2015-16 International Academy of Smyrna Strategic Plan

Long Range Board Initiative 1: *REPUTATION AND RELATIONSHIPS*

School Focus Areas and Priorities 2016-2019		*2015-16 Aligned Actions and Measurements (Due June 30, 2015)*					*Focus Priority Status:* NM = Not Met IP = In Progress M = Met
Focus Area:	*Focus Priorities:*	**Key Actions:** (List as many actions as needed in each box.)	**Measured by:** (Formative and/or Summative)	**Owner(s):**	**Resources Needed:**	**Results Of Key Actions:** (Due June 15, 2016)	
Promote positive culture within IAS families	*1. Increase % of parents who indicate overall satisfaction of experience at IAS on annual perception survey*	•Identify survey to use and establish baseline data •Establish timeline for administration of parent perception survey	Annual Parent Perception Survey	Admin SLT IAS Board	Annual Parent Perception Survey		IP
	2. Increase total # of families fulfilling annual volunteer requirements	•Create annual plan of volunteer opportunities •Communicating with parents about how to access volunteer hours (on campus, off campus, rollover, buyout) •Positive recognition of "I made it list"-When families hit 30 hrs, Wall of Fame •End of year volunteer recognition (platinum,gold, silver, bronze)	Sycamore Education volunteer report	Admin PTA Executive Committee Operations Manager	Sycamore Education volunteer report		IP

	3. Reduce overall # of violations of CCSD Code of Conduct	•Establish baseline data by grade level for violations at levels 1-3 •Develop PBIS around IB learner profile •Establish consistent reporting for code of conduct violations •Provide teacher support for classroom management through professional development •Establish tribunal process	Discipline infractions reported through Sycamore Education and/or CSIS	Admin SLT Teachers IAS Board	Quarterly Discipline report	IP
	4. Increase opportunities for students to be involved in IAS beyond classroom	•Explore the development of extracurricular programs (athletics, boy scouts, girl scouts, etc) •Establish guidelines for student council operations •Build connections between student council and IAS •Establishment of Student Conduct Committee	Baseline of student organizations (14/15) Current student organizations (15/16)	Admin SLT Teachers	Baseline data	IP
Promote positive culture within IAS faculty/staff	*1. Increase % of overall satisfaction from annual staff perception survey in LKES*	•Establish baseline data •Analyze data to determine areas of growth	TLE Staff Perception Survey	Admin SLT	TLE Staff Perception Survey	IP
	2. Increase retention of Highly Qualified faculty and staff	•Create exit survey creation •Analyze results of exit survey to identify areas of concern •Monitor overall TEM score for new staff •Explore opportunities to establish competitive salary	Baseline staff retention rate (14/15) Current staff retention rate (15/16)	Admin Education Planners IAS Board	Baseline data	IP
	3. Increase % of overall student satisfaction from annual TKES survey of instructional practice	•Establish baseline data, determine timeline for pre and post survey •Analyze data to determine areas of growth	Grade level results of TLE Surveys of Instructional Practice	Admin SLT	Baseline data	IP

	4. Increase opportunities for faculty/staff to be involved in IAS beyond the classroom	•Explore the development of extracurricular opportunities for staff/faculty •Encourage staff involvement on Board committees •Document present levels of involvement	Baseline staff involvement (14/15) Current staff involvement (15/16)	Admin SLT IAS Board	Baseline data		IP
Promote positive culture outside of IAS	1. Increase IAS presence/visibility in community organizations/associations	•Identify local organizations for possible partnerships •Establish relationships, partnerships, raise awareness	Baseline partnerships (14/15) Current partnerships (15/16)	Admin IAS Board	Baseline data		IP
	2. Improve communication with prospective partners, families, community organizations, etc.	•Develop communication plan that includes social media, print media, events (pre-post), website management, GCSA, Campbell HS (IB Feeder) •Encourage parents to attend IAS and Cobb County Board meetings	Communication plan Email Readership Rate Board meeting attendance record	Admin IAS Board	Communic. plan Email Readership Rate Board meeting attendance record		IP

