

Strategic Plan

2019-2024

*approved 09-11-2019

* revised 08-08-2021



A Challenge Foundation  Academy

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ABOUT THIS DOCUMENT

A strategic plan guides school leadership and helps maintain focus on fulfilling our commitments to you.

As a public charter school, Brevard Academy: A Challenge Foundation Academy (BA-CFA) has a responsibility to its students, families, and community to fulfill those commitments. The Strategic Plan provides critical information about our vision for the future of BA-CFA and how we intend to get there. The strategic plan components include:

Mission:

Our fundamental purpose as an organization

Vision:

Our ideal view as an organization

Values:

The beliefs that drive our organization's culture

Strategy:

Our organizational goals and the work we are doing toward achieving our performance targets, the key indicators of our success. Goals are aspirational statements.

Mission:

The Mission of Brevard Academy is to prepare its students to achieve academic excellence through the Core Knowledge Sequence. Through a partnership involving students, teachers, and parents the school strives to create citizens with strong moral character and active intellectual inquiry.

Vision:

Brevard Academy: A Challenge Foundation Academy (BA-CFA) a K-8 public charter school develops and encourages motivated, intellectually curious students who are skilled in critical thinking, individual expression and problem solving. From their diverse backgrounds, students accept our challenge to pursue personal and academic excellence. Through this pursuit, they become confident members of their community who lead by serving others.

“Efforts and courage are not enough without purpose and direction.” -JFK

Looking to the Future

The strategic plan is to serve as the guiding document for BA-CFA; serving as an accountability tool to ensure progress is being made, a management tool by setting goals & implementing actions, and finally as an informational piece to our community conveying our mission and focus. This document outlines the plan for the next five years; it is a working draft designed to evolve and adapt as goals are reached and new inputs from key stakeholders are received. It is our intention, that the board will review the plan annually, updating and revising when necessary.



Values and Beliefs Drive Our Culture

Our actions are student centered at BA-CFA incorporating these core beliefs and values within all stakeholders.

- **Character**

**Respect:* mutual consideration of the rights and feelings of all

**Integrity:* adhere to sincere, honest and ethical conduct

**Accountability:* acknowledge ownership of actions and decisions

- **Service**

*the act of helping or doing work for others

- **Excellence**

*the result of a commitment to caring about what we do, of putting our very best effort into what we do, and striving to continually improve

Strategy Drives the Work

Five strategic goals drive our work and focus our efforts toward accomplishing our mission and vision for students.

Strategic Goals:

- 1 **Ensure academic success for every student**
- 2 **Provide effective & innovative learning environments**
- 3 **Recruit, hire & retain highly effective personnel**
- 4 **Use resources effectively & be fiscally responsible**
- 5 **Engage our communities**

The following pages reflect our work and its connection to our five strategic goals. For each goal, there are specific objectives, the strategic work being implemented or planned to meet those objectives, and the key indicators upon which we set performance targets and measure our success. As we develop these goals the student is always at the center.

Goal 1:

ENSURE ACADEMIC SUCCESS FOR EVERY STUDENT

We are responsible for the academic success of all students, no matter their background, learning level, home situation or family resources. All public schools, traditional or charter, are subject to the same requirements as they pertain to End of Grade testing scores. The difference lies in the philosophy and methodology of how we achieve those scores.

Based on the guidelines for content-rich curricula developed by the Core Knowledge Foundation, students at BA-CFA are offered a structured and rigorous K-8 program that is integrated with state standards. Students are immersed in enriched classroom experiences that encourage academic growth and inspire lifelong learning.

*Use of the Core Knowledge Sequence ensures that all children acquire a solid base of knowledge in the primary grades that **builds each year**. The thorough study of classical literature, history, English grammar and writing, mathematics, science, music, and art ensures a strong foundation for students to succeed in high school, college, and beyond.*

When we focus on academic success for students, we ask four critical questions:

1. *What is it we expect our students to learn?*
2. *How will we know if each student has learned it?*
3. *How will we respond when some students do not learn it?*
4. *How will we respond when some students already know it?*

