



2014-2017 STRATEGIC PLAN

VISION

To be a dynamic learning community where students become life-long learners, develop self-knowledge, and are challenged to excel.

MISSION

ANCS uses the principles of the Coalition of Essential Schools to: **BUILD** an empowered and inclusive community of students, parents, and educators
ENGAGE the whole child—intellectually, social-emotionally, and physically
HELP all students to know themselves and to be known well by their community
CHALLENGE each student to take an active role as an informed citizen in a global society
COLLABORATE with the larger community to advocate for student-centered schools

Priority Goals

Teaching & Learning: To support academic, social-emotional, & physical growth of all students with high expectations for all, including exceeding external accountability standards.

Diversity: To build upon current diversity by creating proactive program to improve, retain, and realize benefits of student diversity that reflects socioeconomic and racial diversity of Jackson cluster.

Faculty & Staff Development: To be a school of choice for talented educators through competitive compensation, quality professional development, and emphasis on employee well-being.

Parent & Community Partnership: To strengthen the partnership between the school and its families and to engage the wider community—especially within APS—in partnerships for collaborative learning.

Fundraising & Resource Development: To strengthen fundraising infrastructure to expand and diversify sources of funding with a goal of 20% non-public funding and a reserve fund to weather funding drops.

Facilities & Operations: To plan for and implement facilities and technology improvements that result in consistency between campuses, enhanced school image, and promote sustainability.

Governance Capacity: To continue development of board capacity in strategic governance, resource development, and community outreach.

Three Year Objectives

1. Develop K-8 learning expectations & desired outcomes
2. Develop plan for enhancing arts, technology, language, & health/wellness
3. Establish student assessment system

1. Develop diversity plan for outreach & support
2. Address enrollment/retention obstacles for underserved families
3. Develop plan to maximize benefits of student diversity

1. Enhance recruitment with focus on diversity, excellence, and high potential
2. Strengthen levers for retention (compensation, support needs)
3. Enhance development opportunities

1. Enhance parent/school partnership
2. Strengthen ANCS/APS/Jackson cluster relationship
3. Institute collaborative learning center for outreach and dissemination to wider community

1. Increase parent giving to 100% participation
2. Enhance donor outreach, management, & recognition efforts
3. Establish reserve funds of at least \$1 million & policy for their use

1. Develop long-term facilities plan
2. Build facilities reserve fund
3. Implement multi-year technology plan
4. Implement "farm to school" program

1. Establish advisory council or add community members to board
2. Develop plan for ongoing governance training
3. Create metrics to assess board performance

Strategic Initiatives for 2015-16

1. Prepare for IB MYP authorization
2. Assess student report card format/system and implement changes

1. Assess enrollment barriers and develop appropriate enrollment outreach strategies
2. Explore issues of race and class with faculty/staff

1. Assess faculty/staff "quality of life" at ANCS
2. Develop plan for addressing "quality of life" assessment

1. School-PTCA partnership to promote parent understanding of educational program
2. Implement CREATE residency program

1. Evaluate donor management software
2. Complete new ANCS marketing video
3. Develop multi-year fundraising plan

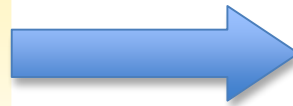
1. Determine major facilities needs
2. Establish technology committee and implement next phase of technology plan
3. Sustain and grow "farm to school"

1. Enhance board member recruitment strategies
2. Partner with Board on Track to continue to improve board governance training



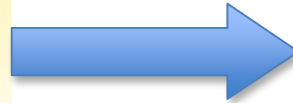
Teaching & Learning Initiatives for 2015-16

1. Prepare for IB MYP authorization: Following a year of study by a task force of faculty, parents, and board representation, in August 2015 the ANCS board approved moving forward with applying for International Baccalaureate Middle Years Programme (IB MYP) candidacy for ANCS in grades 6-8. This year, time and resources will be dedicated towards preparing for IB MYP authorization.



Outcome: By March 2016, middle campus team led by Cathey Goodgame will submit completed IB MYP application. By March 2016, middle campus team led by Cathey Goodgame will present to board a six month plan for initial implementation steps towards IB candidacy.

2. Assess student report card format/system and implement changes consistent with K-8 common grading practices. In fall of 2014, a K-8 task force of teachers led the full faculty in adopting a set of common practices in grading and assessment at ANCS. This year, the focus will be on aligning our report card format to these practices.



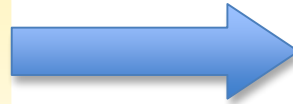
Outcome: By May 2016, elementary campus team led by Lara Zelski will finalize new K-5 report card format and system following period of study, revision, and teacher/parent focus group feedback. Additionally, following expected IB application approval, middle campus will purchase Managebac program and begin creating ANCS-specific IB MYP report card format and initiate teacher training on system.



Diversity Initiatives for 2015-16

1. Assess enrollment barriers and develop appropriate enrollment outreach strategies:

In the past two years, the diversity committee has made a more concerted effort at enrollment outreach in our primary attendance zone. More work is needed to better understand potential barriers to families applying to ANCS and to create strategies to overcome these barriers as much as we reasonable can.



Outcome: By January 2016, diversity committee—with support from an outside facilitator and leadership team—will assess potential barriers to enrollment for a diverse range of families within the school’s attendance zone and (2) devise recommended outreach strategies the school can take to address these potential barriers.

