



A Challenge Foundation Academy

## **BREVARD ACADEMY: A CHALLENGE FOUNDATION ACADEMY Forward Rolling 5 Year Strategic Plan**

**2017 – 2022**

- ! Vision & Mission
- ! Goal 1: Academics / Curriculum
- ! Goal 2: School Management
- ! Goal 3: Student Activities
- ! Goal 4: Public Relations / Marketing
- ! Goal 5: Fundraising
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### **VISION STATEMENT**

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.

### **MISSION STATEMENT**

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.

## **GOAL #1: ACADEMICS / CURRICULUM**

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The curriculum of Brevard Academy: A Challenge Foundation Academy (BA-CFA) is based on *Core Knowledge Sequence* developed by E. D. Hirsch, author of *Cultural Literacy*. The curriculum involves the core subjects: language arts, history and geography, fine arts (visual arts and music), mathematics, and natural sciences, in addition to foreign language, and technology / computer skills and Physical Education. The basic premise is to create a curriculum that builds upon the previous years' experience and learning.

### **OUTCOME #1**

Ensure that Core Knowledge, a foreign language, technology/computer skills, and Physical Education are fully implemented and integrated into the BA-CFA curriculum.

#### Objectives

- ! The Board of Directors, Administration, Staff, Faculty, Students and Parents will understand Core Knowledge and the implications of the curriculum for each grade level. Grade level monthly planning guides will be made available to all stakeholders.
- ! Students and Parents will know what to expect for the school year based on Core Knowledge and how it is relevant to the mission and vision of BA-CFA.
- ! Teachers will be provided with common planning periods in order to plan and collaborate as a group or team.
- ! Scheduled staff evaluations and student progress reports will occur throughout the school year.
- ! BA-CFA will conduct peer review evaluations to ensure the fidelity of the implementation and to strive to be an Official Core Knowledge Site.

#### Why are these objectives important?

Core Knowledge is the foundation of the BA-CFA curriculum. In order for the school to operate and move forward as a single entity, all stakeholders involved with the school must understand and be committed to the basis of what we are teaching; Core Knowledge. It is through the progressive nature and "building block" structure of Core Knowledge that we pursue the vision and mission statement of pursuing academic excellence and providing a high quality education.

#### Strategies to meet the objectives

- ! Provide orientation for Board, Administration, Staff, Faculty, and Parents in Core Knowledge at beginning of each school year.
- ! Provide follow-up trainings and continuing education in Core Knowledge at a minimum of 2 times throughout the year.
- ! Provide the Core Knowledge Year-at-a-Glance for each grade level on the school's website.

- ! Each quarter, faculty will meet to work on planning and exchange ideas / concerns about Core Knowledge in their classroom. This will be an opportunity to share resources, ideas for collaborative teaching projects, and discuss what projects/activities are working or not working.
- ! Use the BA-CFA standardized evaluation format to assess the ongoing progress of Core Knowledge and the effectiveness of the program in the classroom and on the school as a whole. A standardized format will allow for comparative evaluations from year to year. This should be done three times a year. (NWEA MAPS)
- ! Maintain the position of a teacher to assume the role of Core Knowledge Curriculum Resource Teacher.
- ! Collaborate with Team CFA network schools through curriculum advisors to get best practices used in classrooms.

## **OUTCOME #2**

Integrate Core Knowledge in all special area classes to include a foreign language, Physical Education, Art, and Music.

### **Objectives**

- ! All special area classes will integrate with the Core Knowledge curriculum and provide a standard curriculum based on every grade level.
- ! All special area classes will hold equal weight to other programs in value, decision making, and implementation.
- ! Board, Administration and Staff, Faculty, Students and Parents will have an understanding of special area classes and their relevance to the vision and mission statement.

### **Why are these objectives important?**

One of the unique offerings of BA-CFA is its offering of Special area classes. These classes have provided a major draw to the school, for students, parents, and faculty. By meeting the objectives, BA-CFA can create a Special Area program that is consistent, enriching, and meaningful.

### **Strategies to meet the objectives**

- ! Use the Year-at-a-Glance for the Special Area classes. This is to include mission, philosophy, general principles, and points of enrichment.
- ! Create a curriculum for each grade level based on the Core Knowledge curriculum. This is to include an overview, goals and objectives, benchmarks, evaluation techniques, and resources. The curriculum is not intended to limit creativity or teaching style of the teacher, but to provide a basic format in which to work.
- ! Hire staff with the experience, credentials, and ability that would be required of any other subject.

