

TCA President/Board Strategic Goals 2023-2024

1. Attract, hire, develop and retain the very best teachers and staff who understand and embrace TCA's Mission, Core Values, and Educational Philosophy.

Rationale: Teachers and staff are paramount to our future – ultimately determining student success and parent satisfaction with TCA. We make every effort to create a competitive and sustainable pay structure that acknowledges and rewards our most valuable teachers and staff, while also fostering a collegial, respectful, and honoring environment where each person has a voice and role in making a difference in our students' lives.

2. Protect our Mission, Core Values, and Educational Philosophy while meeting state and federal standards and guidelines, and be proactive in early identification and rectification of academic performance concerns.

Rationale: Guided by the founders' original vision, we remain enthusiastically driven by TCA's pedagogy, curriculum, and solid foundation of knowledge provided to our students. Furthermore, we value collegial input from parents, teachers, and administrators as we periodically review our curriculum.

3. Execute TCA's Operations Program to provide for ongoing and future construction, maintenance, educational, safety, security, and health needs of our students and staff.

Rationale: A safe, secure, healthy, and modern learning environment for our students and staff is critically important now and in the future. While safety, security, and health involves a cultural component, it is equally important to provide well-constructed and maintained facilities and associated safety/security/health procedures and protocols. When considering aging existing facilities and extensive new construction, sustainable planned maintenance and funding are paramount as we near completion of TCA's Facilities Master Plan build out.

4. Maintain a sound financial presence (to include exploration of creative fundraising approaches), while providing a stable and sustainable learning environment for our students and staff, taking into account the unpredictable effects of local, state, and federal requirements and actions.

Rationale: A major determinate of a charter school's existence involves financial solvency. A strong financial base provides a stable learning environment that allows for adequate distribution of resources to teachers and staff. Therefore, a durable and resilient financial strategy/plan must be sustainable over time, while also acknowledging the myriad local, state, and federal requirements and legislative actions that are beyond TCA's control.

5. Maintain and cultivate trust and confidence within the TCA community and ASD20 Administration.

Rationale: We must never underestimate our influence and the importance of attracting parents/students to our unique educational offering. TCA was established **in 1997 and is** now just one of a growing number of alternative school choices. Accordingly, trust, confidence, and positive relationships are critically important, and are developed via integrity, sound decision-making, and honest, transparent, timely, and modern communications techniques and strategies. In addition, our decisions and actions must be consistent with and reflect the TCA Board's Strategic Plan, while

adhering to guidance by our Governor, CO's legislature, CDE, CDPHE, the State Board of Education, and ASD20.

6. Implementation of a K-12 Digital Health Policy.

Rationale: After a year of gathering TCA stakeholder feedback across campuses and grade levels, the Digital Health Committee recommended to the TCA Board of Directors a policy removing student access to cell phones during the school day. Phones cause distractions *ad nauseam* in the classroom and can harm the students' emotional well being, health, and safety. The Board of Directors voted to approve a policy removing student use of the cell phones for the duration of the school day (from bell-to-bell) beginning August 2023.

- 1) After having formed a joint Board/Administration Committee on Digital Health in the 2022-23 academic year, the Digital Health Committee will gather information from principals on how the implementation of the policy is progressing during the 2023-24 school year.
- 2) The committee will recommend adjustments and/or steps that will be appropriate to ensure a successful policy implementation.
- 3) The committee will update the TCA Board monthly to establish a smooth transition to a new normal within the school.

TCA President Performance Area Goals, Objectives, Measures 2023-2024

Staff Leader

Goals: Recognize the importance of retaining our most valuable teachers and staff via competitive compensation and other intrinsically based factors. Personnel alignment with TCA's educational philosophy (whole-person focused, relationship-based, classically oriented, and idea-centered) is critical, as is associated professional development, collaboration, and voice in future educational decisions.

Objectives and Measures: Maintain teacher/staff salaries at or above the average of comparable area charter schools and ensure greater than 80% staff retention annually. Continue to foster a positive workplace environment and inspire and motivate personnel while maximizing retention of our highest performing teachers and staff. Continue to emphasize Core Values-alignment throughout the staff hiring process, provide associated staff training and professional development opportunities throughout the school year, and assure a rigorous, comprehensive, and timely classroom observation/evaluation process, especially for our newer and inexperienced teachers and staff. Annually, provide the TCA Board applicable charter school salary comparison data, staff retention metrics, and climate survey results, and continue to prioritize staff/teacher compensation while gauging the effect of implementing a digital health policy on staff morale and retention.

