

# **ALICE KING COMMUNITY SCHOOL**

## **FIVE YEAR STRATEGIC PLAN**

**January 2015**

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### **Introduction:**

Alice King Community School (“AKCS”) opened in August 2006 under the name North Albuquerque Cooperative Community Charter School. The name of the school was changed when it moved from North Albuquerque to its current location in downtown Albuquerque. AKCS prides itself on being an inclusive learning community where students spend multiple years with the same teacher in multi-age classrooms. The AKCS curriculum provides differentiated instruction through the use of thematic projects and hands-on-learning. AKCS uses a four day per week program with a longer school year. Typically, AKCS students do not attend classes on Fridays and parents are encouraged to use Fridays as out of school learning days that support the AKCS curriculum. AKCS fulfills its mission by hiring and retaining highly qualified and dedicated administrators and educators. AKCS is governed by a diverse board of community members focused on offering quality educational choices for New Mexico students. AKCS is supported by the Alice King Community School Foundation and the Alice King Parent Teacher Association.

### **Mission Statement:**

The mission of Alice King Community School is to provide a school where students thrive academically and socially. This mission will be accomplished through a strong educational program based upon a structured curriculum supported by discipline and mutual respect. The commitment of the students, parents, educators, and community will be utilized to achieve these goals.

### **Vision Statement:**

The vision of Alice King Community School is to join students, parents, educators, and the community to produce an educational environment that nurtures, excites, and motivates children to learn. The School empowers students to become independent and responsible thinkers, fosters academic and moral excellence, and promotes creativity.

### **Operational Values:**

The following educational approaches are central to the mission of AKCS:

- High-quality teachers and administrators who understand and support the charter and mission
- Multi-age classrooms
- Instructional model that allows each student to stay with the same teacher for at least two consecutive years
- Curriculum and instruction that makes extensive use of projects and hands-on learning

- Individualized learning strategies tailored for each student
- Small class sizes and low student-to-educator ratios
- Effective utilization of educational assistants to support the AKCS instructional models
- Inclusionary instructional model that welcomes and serves diverse learners
- Involvement of parents as partners in the education of students
- Four day class-week to allow time for staff professional development and student enrichment activities
- Positive working environment where educators feel validated and valued, and feel free to exercise creativity and autonomy
- Strong professional development program that empowers educators to fulfill the mission, charter and values of AKCS
- Governing Council and Foundation who support the mission, charter and values of AKCS

## **GOALS AND STRATEGIES**

**GOAL 1: Provide a facility and grounds that create a safe, flexible, energy efficient environment that supports the AKCS mission, and that provides space for K-8 instruction. Provide special consideration for facilities or space that would allow AKCS to expand its community school mission.**

STRATEGY: Task a committee of AKCS stakeholders to design the facility, inclusive of feedback from parents and educators. Utilize feedback from parents, teachers and foundation members provided during the strategic planning brainstorming sessions. PROJECT LEAD: AKCS Governing Council Special Facilities Committee. TARGET COMPLETION DATE: April 2015.

STRATEGY: Work in collaboration with the Governing Council and the Foundation to identify a location, and fund the new facility. PROJECT LEAD: AKCS Governing Council. TARGET COMPLETION DATE: July 2015.

STRATEGY: Relocate to the new facility without disrupting the educational experience for students. PROJECT LEAD: AKCS Governing Council and AKCS Staff. TARGET COMPLETION DATE: June 2016.

**GOAL 2: Expand to become a K-8 School of approximately 500 students in a well-staged progression.**

STRATEGY: Develop a middle grades philosophy, mission, vision and values that will drive curriculum and staffing. Involve feedback from administrators, teachers, families, board members and foundation members at different stages of this process. PROJECT LEAD: AKCS Governing Council Middle Grades Special Committee, AKCS Governing Council and AKCS Staff. TARGET COMPLETION DEADLINE: December 2015.

STRATEGY: Design and execute a well-staged implementation plan (i.e. class sizes, grade level implementation timelines, educator-student ratios). PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: January 2016.

STRATEGY: Design and implement middle school curriculum that reflects the AKCS mission. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: August 2016.

STRATEGY: Design and implement out-of-classroom programming. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: August 2016.

STRATEGY: Hire middle school administrators, teachers, education assistants and staff. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: May 2016 (Administrators), May 2016 (staff)

**GOAL 3: Develop an effective and sustainable fund raising and development approach that empowers AKCS to fulfill its mission.**

STRATEGY: Work closely with the AKCS Foundation and Parent/Teacher Association to create and implement a comprehensive development plan that:

- Tells the story of Alice King Community School
- Is flexible, long-term and sustainable
- Establishes clear and attainable annual and long-term monetary goals
- Ensures transparency, including communicating to donors how individual donations will be allocated
- Clearly defines the fundraising roles of the Foundation, the Governing Council, the Parent Teacher Association, and other stakeholders.
- Includes a strategic timeline of fundraising events and initiatives
- Encourages donors to contribute time, money, expertise or other resources, depending on their abilities or individual circumstances
- Leverages current traditions and fund-raising initiatives to reach new potential donors
- Utilizes different types of events for different purposes and to reach different audiences (i.e. small parent-based events or large galas)
- Maximizes usage of existing community-based fund-raising infrastructures (i.e. dine at a specific restaurant on a specific date)
- Leverages the community partnerships of teachers, parents, governing council members and foundation members
- Maximizes in-kind contributions in addition to cash donations
- PROJECT LEAD: AKCS Foundation Officers. TARGET COMPLETION DATE: June 2015.