- ! Schedule and plan Special Area classes with the same priority and consideration as grade level classes.
- ! Educate the Board, Administration, Staff, Faculty, Students, and Parents of the role of Special Area classes within the curriculum of BA-CFA.

### **OUTCOME #3**

Achieve and maintain End of Grade Testing and Annual Year Progress scores in accordance with the North Carolina Department of Public Instruction, while motivating children in the pursuit of academic excellence.

#### **Objectives**

- ! Have students meet up to, and/or surpass state requirements for End of Grade Testing in Math and Reading (Science and Writing when applicable).
- ! Teachers will be able to teach test taking concepts and skills.
- ! Administer the NWEA MAP test up to three times a year.

#### **Why are these objectives important?**

All public schools, traditional or charter, are subject to the same requirements as they pertains to End of Grade testing scores. The difference lies in the philosophy and methodology of how to achieve those scores. Teaching test taking skills and awarding individuals with a natural tendency towards standardized tests does not foster curiosity, creativity, or a life-long learning. The objectives stated are critical because if BA-CFA cannot achieve the required test scores in accordance to its stated vision and mission, then it is failing to reach its goals as a school and to provide a viable alternative to the traditional schools of Transylvania County.

#### **Strategies to meet the objectives**

- ! Assess curriculum and teaching methodology for deficiencies in test scores.
- ! Address individual learning styles of students performing below standard and adjust teaching style to meet the student's needs.
- ! Assess the cognitive ability of the student in relation to grade level. Address any deficiencies in school resources to meet the student's needs. Determine the best strategies for the child to have needs met.
- ! Administer the NWEA MAP, which will determine the student's level of achievement and growth and develop strategies based on those measurable results.

- ! Research and communicate with similarly-minded charter schools that are successful in fulfilling their mission, while achieving or surpassing the state test score levels. Encourage faculty to teach in creative ways. Co-teach, use collaborative projects that teach subject matter, while developing communication skills and respect, use experiential teaching methods, utilize the “outdoor classroom”, etc.
- ! Incorporate the use of Compass Learning (which tailors to each student’s progress) to determine deficiencies and areas of growth.

**OUTCOME #4**

BA-CFA will have a community service program that connects its students with their surrounding community and environment on a regular basis.

Objectives

- ! Grade appropriate community service projects to be held on a regular basis.
- ! Instill the idea of giving back and being part of a larger community
- ! Learn about the different aspects of who and what makes up their community
- ! Create respect for a diverse physical and cultural environment

Why are these objectives important?

BA-CFA’s vision states that children will “become confident members of their community who lead by serving others”. What the school is setting forth to accomplish is not just academically successful children, but also stewards of the community. Sense of community only comes from living in and being an active part of one’s community and good citizens. An intentional and thought out community service program can enhance the learning of the student and help build the whole child.

Strategies to meet the objectives

- ! Research organizations that serve people in need in Transylvania County and partner with them in order to involve the students in community service activities.
- ! Research organizations that provide environmental or recreation services to Transylvania County and ask to partner with them in order to involve the students in environmental service day projects.
- ! Reach out to branches of the City of Brevard government and incorporate a Student Government/Civics Day
- ! Create reflection activities/projects surrounding each service project.

## **OUTCOME #5**

Within the regular workday, create an effective and productive teacher planning schedule that allows teachers to plan creative lesson plans and coordinate activities.

### **Objectives**

- ! Allow teachers the time needed to research, plan, and coordinate lesson plans.
- ! Provide the opportunity for teachers to plan activities and lessons together.
- ! Allow teachers the time to plan lessons that address the different learning styles and needs of their particular classroom.
- ! Encourage research into new and creative teaching methods, activities, and projects.
- ! Allow time to research different teaching tips and techniques to engage students and create relevancy of subject matter.

### **Why are these objectives important?**

The culture of BA-CFA should be one where teachers are encouraged to be creative, resourceful, and innovative in their teaching styles and methodology. This can only be done if adequate planning time is provided and utilized.

### **Strategies to meet the objectives**

- ! Provide resources and opportunities for teachers to continually develop their techniques and methods. This can be accomplished through mentoring and professional development.
- ! Assess teachers' needs for time and resources
- ! Create a schedule that balances planning and classroom time

## GOAL #2: SCHOOL MANAGEMENT

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### OUTCOME #1

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. Evaluations will be confidential and available to authorized persons for specific needs.