Academic Performance and Education Philosophy Leader

Goals: TCA students will receive a premier education that is grounded in our Core Values. Nurture our students' gifts/talents, while focusing on building caring relationships with every child so that each will flourish in Mind, Body, and Spirit.

Objectives and Measures: Maintain accreditation at the highest rating level on the School Performance Framework (SPF), while retaining our charter school uniqueness and educational philosophy. Periodically report to the TCA Board issues related to academic performance and any associated interventions, and provide the Board with annual academic performance reports that summarize TCA/District/State standardized testing results, with associated plans to address areas that do not meet TCA standards. Evaluate the possible academic performance impacts associated with implementing a digital health policy.

Cultural and Character Leader

Goals: Understanding that educating in character is integral to educating in mind, continue to emphasize, enhance, and integrate TCA's character education program across all three campuses and seven schools. Furthermore, implement measures as appropriate to positively affect TCA community culture and adherence to the Core Values.

Objectives and Measures: Develop and administer appropriate character development measures to demonstrate beneficial outcomes and increased awareness/positive feedback from the TCA community regarding our multifaceted approach to developing virtuous character. Report to the Board annually applicable student-centered data-supported character education measures, and periodically report actions taken to positively affect TCA community culture and understanding of the Core Values.

Organizational Management and Operational Leader

Goals: Complete current capital construction projects on time, on budget, and within scope. Develop priorities and timelines for follow-on construction projects as any future bond revenues become available. Create plans to accumulate and segregate sufficient funds for future maintenance and replacement of facilities.

Objectives and Measures: Provide monthly updates to the Board that highlight all necessary areas associated with project(s) success (e.g. timeline, spend plan, risk factors, etc.), and ensure a sufficient maintenance reserve fund (target of \$1M) for future emergency and other as-needed expenditures. Annually present to the Board a prioritized Facilities Master Plan to help guide future decision-making discussions. Be cognizant of issues that could arise with impactful communicable diseases (i.e., a resurgence of COVID numbers) and keep the Board apprised of any associated recommendations/ actions.

Financial Leader

Goals: Continue to develop in the TCA community a sustained culture of sacrificial giving with a Total Development Fund target of at least \$650K/year (previous 5 year historical average), maintain at least 60 days of cash reserves with a goal of 90 days, assure sustained access to the bond market, sufficiently budget for deferred facilities maintenance to address emergency needs and predictable repair/replace, and provide teacher/staff competitive compensation and benefits that are reflective of changes in yearly Per Pupil Revenue.

Objectives and Measures: Continue to assess TCA current/potential donor files, incoming families, and overall plans to develop a consistent recurring monthly donor base while researching other avenues for creative fundraising. Report to the Board as needed on actual/projected deferred maintenance costs and plans. In addition, work closely with ASD20 to assure TCA involvement with and overall success of future bond initiatives or mil levy overrides. Annually provide the Board comparison area school salary data, recommend TCA staff salary increases, and report projected student population and class size numbers while maintaining Board-established class size caps.

Communications Leader

Goals: Continue to provide timely and relevant information to the TCA community (Board, teachers, staff, parents/grandparents, students, neighboring businesses, etc.) on issues of critical importance. Disseminate information through a variety of methods including email, personal letters, video messaging, social media, phone calls, website postings, podcasts, and appearances at school events/functions. Continue to assess and implement the most effective communication strategies and techniques to educate and engage our community.

Objectives and Measures: Inform the Board promptly of information necessary for effective school governance including internal or external issues that affect TCA. As required, attend meetings at ASD20, and with state legislators, State Board of Education members, CO Department of Education staff, and other charter leaders to evaluate and make recommendations to our parents and the Board about current and pending educational issues. Continue to emphasize TCA's founding mission, vision and Core Values, ensuring preservation of our unique identity compared to other educational choices and paradigms.

Strategic Leader

Goal: Carry out and refine the Board Strategic Plan to guide future Board and Administration decisions consistent with TCA's mission and Core Values. This consistency will best posture TCA success and survival in a dynamic educational environment with myriad factors beyond TCA's control.

Objectives and Measures: Provide reports to the Board in a timely manner as specified in the Strategic Plan and Strategic Calendar to assure TCA continues to achieve its mission, educational philosophy, and overall vision for developing exemplary citizens with a passion for life-long learning and solid analytical thinking skills. Annually present to the TCA Board progress reports outlining our strategic successes and areas of improvement via the Fall ASD20 Monitoring Report and the Summer Strategic Plan Review.