Long Range Board Initiative 2: *TEACHING AND LEARNING*

School Focus Areas and Priorities 2016-2019		2015-16 Aligned Actions and Measurements (Due June 30, 2015)					*Focus Priority* Status: NM = Not Met IP = In Progress M = Met
Focus Area:	Focus Priorities:	Key Actions: (List as many actions as needed in each box.)	Measured by: (Formative and/or Summative)	Owner(s):	Resources Needed:	Results Of Key Actions: (Due June 15, 2016)	
Maintain total school score as measured by CCRPI that is at or above the Cobb County School District and the state of Georgia	1. Increase overall Elementary CCRPI score	•Analyze CCRPI scores for the past 3 years •Identify areas of growth •Develop strategies for identified areas	CCRPI report 2012-2014	Admin SLT Teachers	CCRPI reports		IP
	2. Increase overall Middle School CCRPI score	•Analyze CCRPI scores for the past 3 year •Identify areas of growth •Develop strategies for identified areas	CCRPI report 2012-2014	Admin SLT Teachers	CCRPI reports		IP
	3. Monitor student achievement by subject and grade level through annual reported results of Georgia Milestones: grades 3-5	•Establish baseline performance from inaugural assessment •Identify areas of growth •Develop strategies to address identified areas of growth	GA Milestones 2015	Admin SLT Teachers	Georgia Milestones score report		IP
	4. Monitor student achievement by subject and grade level through annual reported results of Georgia Milestones: grades 6-8	•Establish baseline performance from inaugural assessment •Identify areas of growth •Develop strategies to address identified areas of growth	GA Milestones 2015	Admin SLT Teachers	Georgia Milestones score report		IP

	5. Monitor "Beating The Odds" annual report	•Establish baseline performance from inaugural assessment •Identify areas of growth •Develop strategies to address identified areas of growth •Annually review and communicate "Beating The Odds" report findings to faculty and staff	GA Charter School Annual Report	Admin SLT Teachers	GA Charter School Annual Report		IP
Provide continuous mission-aligned professional learning at all levels within the school organization	*1. Develop school-wide Professional Learning Plan for faculty and staff.*	•Examine year-end TKES data to determine areas for professional development •Examine Self-Assessment to develop individualized professional development plans in TKES •Identify areas of growth through IB needs assessment	Annual TKES ratings IB Needs Assessment	Admin SLT Teachers	Annual TKES ratings IB Needs Assessment		IP

Long Range Board Initiative 3: *GOVERNANCE*

District Focus Areas and Priorities 2016-2019		2015-16 Aligned Actions and Measurements (Due June 30, 2015)						*Focus Priority* Status: NM = Not Met IP = In Progress M = Met
Focus Area:	Focus Priorities:	Key Actions: (List as many actions as needed in each box.)	Measured by: (Formative and/or Summative)	Owner(s):	Resources Needed:	Results of Key Actions: (Due June 15, 2016)		
Maintain a balance between stewards and stakeholders on the Board	1. Board composition consists of no more than 3 parents, based on a 9-member board.	•Hold quarterly board development events to build pool of candidates (invite local associations / businesses) •Review and revise by-laws as needed to reflect board composition	IAS Board membership	Governance Committee	Board Member bios Board bylaws			IP
Establish and maintain policies to address board, operations, academics, finance, federal, and human resources.	1. Establish process to address on-going policy development needs to ensure approved policies in place to reduce potential risk.	•Review and adoption of policies (policy manual) by December 2015 •Identify policy gaps & develop plan to create additional policies as needed •Annual review and update of policies created by IAS board •Implement updates of GCSA policy manual	IAS Policy Manual adoption	Governance Committee	Current Policies Adopted Policies			IP