STRATEGY: Identify funding for, and hire an AKCS Development Officer. Make development resources available to the Foundation and to the Parent Teacher Association. PROJECT LEAD: AKCS Governing Council and AKCS Administration. TARGET COMPLETION DATE: July 2016.

**GOAL 4: Strengthen the Alice King Community School mission statement.**

STRATEGY: Refine the Alice King Community School mission statement using a collaborative process that involves teachers, parents, foundation members and governing council members. Included in this process will be the articulation of core values. The mission, vision and values will be succinct and will be easily recited or interpreted by students. PROJECT LEAD: AKCS Governing Council Strategic Planning Committee. TARGET COMPLETION DATE: January 2017.

STRATEGY: Develop a program for effectively and consistently communicating the AKCS mission to students, educators, community members and other stakeholders. PROJECT LEADS: AKCS Staff and AKCS Governing Council. TARGET COMPLETION DATE: May 2017.

**GOAL 5: Design common student learning outcomes and incorporate into curriculum and assessment for all students.**

STRATEGY: Establish common student learning outcomes that will be expected of all AKCS students, regardless of grade level, using a collaborative process that involves teachers, parents, foundation members and governing council members. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DATE: May 2017.

STRATEGY: Incorporate desired learning outcomes into curriculum, instruction and assessment. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DATE: January 2018.

**GOAL 6: Further strengthen curriculum and instruction at the K-5 level.**

STRATEGY: Expand and help structure parent involvement in outside-of-school learning. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: August 2018

STRATEGY: Expand opportunities for students to participate in science, technology, arts or physical fitness education. PROJECT LEAD: AKSC Staff. TARGET COMPLETION DEADLINE: August 2018

**GOAL 7: Strengthen professional development for AKCS educators**

STRATEGY: Develop new or enhanced in-school or local professional development opportunities. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: August 2016

STRATEGY: Secure funding to expand regional or national professional development opportunities. PROJECT LEAD: AKCS Governing Council. TARGET COMPLETION DEADLINE: August 2016

STRATEGY: Strengthen professional develop related to the use of projects in the learning process. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DATE: August 2016

**GOAL 8: Increase the number of Educational Assistants (EAs) in classrooms.**

STRATEGY: Identify individual classroom needs and set ideal EA/Teacher staffing ratios. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: December 2015

STRATEGY: Secure funding to meet ideal EA/Teacher staffing ratios. PROJECT LEAD: AKCS Governing Council. TARGET COMPLETION DEADLINE: July 2016

**GOAL 9: Strengthen processes that ensure continued hiring/retention of dedicated and effective educators**

STRATEGY: Identify additional staffing needs necessary to implement this strategic plan. PROJECT LEAD: AKCS Administration. TARGET COMPLETION DATE: Ongoing, through January 2017

STRATEGY: Secure funding to meet staffing needs. PROJECT LEAD: AKCS Governing Council. TARGET COMPLETION DATE: Ongoing, through July 2017

**GOAL 10: Expand interaction opportunities for parents and families.**

STRATEGY: Improve mass communication between the school and parents, including expanded use of online communication tools, newsletters, surveys and forums. PROJECT LEAD: AKCS Staff. TARGET COMPLETION DEADLINE: August 2018

STRATEGY: Expand volunteer opportunities for parents and families, scaled to allow for different levels of commitment and various areas of expertise. PROJECT LEAD: AKCS Staff and AKCS Parent-Teacher Association. TARGET COMPLETION DEADLINE: August 2018

**GOAL 11: Strengthen the AKCS Governing Council**

STRATEGY: Increase the number of Governing Council Members, especially among professions that are most connected to the AKCS mission, strategic plan and by-laws. PROJECT LEAD: AKCS Governing Council. TARGET COMPLETION DATE: January 2016.

**GOAL 12: Explore the expansion of the AKCS community school mission.**

Strategy: Explore and/or secure start-up funding to hire staff and/or conduct feasibility studies. PROJECT LEAD: AKCS Governing Council Community School Committee. TARGET COMPLETION DEADLINE: June 2019

Strategy: Study financial feasibility, facility needs and potential community school models and services. PROJECT LEAD: AKCS Governing Council Community School Committee. TARGET COMPLETION DEADLINE: June 2019

Strategy: Make recommendation to AKCS Governing Council regarding the implementation of an expanded community mission and services. PROJECT LEAD: AKCS Governing Council Community School Committee. TARGET COMPLETION DEADLINE: July 2019

**Strategic Planning Process.** The AKCS Strategic Plan is a living document, designed to include regular review, assessment and modification. It is developed and administered by the AKCS Governing Board, with feedback and participation from AKCS educators, family members, the AKCS Parent-Teacher Association and the AKCS Foundation. The Strategic Plan is reviewed and modified annually by the Board, and is publicly available on the AKCS Website. Comments, suggestions or questions regarding this strategic plan should be addressed to Aaron Kugler, Governing Council President, [akcsgc@gmail.com](mailto:akcsgc@gmail.com).