### Objectives

- ! Create/determine a schedule appropriate/required for each entity.
- ! Classroom observations/evaluations will be conducted for and solely by:
  - *Faculty by Principal:* 4 on new teachers (ILT I, II, IIIs) or staff on improvement plans times a year
  - *Principal by Faculty* at least 1 time a year
  - *Principal by Board* at least 1 time a year
  - *Principal by Principal* at least 1 time a year (self evaluation)
  - *Board by Board* at least 1 time a year

\*All observation/evaluations will include remarks for commendations and recommendations for improvement.

- ! Observation/evaluation forms will be standardized for each entity.
- ! Observation/evaluations will be followed-up with meetings to review.

### Why are these objectives important?

Scheduled and consistent observations/evaluations are critical to determining positive or negative trends and provide the opportunity for improvement. Standardized forms make tracking progression and trends more reliable and consistent. Issues concerning either faculty, administration, or board should be evident and obvious in the evaluations.

### Strategies to meet the objectives

- ! Create a reasonable, yet effective observation/evaluation schedule and use an evaluation form that allows for feedback, acknowledges both positive and constructive criticism, and allows for improvement.
- ! Ensure awareness of what the observation/evaluation form contains and what will be observed and expected. All stakeholders review the evaluation form at the beginning of each school year.
- ! Research proper and effective observation/evaluation techniques.

- ! Observations/evaluations should be completed thoroughly enough that no clarification should be needed by evaluator.
- ! A Parent survey will be conducted yearly.

## **OUTCOME #2**

Create a culture of honest, open, and respectful communication between and within the faculty, administration, board, parents, and PTO.

### Objectives

- ! Create open communication among all groups.

### Why are these objectives important?

A fundamental component of any healthy and productive organization is good communication. Good communication allows people to feel comfortable, be able to raise concerns, and be a true part of the organization.

### Strategies to meet the objectives

- ! Hold regular staff meetings that inform and address issues.
- ! Assign teacher representative to attend board meetings and report at staff meetings. Add an agenda item for staff report.
- ! Post the regular PTO meeting dates on web site and school office.
- ! Post school-wide newsletters on the school's website.
- ! Continue use of automated communication system to send out school upcoming events and alerts.
- ! Post strategic plan, bylaws, mission and vision statements and all other governing documents on the website
- ! Post Board meeting minutes and agendas to the website.

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## **GOAL #3: STUDENT ACTIVITIES**

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### **OUTCOME #1**

BA-CFA will offer after-school clubs that are consistent and regularly scheduled. Cost will not prohibit student participation.

### Objectives

- ! Activities will meet the needs and interests of students.
- ! Clubs will allow students to share control of the direction and activities.
- ! Clubs will be on-going.
- ! Clubs will meet regularly on a schedule to be determined by the particular group.
- ! Each club will have a focus or general reason for existence.

- ! Each club will have a faculty or parent advisor.
- ! Clubs will be created by faculty and students.
- ! Clubs will be Core Knowledge or academically based.

#### Why are these objectives important?

After-school clubs and activities allow students to pursue personal interests in an organized setting. They are an opportunity for students to interact with other students of various ages that share similar interests.

#### Strategies to meet the objectives

- ! Teachers will be required to sponsor or participate in at least one after-school club or on-going activity as part of their contract agreement.
- ! Suggestions for clubs: ecology/nature, academics, games, yearbook, school newspaper, etc.

### **OUTCOME #2**

BA-CFA will offer a sports program that is appropriately-sized for the school and that is consistent from year to year.

#### Objectives

- ! Offer organized sports to practice and compete against other schools and in events.
- ! Offer a unique opportunity of organized outdoor, environmental, adventure-based sports.
- ! Create an environment where success is measured by working hard, dedication, camaraderie, and having fun.

#### Why are these objectives important?

Sports can be an important element for many students. It encourages physical fitness, dedication and commitment, and can create positive life-long habits. While competition plays an important role in achieving success, an emphasis on personal achievement and having fun at this age is more conducive to creating healthier and more active adults. Offering sports/outdoor activities is one more aspect that adds to BA-CFA as a desirable school.

#### Strategies to meet the objectives

- ! Utilize teachers, parents, and others in the community who are willing and capable of coaching a specific sport.
- ! Start small, offering a couple of options, and build the program over time.
- ! Ensure that the school's insurance policy covers the activities being offered.