Objectives	Tasks	Target Date	Ownership
Develop Specific Strategies and Programs to Ensure High Quality Learning for all Students	Ensure Core Knowledge along with State Standards are fully implemented and integrated into all of the classes included in the BA-CFA curriculum.	Fall 2019	Instructional Support Team (IST)
	Foster an environment that encourages cross disciplinary education.	Spring 2020	School Director
	Maintain a successful AIG/Enrichment Program.	Spring 2020	AIG Team
	Maintain a successful EC Program.	Spring 2020	Director of Compliance
	Address individual learning styles of students performing below standard and adjust teaching style to meet students needs. (Intervention)	Spring 2022	MTSS Team
	Protect student instructional time.	Ongoing	School Director
	Ensure grading practices are aligned with curricular content and state standards.	Fall 2022	Instructional Support Team (IST)
Ensure experiences and opportunities so that every student is intellectually, socially, emotionally, and physically developed.	Review unique specials classes that engage and enhance different learning interests/styles. They will include a foreign language, physical education, art, music and outdoor experiences.	Annually	Instructional Support Team
	All specials classes will integrate with the Core Knowledge curriculum and will provide a standard curriculum based on every grade level.	Spring 2021	Instructional Support Team
	Utilize all educational spaces daily, including exterior grounds for hands on learning of core knowledge curriculum and areas for physical activity.	Spring 2024	Instructional Support Team
	Encourage faculty to utilize creative ways or experimental teaching methods to address different learning styles.	Annually	Instructional Support Team
	Incorporate social and emotional educational programs.	Annually	Counselor

	Offer extracurricular activities that are Core Knowledge or academically based and an athletics program that is consistent from year to year.	Annually	Instructional Support Team
Achieve and maintain End of Grade Testing and Annual Year Progress scores in accordance with the North Carolina Department of Public Instruction, while maintaining the mission of motivating children in the pursuit of academic excellence	Administer iReady test three times per school year, ensuring growth projections exceed state required mandates. Develop strategies based on results to address areas of deficiency.	Annually	School Director
	Achieve End of Grade Testing achievement scores of 85+ in reading, language, math and science	Spring 2024	School Director
	Teach test taking concepts and skills	Annually	Instructional Support Team/ Counselor

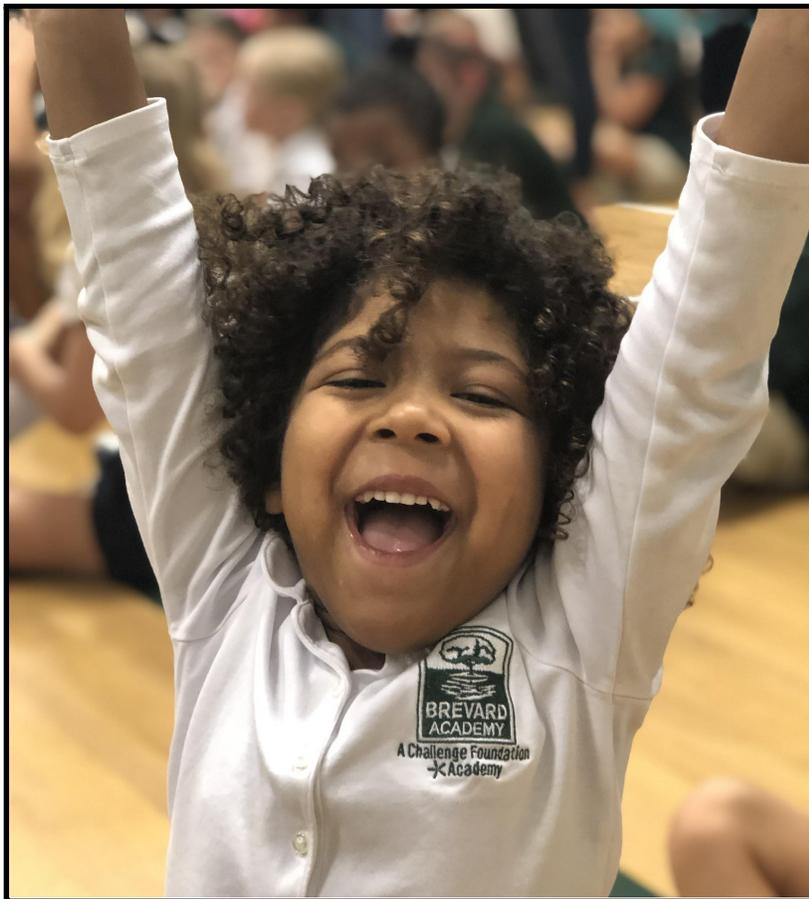
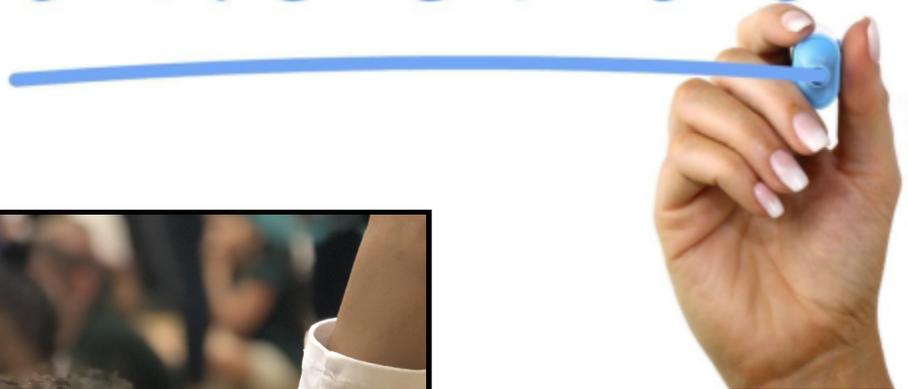
Goal 1:

