9/1 PTO Software and committee</p> <p>Ongoing-Subcommittee</p> <p>Ongoing-Subcommittee</p> <p>Ongoing-Subcommittee</p>
13. Improve academic performance	<p>A. Raise CSAP scores into the 80th percentile</p> <p>B. Obtain the John Erwin “School of Excellence” Award</p> <p>C. Establish an effective procedure for student advancement and retention (placement tests, rubrics, etc.</p>	<p>13A Meet with JA and become familiar with their procedures for student test preparedness</p> <p>13B Raise our CSAP scores</p> <p>13C Make this a portion of the Academic Planning Committee’s responsibilities</p>	<p>Andrea & small group of teachers – 10/01</p> <p>End of the 3rd year of operation (this is the earliest we qualify)</p> <p>Chairperson of Academic Planning Committee</p>