### **OUTCOME #3**

Provide enrichment for high achieving students.

#### **Objectives:**

- ! To encourage and stretch those students who are performing at a high level in the classroom.
- ! Provide an opportunity for those not interested in traditional sports to be active and competitive.

#### **Why are these objectives important?**

- ! BA-CFA wants to engage all students in activities that will provide a sense of camaraderie and will enhance their school experience.

#### **Strategies to meet the objectives**

- ! Offer extra-curricular activities such as Student Government, Science Olympiad, Mathletics, Odyssey of the Mind, Enviro-thon, etc.

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## **GOAL #4: PUBLIC RELATIONS / MARKETING**

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### **OUTCOME #1**

BA-CFA's website will be a source for general information, news / notices, upcoming events, and reports from past events.

#### **Objectives**

- ! Maintain a compelling website utilizing Team CFA services.
- ! Team CFA along with a school Super User will update and maintain the visual appearance and layout of the website to make it appealing and more user-friendly.
- ! Utilize the website as part of a larger marketing program.

#### **Why are these objectives important?**

A school's website generally serves as the first impression a prospective family has of a school. The layout, images, and user-friendliness of the site can create a positive or negative initial impression. Another function of a school website is a resource for parents and faculty. Teacher generated pages, school news, upcoming events, reports on past events, and NC report cards are some pieces of information that can be posted. Finally, the website should be part of a larger marketing initiative. In conjunction with other forms of media, the website should promote the successes of its students and highlight activities. Posting school successes, artwork, and event photos all create a positive energy about the school.

### Strategies to meet the objectives

- ! Set up a training session with Team CFA Marketing Director to perform web site training on a yearly basis.
- ! Maintain a system for the submission of items for the website.
- ! Have teachers take digital photos of events and activities to be submitted with a summary.
- ! Maintain a photo gallery.
- ! Maintain a calendar of events.

### **OUTCOME #2**

BA-CFA will have a larger presence in the community by participating in local events and festivals and publicizing what its students are doing.

### Objectives

- ! Participate in local festivals.
- ! Participate in and publicize community service projects.
- ! Host events that are open to the public.
- ! Form relationships with local non-profits.
- ! Submit regular reports/articles and photos to local media.

### Why are these objectives important?

The perception of BA-CFA in the local community is important in that it serves as our base for drawing new students. The number of children, grades K-8, in Transylvania County is growing at a relatively slow rate compared to the number of elderly. By representing BA-CFA positively in the community, there is greater opportunity for attracting new students. This can only be done if the community knows what BA-CFA is doing and has to offer.

### Strategies to meet the objectives

- ! Combine fundraising and marketing by having a presence at downtown festivals.
- ! Schedule regular reports to local media (Transylvania Times, WSQL, Mountain Voice, etc).
- ! Partner with local non-profits to conduct community service or host events.
- ! Create a trademark annual fundraiser that is open to the public and creates awareness for BA-CFA.

### **OUTCOME #3**

BA-CFA will have a strong community outreach program.

#### **Objectives**

- ! School Director will continue to attend community events and be the voice of the school. If possible, he/she will attend the Transylvania County's VISION program.
- ! Community volunteerism will be encouraged.
- ! Continue to invite Brevard College students to become tutors.
- ! Develop a teacher internship with local colleges and universities.
- ! Continue to invite senior citizens to become mentors/tutors.

#### **Why are these objectives important?**

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.

#### **Strategies to meet the objectives**

- ! Reports to local media of community volunteerism at the school.
- ! School Director will build relationships with community service organizations and Brevard College.
- ! Invite senior citizens to visit the campus.
- ! Create a periodic "Breakfast at Brevard Academy" (or similar event) inviting community members to the school.

## **GOAL #5: FUNDRAISING**

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### **OUTCOME #1**

Ensure the continued success of our school structurally, academically and financially.

#### **Objectives**

- ! Maintain facility
- ! Provide students with computers (and maintenance thereof) on a 1:1 basis
- ! Provide students with opportunities for education outside the classroom
- ! Ensure financial stability for BA-CFA

#### **Why are these objectives important?**

BA-CFA families choose our school not only because it ensures their child(ren) a rigorous academic program but also a safe environment for them. It is important that our facility is maintained to provide a safe and secure learning environment for our students.