Measures of Student Academic Success

Focus	Indicators	Current Performance 2019	Target Performance 2020	Target Performance 2021-2024
Quality of Academics	Number of students enrolled 3 plus years/ Length of student enrollment (student retention)	43%	80%	85%
	% of Parents "satisfied with the quality of my child's education"	86%	90%	95%
	% of Parents "satisfied with special class selection"	82%	90%	95%
	% of students enrolling in at least one advanced high school class	67%	70%	75%
School Wide Growth	% of the student body who will meet their expected Math iReady growth for the year.	83%	85%	90%
	% of the student body will meet their expected Reading iReady growth for the year.	83%	85%	90%
School Wide Proficiency	% of the student body will show proficiency based on end of year Math iReady scores.	66%	75%	80%
	% of student body meeting or exceeding state standards in Math	63%	65%	75%
	% of the student body will show proficiency based on end of year Reading iReady scores.	81%	90%	95%
	% of student body meeting or exceeding state standards in reading	71%	80%	85%
	% of student body meeting or exceeding state standards in Science	88%	90%	95%

	Percentage of students at or above Grade Level	83%	85%	90%
AIG Program	% of growth of the students involved in AIG program	TBD	75%	85%
Intervention Program	% of growth of the students involved in Intervention programs	TBD	75%	85%
EC Program	% of growth of the students involved in EC Program	60%	70%	80%

SUCCESS



Goal 2:

PROVIDE EFFECTIVE + INNOVATIVE LEARNING ENVIRONMENTS

*BA-CFA families choose our school not only because it ensures their child(ren) a rigorous academic program but also a **safe, effective and innovative learning environment.***

*Our school **culture** is the core of who we are, developing a positive climate which fosters an environment primed for enhanced learning.*

Developing the BA-CFA campus to allow for additional educational opportunities, such as outdoor classrooms will allow for opportunities to engage students with multiple learning styles.

A reliable technology infrastructure and network is critical to the learning environment, as are safe, well maintained school facilities.

Positive school cultures provide a safe, supportive, encouraging, inviting, and challenging environment for students and staff, which in turn allows students' academic achievement to evolve.