Develop and maintain a training program that is compliant with charter statute and GaDOE rules.	*1. All requirements are met annually for new and existing Board members.*	•Conduct a needs assessment based on new standards for board governance to determine areas of growth. •Develop training program to demonstrate compliance with new rules. Program will be approved at a regular board meeting. •Determine if additional training is needed beyond the requirements. •Develop a record-keeping system to keep track of completed hours.	IAS Board Training records	Governance Committee	IAS Board Training records	IP
Develop and execute a smooth, successful charter renewal process.	*1. Charter is renewed for additional 5+ years*	•Establish ad-hoc committee to guide renewal work •Review use of waivers and innovative features, determine data collection process and timeline to submit with renewal package •Review CCSD renewal policy and timelines •Review renewal process (state & local) & requirements •Review current charter petition and contract •Renewal committee to develop project plan by September 30th •Establish a reporting system to inform the board at regular meetings of progress on renewal •Approve renewal package by April 2016 •Submit renewal to CCSD by May 2016	Charter renewal timeline Charter renewal	Admin SLT Charter Renewal Committee	Charter renewal timeline and submission deadline	IP

Develop and monitor committee review process, reporting and progress against goals.	*1. Meet contractual goals and additional goals determined by the committees.*	•Establish monitoring mechanisms for each area in the charter contract (finance, academics, governance, operations, organizational goals) •Determine other key elements that need regular monitoring, and establish related monitoring mechanisms •Committee reporting to include other relevant feedback on program progress & execution •Develop and execute reporting structure	Baseline, established goals, completion rate	Governance Committee Finance Committee Academic Committee	Baseline data for each goal Quarterly progress update		IP

Long Range Board Initiative 4: *FISCAL SUSTAINABILITY*

District Focus Areas and Priorities 2016-2019		2015-16 Aligned Actions and Measurements (Due June 30, 2015)					Focus Priority Status: NM = Not Met IP = In Progress M = Met
Focus Area:	Focus Priorities:	Key Actions: (List as many actions as needed in each box.)	Measured by: (Formative and/or Summative)	Owner(s):	Resources Needed:	Results of Key Actions: (Due June 15, 2016)	
Develop a minimum reserve of one month of operating expenses	*1. School is able to maintain a one-month reserve on an on-going basis.*	•Identify one month's operating cost (average) •Conduct fiscal health survey to determine areas of financial risk •Establish policies and procedures to mitigate identified risks •Determine budget priorities to inform the budget planning process. Ensure that admin priorities are aligned with board priorities to produce best academic results. •Develop a 5-year budget projection •On-going, coordinated lobbying efforts with local representatives •Determine amount of regular reserve contribution to manage building of reserve funds	Average monthly expenses Quarterly progress toward established reserves	Finance Committee	Average monthly expenses Quarterly progress toward established reserves		IP

Provide sufficient funding to maintain IB authorization.	*1. Maintain IB authorization status throughout the life of the school.*	•Determine funding required annually to train teachers at respective levels •Investigate opportunities to conduct IB training at IAS facility in exchange for training cost, or reduction in training cost •Develop teacher retention plan to increase retention rate and lower repetitive training fees •Allocate adequate funds based on projections for IB training, annual fees, and any other related cost (annual conference) •Promote possibility of funding supplement for IB programming	IB training record/costs IB matters to be addressed Professional Learning budget allocation	Admin Finance Committee	IB training record/costs IB matters to be addressed Professional Learning budget allocation		IP
Establish and maintain competitive salary model.	*1. Maintain total staff turnover rate of not more than 5%.*	•Determine how CCSD funds IAS staff (calculations), maximize funding received from CCSD based on revenue earned through QBE •Develop a staffing matrix to compare IAS to CCSD, Marietta, Fulton and the state scale. •Delineate between QBE funded positions and those not funded through QBE •Determine local share of tax revenue •Investigate incentive pay program opportunities, determine cost, formula, funding opportunities, etc. •Review cost of substitutes •Allocate adequate funding to training and development of teachers	Baseline staff retention rate (14/15) Current staff retention rate (15/16) Salary schedule IAS funding matrix	Admin. Finance Committee	Baseline staff retention rate (14/15) Current staff retention rate (15/16) Salary schedule IAS funding matrix		IP