Students must also be able to adapt and survive in this technological world. Providing every student with his or her own laptop builds these skills while enhancing the educational delivery system. Education outside of the classroom is another focus of BA-CFA that must be maintained to give our students experiential knowledge and a worldly view of what is around them. Support from our stakeholders at BA-CFA will allow us to maintain this environment and provide *all* of our students with the education they deserve.

#### Strategies to meet the objectives

- ! Create a Capital Campaign. Parents will be asked (through an annual give letter) for cash donations. We will not require students to sell cookies, wrapping paper, etc.
  - ! Create two sustainable, annual events that will engage the community at large and raise funds for the school. This will include individual and corporate sponsors.
  - ! Pursue grants.
  - ! Continue to pursue corporate and community partnerships to lessen our costs in projects that better our school.
- \* (PTO will continue to raise funds to ensure all students are able to attend field trips and other educational events outside of the classroom.)

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### **GOAL #6: PARENT INVOLVEMENT**

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#### **OUTCOME #1**

Parent involvement and volunteerism of a minimum of two (2) hours per month

#### **Objectives**

- ! Providing an adequate number of tutors to assist our students
- ! Assistance in maintaining our facility
- ! Safety of students during field trips
- ! Successful community events

#### **Why are these objectives important?**

One of the founding principles of BA-CFA is the importance of parental involvement in our school and the education of our children. Through the support of parent tutors, we are able to strengthen our students understanding of the curriculum while boosting self-confidence and joy from knowing that others care about their success.

In order to maintain our facility and landscaping while operating under budget constraints, we must have an active parent volunteer network to put in the time it takes

to present the beautiful “face” of BA-CFA to our students and community and foster pride in who we are.

Parent chaperones can assist our teachers when taking students off campus to ensure their safety and involvement in the activities they are attending. In order to host a successful fundraising/community event, we *must* have volunteers willing to give their time and talent to perform support roles within these events.

#### Strategies to meet the objectives

- ! Implement an online system for parents to sign up for volunteer activities
- ! Keep track of parent involvement and hours given
- ! Maintain contact with parents and ensure needed opportunities are filled
- ! Recognize volunteers to ensure appreciation for time given

### **GOAL #7: FACILITIES**

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#### **OUTCOME #1**

Provide a safe, orderly, healthy, and inviting school building and property for our BA-CFA students, their families, and all other stakeholders.

#### Objectives

- ! To secure local financial backing to fulfill commitment for Challenge Foundation Properties (CFP) repayment, beginning the process of owning the BA-CFA school building and property
- ! Put in place a regular maintenance schedule to ensure a clean, orderly and safe building as well as well-groomed safe grounds
- ! Conduct/document annual building, equipment and grounds inspections
- ! Create a long-range plan to identify facility needs and set forth a plan for how to meet those needs

#### Why are these objectives important?

We have purchased a beautiful new school building (and grounds) and we are fiscally responsible for the lease/mortgage as well as ensuring that we maintain and further develop our asset investment.

We need to secure the most reasonable financing possible, and we need to be frugal in our budgeting and spending practices.

We need to adhere to a building/equipment maintenance schedule to ensure our students and staff remain safe in their school environment. A regular maintenance schedule and investment in further develop of the property will also ensure that our building and grounds will have less unexpected major repairs and increase in value and beauty.

### Strategies to meet the objectives

- ! Pursue financing through a local bank or other financial institution to reduce our monthly payments
- ! Create a log of all on-campus equipment and schedule for repair/review of that equipment
- ! Review all requests regarding the facility and grounds and decide on feasibility and priority of those requests.

### **OUTCOME #2**

Develop a BA-CFA campus which fosters experiential learning and expands the learning environment to include outdoor space.

### Objectives

- ! Develop the exterior grounds into educational spaces and areas for physical recreation
- ! Evaluate and prioritize building/campus projects annually
- ! Plan for future enhancements (i.e. concert space, exterior pavilion, improved parking, additional growth)

### Why are these objectives important?

Historically, using the outdoors for education has been important to BA-CFA. We now have land that we can develop into the kind of outdoor spaces we feel will best suit the education of our students.

### Strategies to meet the objectives

- ! Coordinate with the Fundraising committee to address financial funding for facilities projects including capital expenditures
- ! Partner with other non-profits and parents to landscape and develop educational and recreational spaces on the property
- ! Plan campus development to the extent feasible to allow for community and afterhours use and for providing extended services to students. Create a policy and fee schedule for the use of the property by outside groups