- Sara Confeld

Objectives	Tasks	Target Date	Ownership
Ensure Positive Environment and Relationships Between and among Students, Teachers, and Staff.	Develop program(s) that encourages community building across all stakeholders.	Spring 2019	Assistant School Director
	Student mentor program and peer conflict resolution program	Annually	Counselor
	Curriculum and special programs to address safety, ie. bully prevention, internet safety, DARE, and health	Annually	SRO/ Counselor
Develop strong BA-CFA culture and positive school climate	All actions must adhere to the BA-CFA Mission, Vision, Values/Beliefs and Code of Conduct/Behavior.	Fall 2019	School Director
Provide Well Maintained and Safe School/ Property.	Put in place a regular maintenance schedule and staff to ensure a clean, orderly and safe building as well as well groomed safe grounds	Fall 2019	School Director
	Conduct/document annual building, equipment and grounds inspection	Fall 2019/ Annually	Building and Grounds
	Conduct/document annual school safety assessment	Annually	SRO
	Maintain the presence of a full-time School Resource Officer and strong working relationship with local safety officials	On Going	Board of Directors/ School Director
	Develop resources for students, staff, parents and community to report possible safety concerns	Annually	School Director
	Create a long-range plan to identify needs and set forth a plan for how to meet those needs	Spring 2020	Building and Grounds
Develop a BA-CFA Campus which fosters hands on learning and expands the learning environment to include outdoor space.	Update Master Plan, evaluating priority projects annually coordinating with the development committee to address financial funding for projects including capital expenditures	Spring 2020 On Going	Facilities Committee
	Develop the exterior grounds into educational spaces that encourage hands on learning of core knowledge curriculum and areas for physical activity	Spring 2024	Board of Directors/ Facilities Committee
	Partner with other community organizations to develop outdoor educational resources for our students	Annually	School Director



Ensure integration of Technology devices and applications to enhance learning for students.	Utilize technology to support student instructional learning.	Annually	Instructional Support Team
	Provide information technology safety education for students and all stakeholders.	Annually	Instructional Support Team
	Provide stable, secure infrastructure that supports learning.	Annually	Tech Support
	Create Technology Plan to assess resources and educational planning	Spring 2020	Tech Team/ Instructional Support Team

Goal 2:

Measures of Success for Effective and Innovative Learning Environments

Focus Area	Indicators <i>Data gathered from annual surveys</i>	Current Performance 2019	Target Performance 2020	Target Performance 2021-2024
Culture/ School Climate	Number of students enrolled 3 plus years/ Length of student enrollment (student retention)	43%	60%	75%
	% of parents who agree that Brevard Academy has a positive school culture	90%	90%	95%
	% of students who agree that Brevard Academy is a great place to learn	TBD	90%	95%
	% of staff who agree that "The School Director builds the school's culture that it is a good place to work and learn."	100%	95%	95%
	Student attendance rates	95%	95%	97%
Student Safety	% of parents who agree that "My children feel safe at school"	97%	95%	97%
	% of staff who agree that "I feel safe at school"	100%	100%	100%
	% of parents who agree that "My children's school maintains an environment free of bullying or other types of intimidation"	TBD	95%	97%
Facility Conditions	% of parents who agree that "School facilities are well maintained and provide a healthy environment"	95%	90%	95%
	% of parents who agree that "School facilities are providing opportunities for outdoor activities"	90%	85%	90%
Technology	% of parents who agree that "BA-CFA integrates technology and technology application expectations into all grade levels".	TBD	90%	95%

Goal 3:

RECRUIT, HIRE + RETAIN HIGHLY EFFECTIVE PERSONNEL

We highly value all of the professionals within Brevard Academy- A Challenge Foundation Academy (BA-CFA) and we are committed to ensuring that we maintain high standards and expectations for all employee groups within our school.

Each day for many students, their learning environment begins on their bus, continues at school in the classrooms, on the playground, and concludes with after-school activities and athletics. We know that each and every employee plays a role in contributing to the academic success of our students.

Objectives	Tasks	Target Date	Ownership
Attract, Recruit, and Retain Highly Qualified Personnel	Develop consistent and competitive compensation packages.	on going	Board of Directors/ School Director
Refine and Implement Effective Systems for Professional Growth and Evaluation	Provide orientation for Board, Administration, Staff, Faculty at the beginning of each school year.	on going	Board of Directors Chair/ School Director
	Create opportunities for collaborative training with similarly-minded charter schools and educational entities to expand successful teaching methods.	on going	School Director
	Evaluations will be conducted on a regular, scheduled basis as determined by administration/board and/or required by law. Evaluations will be conducted for the faculty, administration, and board only by the designated evaluating entity.	on going	School Director
	Create a reasonable, yet effective observation/evaluation schedule and use a standardized evaluation form that allows for feedback, acknowledges both positive and constructive criticism, and allows for improvement.	on going	School Director
Create an Environment conducive individual teacher creative planning and collaboration	Create an effective and productive teacher planning schedule and professional development calendar.	on going	School Improvement Team