Strengthen fundraising infrastructure to expand and diversify sources of funding to include non-public funding	*Raise $200,000 in non-public funding per year for the next two years.*	•Expand student population from 1,000 to 1,200 •Develop annual giving campaign and increase parent/stakeholder and community giving •Develop two major fundraisers per year (i.e. auction) •Develop a list of potential corporate sponsors and determine giving levels •Consistently attend local chamber and other agency meetings to build relationships •Build 5 new relationships each year that will lead to capital giving	Annual Giving Campaign results Spring Gala funding results Community Partnership opportunities	Development committee	Annual Giving Campaign results Spring Gala funding results		IP

Key Trend Data *(baseline data to be updated)*

Indicator	2012	2013	2014	2015	2014 District Mean		
					Elem.	Middle	High
4-Year Graduation Rate (Data Source: CCRPI)	N/A	N/A	N/A	N/A	N/A	N/A	78.2%
5-Year Graduation Rate (D.S: CCRPI)	N/A	N/A	N/A	N/A	N/A	N/A	78.8%
Lexile Levels 5th grade (D.S.: CCRPI)	94.3%	91.5%	99.4%	N/A	75%	N/A	N/A
Lexile Levels 8th grade (D.S.: CCRPI)	N/A	N/A	N/A	N/A	N/A	82%	N/A
Lexile Levels 11th grade (D.S: CCRPI)	N/A	N/A	N/A	N/A	N/A	N/A	56%
On-Track for Graduation	100%	100%	100%	100%	90%	88%	78%
Career Ready	100%	100%	100%	100%	95%	92%	55%
Advanced Academics	N/A	N/A	N/A	N/A	15%	40%	50%
Stakeholder Satisfaction (Annual AdvancED Survey)	92%	89.5%	92%	N/A	89%	76%	73%
CCRPI Score	94.1	94.5	93	N/A	73	81	76
Iowa Reading Grade 3	92%	93.2%	95.7%	N/A	69%	N/A	N/A
Iowa Reading Grade 7	N/A	N/A	N/A	N/A	N/A	60%	N/A

Elementary School Level Calculation Guide

Indicator	Description	Numerator	Denominator	Details and Data Sources
Lexile Levels Elementary Schools	Percent of students in grade 5 achieving a Lexile measure greater than or equal to the following on the EOG Grade 5: 850	Students scoring a Lexile measure ≥ 650 (3rd) ≥ 750 (4th) ≥ 850 (5th)	Students with a valid Lexile score on the EOG	Data for this element is extracted from the EOG data file and include students with valid scores.
On-Track for Graduation	Percent of students in grade 5 passing at least four courses in core content areas (ELA, Math, Science, Social Studies, and World Language)	Unduplicated count of 5th grade students passing courses in four core content areas (ELA, Math, Science, Social Studies, and World Language)	Enrollment in grade 5	Data extracted from Synergy Gradebook
Career Ready	Percent of students completing a Career Portfolio in grade 5	Number of students completing a Career Portfolio in grade 5	Enrollment in grade 5	Local School
Advanced Academics	Percent of students enrolled in Gifted Resource (Target) classes for ELA, Reading, Math, Science and Social Studies	Unduplicated count of students in grades 1-5 enrolled in Target	Total Enrollment of grades 1-5	State recommended target is 4%
Stakeholder Satisfaction (AdvancED Survey)	Percent of positive responses to all items included on the AdvancEd surveys (parents, students, staff)	Number of positive ("Strongly Agree" and "Agree") responses on the AdvancEd surveys	Total number of responses excluding "No Answer" or "No Basis to Judge"	School Improvement Survey Report, Page 2 - Provided by the Office of Accountability
Iowa Reading Grade 3	Percentage of students in grade 3, scoring on-grade level in reading (on-grade level = 3.1 or above)	Number of 3rd grade students scoring on-grading in reading	Number of 3rd grade students with a valid test score in reading	Riverside Data Manager
CCRPI	State accountability system whereby Georgia schools earn up to 100 points, based on required performance measurements	NA	NA	Georgia DOE