2. Explore issues of race and class with faculty/staff:

In pursuing a more diverse student population, we must begin to consider and talk more explicitly about the role race and class play in our school. We will begin this work with the faculty/staff before engaging the wider school community. The use of an outside facilitator(s) will help to create room for more meaningful exploration of these issues.

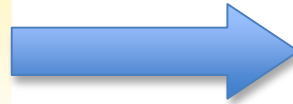


Outcome: By May 2016, an outside facilitator will work with diversity coordinator and K-8 leadership team to (1) assess ANCS faculty/staff members’ current needs and experiences related to working with a diverse student body and diverse group of colleagues and (2) structure and facilitate experiences to build faculty/staff members’ skill and comfort with talking about race and class as it relates to their work with each other and with students.



Faculty & Staff Development Initiatives for 2015-16

1. Assess faculty/staff “quality of life” at ANCS: With increased collaboration time and the beginning of a class size reduction plan in place, there have been several enhancements to the faculty/staff experience in the past year. We will now turn our attention to evaluating the overall “quality of life” for employees at our school.



Outcome: By December 2015, a study group of faculty/staff will work to determine what “quality of life” at ANCS means, assess what the full faculty/staff feels about the current quality of life at the school, consider quality of life at peer schools, and make recommendations for any possible initiatives that would improve employee quality of life at ANCS.

2. Develop plan for addressing “quality of life” assessment: Phase two of the 2015-16 faculty/staff development strategy will involve using the assessment recommendations to craft a plan for the coming years related to employee quality of life.



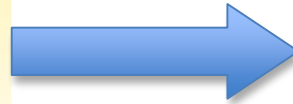
Outcome: By March 2016, the leadership team and appropriate board members will evaluate the recommendations of the “quality of life” study group and draft a plan for 2016 and beyond to strengthen quality of life for employees. The plan and any resource considerations will be presented to the full board.



Parent & Community Partnership Initiatives for 2015-16

1. Engage in faculty-PTCA partnership to promote improved understanding and support of ANCS educational program:

There are many elements of the ANCS educational program—portfolios, grading practices, Conscious Discipline, etc.—that may initially be difficult for some parents to fully understand, and, therefore, support their students with at home. Working collaboratively, the faculty and PTCA will strive to address these challenges in order to improve outcomes for everyone.



Outcome: By October 2015, the school and PTCA’s leadership will develop a plan for educational events and activities for parents through monthly coffees, PTCA meetings, and parent workshops on topics of identified interest and need.

2. Begin initial implementation of CREATE teacher residency program:

The CREATE teacher residency program launched in the spring of 2015 by using funds from the U.S. DOE and several local foundations to expand and evolve an existing ANCS/GSU model. Significant time will be devoted this year to effectively implementing this program in collaboration with four additional schools.

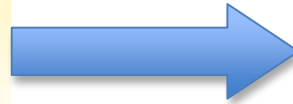


Outcome: In October 2015 and March 2016, Elizabeth Hearn (CREATE director) will give a detailed update to the ANCS board on the CREATE program implementation and its impact on ANCS and partner schools/organizations.



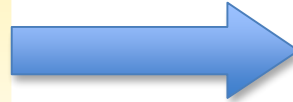
Fundraising & Resource Development Initiatives for 2015-16

1. Evaluate donor management software: With an increase in annual campaign contributions and a desire to enhance our recognition of donor giving, we will consider different options for software to track and analyze giving to the school.



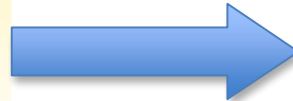
Outcome: By November 2015, the Fund Development committee will review donor management software options and make a recommendation to the board about whether to use a particular software program along with any associated costs.

2. Complete new ANCS marketing video: On the heels of being recognized as “Charter School of the Year”, garnering several larger grants, and completing our charter renewal, we will finish production on a new ANCS marketing video that captures the spirit of ANCS for prospective families and supporters.



Outcome: By December 2015, the new ANCS marketing video will be completed and premiered at the school.

3. Develop multi-year fundraising plan: The past two years have seen our school experience success with initial efforts at bolstering the annual campaign and with grants. This year we will begin to map out strategies to build on this successes through a multi-year fundraising plan.



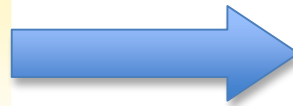
Outcome: By April 2016, the Fund Development committee will complete and present to the board a multi-year fundraising plan, including:

- Fundraising goals
- Key messages in fundraising efforts
- Strategies for annual campaign, grants, events, major donors, etc.
- Timelines



Governance Capacity Initiatives for 2015-16

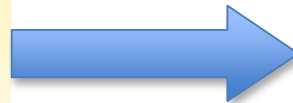
1. Enhance board member recruitment strategies: The governing board will continue to focus on efforts at recruiting new board members with an eye on attracting high-qualified, diverse applicants.



Outcome: By November 2015, the Governance committee will present to the board a plan for board recruitment for the coming years with attention to:

- Skills needed in immediate future
- Strategies for attracting, recruiting wide range of board applicants—including community members
- Strategies for introducing more non-board members onto board committees

2. Partner with Board on Track to continue to improve board governance training: Now in our second year of membership with Board on Track, we will use their tools and our own expertise to determine training needs and develop a plan for addressing those needs.



Outcome: By October 2015, the Governance committee will present to the board a draft schedule of annual board governance training, including meeting state governance training requirements, time and focus of midyear board retreat, and target goals.