“The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”

[William Arthur Ward](#)



Goal 3:

Measures of Success for Recruiting, Hiring & Retaining Highly Effective Personnel

Focus Area	Indicators	Current Performance 2019	Target Performance 2020	Target Performance 2021-2024
Personnel	% of classroom teachers who are highly qualified in their subject areas.	93%	90%	90%
	% teacher retention rate	82%	85%	90%
	% school director retention rate	100%	100%	100%
	% staff retention rate	84%	85%	90%
	% of parents who agree that “the overall quality of teaching in BA-CFA is excellent.”	96%	90%	95%
	% of parents who agree that “the overall quality of leadership at BA-CFA is excellent.”	95%	97%	98%
	% of positive results on the NC Teacher Working Conditions Survey.	100%	100%	100%
	% teacher attendance.	94%	95%	96%
	% of staff achieving individual performance benchmarks on bonus.	86.5%	80%	85%
% of teachers/staff who agree that “The School Director provides opportunities for grade and/or subject specific professional development throughout the school year. “	93.8%	95%	97%	



Goal 4:

USE RESOURCES EFFECTIVELY + BE FISCALLY RESPONSIBLE

As a publicly-funded entity we must be efficient and effective in our use of public resources to ensure and maintain our public's trust.

Fiscal responsibility means that we utilize our financial resources strategically to support our Mission, Vision and strategic goals. Ultimately, this can ensure we see results for our students.

We are accountable to our students, parents and communities and we must be good stewards of our public funds.

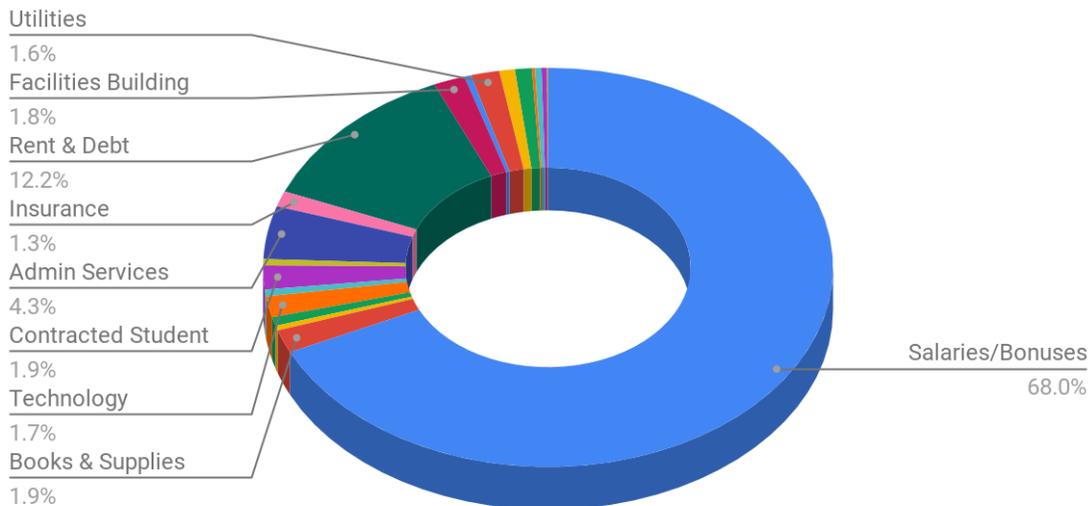
Objectives	Tasks	Target Date	Ownership
Ensure Alignment of Resources and Strategic Goals	Align budget with strategic plan and mission.	Annually	Board of Directors/ School Director
	Pursue local financial backing to fulfill commitment to Challenge Foundation Properties (CFP) repayment, beginning the process of owning the BA-CFA school building and property.	Spring 2020	Board of Directors
	Maintain a minimum fund balance to support school needs.	Fall 2019	Board of Directors
	Establish a formal process of internal controls, including segregation of duties for the authorization of financial transactions, and record keeping.	Spring 2020	Board of Directors
Develop Comprehensive Fundraising Plans	Create a coordinated development plan to include the Capital Campaign, fundraising strategies and marketing considerations. The Capital Campaign shall be the top fundraising priority. The goal of the Capital Campaign will be to further develop the school building/grounds as per the master plan and to earmark funds for future building maintenance/projects.	Fall 2019	Development Committee
	Create an annual give letter for parents and alumni.	Annually	Development Committee
	Create information packet to use in marketing and fundraising efforts.	Fall 2019	Communication Coordinator
	Develop a sustainable annual community fundraising event that will engage the community at large.	Annually	Development Committee
	Pursue grants.	Annually	Development Committee/ School Director
	Align PTO and Development events via one shared fundraising calendar.	Fall 2019	Communication Coordinator
	Develop annual fundraising fund use report.	Fall 2019	Communication Coordinator
	Develop comprehensive "Gratitude Plan", i.e sponsor levels, tax donation letters.	Winter 2020	Development Committee / Comm Coordinator

Goal 4:

Measures of Success for Use Resources effectively & Be Fiscally Responsible

Focus Area	Indicators	Current Performance 2019	Target Performance 2020	Target Performance 2021-2024
Fiscal Accountability	Fund Balance (Cash on Hand as end of fiscal year)	73 days	55 Days	55 Days
	YTD revenue & expenses vs budget	0	1% surplus	1% surplus
	Audit Results	Clean	Clean	Clean
	Timeliness and accuracy of budget information target day of month	10th day of month	6th day of month	6th day of month
Fundraising	Number of partnerships	2	4	increase 2 per year
	% of successful goal meeting 100% of each Phase of the Capital Campaign as prioritized by Facilities and determined by the Board of Directors	35K	50K	100K annually

Expenses



Goal 5:

ENGAGE OUR COMMUNITIES

Strong Communities build strong schools, and strong schools build strong communities.

One of the founding principles of BA-CFA is the importance of parental involvement in our school and the education of our children. Strong parental support has been proven to assist in student educational success.

Building community outreach is important in developing lasting positive community relations. BA-CFA is committed to creating good citizens and instilling the importance of community relations to our students.

*Being part of a strong supportive community that builds a sense of significance and encouragement results in students that are more likely to succeed in being **confident members of their community who lead by serving others.***

Objectives	Tasks	Target Date	Ownership
Ensure Proactive, Varied, and Consistent Methods of Communication to create a culture of honest, open and respectful communication between and within the faculty, administration, board, parents and PTO.	Maintain and enhance school website. Utilizing the site as an important tool for communication with parents and as part of a larger marketing program.	Fall 2019	Communication Coordinator
	Involve members of various stakeholder groups in Board driven committees, posting meeting dates and times via the website, school bulletin board and calendar.	Fall 2019	Communication Coordinator
Strong Community outreach program	The School Director will attend community events representing the school, educating the community on the mission and vision of the school, while building relationships.	On going	School Director
	The school will have a larger presence in the community by participating in local events and hosting community events.	On going	School Director
Community Service program that connects its students with their surrounding community and environment	Grade appropriate service projects actively engaging the community. Incorporate reflection activities/projects surrounding each service project.	On going	Assistant School Director
Connect with parents, and community agencies to support the social and academic success for students	Recognize and act on opportunities to collaborate with instructional and support partners within the community.	May 2020	Assistant School Director
Strong Parent Engagement and participation	Maintain a parent volunteer database. Organize based off interest, skill, and student activities. Communicating with teachers and staff for current needs.	Spring 2020	Communication Coordinator
	Actively recruit volunteers for school based projects.	Fall 2020	Communication Coordinator

Goal 5: Measures of Success for Engaging our Communities

Focus Area	Indicators	Current Performance 2019	Target Performance 2020	Target Performance 2021-2024
Engagement	Percentage of families participating in parent partnership days..	TBD	95%	100%
	Number of volunteer support.	TBD	2019 plus 5%	2019 plus 15%
	Number of community collaborative agreements.	8	10	20
Website	Average monthly Website and Social Media engagements.	TBD	10,000	20,000
	% of parents who agree that "The Brevard Academy website provides up to date valuable information and is easy to use. "	91%	95%	95%
	% of parents who agree that "The teacher's pages on the school website contain adequate information."	79%	85%	95%

**"Alone we can do so little; together we can do so much."
-Helen Keller**

