

Vanguard Classical School

2021-2025 Strategic Plan

Year 2 (2022-23) Summary Presented September 22, 2022

Strategic Area	Broad Goal	Objective SubGoal/Measure	Owner	Forum	1-Yr Target for Success	3-Yr Target for Success	Initiation Date	Follow-up Date 1	Follow-up Date 2	Status	September 2022 Synopsis
Academic Excellence: Curriculum	CDE School Performance Improvement	Determine causality and apply necessary steps to address dip in CDE performance indicator. (UIP)	Keria McCafferty, Tam Smith, Instructional Coaches, Data Teams, all other instructional staff	Data Team Meetings; Lesson Plans	Data Teams; Both Schools Increase CDE "Performance" Status	iReady & CMAS results; Full incorporation of Data Teams; Buy-In from Staff and Students	Jul-22	Monthly	Monthly	Ongoing - This year, will use current data.	Major accomplishments and advancements here (although CMAS cancelled in 2020 and possibly 2021)
Academic Excellence: Curriculum	VCS Core Knowledge Curriculum - Up to Date and Impactful	Cutting Edge curricula chosen and training provided for Science, History, Geography, Music, PE, Art	VCS Leadership Team, Teachers, EAs	Inventory what we have; Get samples	Both Schools Increase CDE "Performance" Status	Full incorporation	Apr-20	Monthly	Monthly	Ongoing	Alignment of curriculum and teaching methods builds synergy between schools and staff. VCS E and W have both had curricular overhauls. Will help to move both Schools up in CDE Performance
Academic Excellence: Curriculum	VCS Classical Curriculum - Renewed with Staff Commitment	Classical Curriculum - Foundational training for all staff members	VCS Leadership Team, Teachers, Eas	Team Meetings, Monthly Meetings	Both Schools Increase CDE "Performance" Status	Full "reincorporation"	Jul-22	Monthly	Monthly	Ongoing	Alignment of classical teaching methods builds synergy between schools and staff. Classical Reset will help to move both Schools up in CDE Performance
Academic Excellence: Character Development	VCS Character Development - Renewed with Staff Commitment	Character Development - Foundational "H-A-W-K" training for all staff members. Also looking to establish positive traditions at both campuses through principles and processes that promote character excellence	VCS Leadership Team, Teacher, Eas	Team Meetings, Monthly Meetings	H-A-W-K Honors Ceremonies Initiated	Full Character Development Incorporatio	Jul-22	Monthly	Monthly	Ongoing	Consistent Character Development - taught through personal example - builds synergy between schools, students and staff; will enable more limited classroom disruption
Academic Excellence; Financial Stability	VCS East High School - Steps toward success	Develop Strategies for making VCS E High School successful; Curriculum, Field, Oomph, etc.	Executive Leadership Team, Registrars, Teachers	Series of meetings	140 students	200 students	Jan-21	reviewed daily through October count day	reviewed weekly after October count day	HS Interest has improved; CHSAA Feb 2021	VCS East HS has 140 students for 2022-23 (w/9th grade waitlist) Largest Fresh and Soph classes yet. On track to reach 200 by 2024-25. HS enrollment slowly and consistently increasing.
Academic Excellence: Compliance	CLDE Program	Ensure CLDE Compliance	Keria McCafferty, Linda Richardson, VCS Leadership Team	Meet with Ashlee Sadler; budget for credentialing	Compliance in all areas	Full incorporation - Compliance in all areas	Aug-21	Monthly	Monthly	New teachers will be trained using the APS CLDE program	Ongoing - APS hired CLDE trainer for new VCS staff. VCS to follow APS guidelines - weekly meetings
Academic Excellence: Technology	Technology - Software and Teaching Applications	Cutting Edge Technology Software and Curricula	VCS Principals, Tech Teachers	Research Core Knowledge and CAS Standards	Tech Curricula Determined at both campuses	Full incorporation	Aug-21	Sep-21	Monthly	Written and published as K-12 curriculum map	Ongoing - to include typing program, Microsoft Office, and Google Docs + October Meeting
Operations Excellence: Technology	Technology - Hardware and Infrastructure (includes safety)	Cutting Edge Technology Hardware and Infrastructure	VCS Leadership Team and Tech Director, Asst	Research and implement 21st century tech	Future equipment such as interactive whitebrds purchased and installed	Full tech incorporation	Aug-21	Sep-21	Monthly	Initiating 2021-22 equipment adds	Ongoing - equipment "shootout" and bidding to follow Fall 2021
Academic Excellence: Curriculum	Monday Tutoring	Provide a year-long tutoring opportunity to all VCS students furthest from grade level attainment	VCS Lead Team, VCS Staff, VCS Board, Bus/Ops Dir, Boos & Ass	Executive Leadership Recommendation; VCS Board Approval	Increase CDE Performance Rankings for both campuses	Increase CDE Performance Rankings for both campuses	Mar-22	Sep-22	Dec-22	Beginning September 2022	Start Up Sept 26 - approximately 300 students invited
Academic Excellence: Truancy	Truancy	Reduce School Truancy at both campuses	VCS Lead Team, VCS Counselor, VCS Board, Bus/Ops Dir, Boos & Ass	Grant Applied for	75% reduced extended truancy at both campuses	90% reduced extended truancy at both campuses	Mar-22	Sep-22	Dec-22	Beginning September 2022	Grant Applied for September 2022
Organizational Leadership	4-Day School Week Transition	Respond to current educational, economic, and social trends; hopeful will lead to enrollment and staff retention increase	VCS Exec Lead Team, VCS Marketing Dir, VCS Staff, VCS Board, Director, Bus/Ops Dir, Boos & Ass	Executive Leadership Recommendation; VCS Board Approval	Enrollment Projections (above) met; waitlist established	Enrollment Projections (above) met; waitlist established	Mar-22	Sep-22	Dec-22	Began July 2022	Fairly smooth so far
Organizational Leadership; Financial and Operations	VCS West viability and future location	Determination of VCS West viability; if viable acquisition of and/or relocation to a more suitable site within 2 years	VCS Board, Boos and Assoc., Exec Leadership Team, APS, Real Estate Attorney, Eric Duran	Will be based on VCS W 2023 enrollment; then acquiring new location	Startup - meetings and progress made with all parties	New location acquired, upgraded, and populated	Sep-22	monthly	monthly	Initiating	APS made Aware of VCS interest in Blueprint Sept 2021, March 2022, Sept 2022
Organizational Leadership; Financial and Operations	VCS East - Finish Build Out newly acquired school property	Finish VCS East construction with Gymnasium Addition - 2023 potential	Jay Cerny, Dennis Steele, Boos and Associates, Board	Series of meetings with Administrative Coordinators and Leadership Team	Completed East Campus Gymnasium	Same	Jan-21	Sep-22	monthly	targeted for completion by 10/1/2025	Ongoing
Organizational Leadership; Marketing and Finance	Increase VCS Enrollment	West: 375 students 2022-23, 400 students 2023-24, 425 students 2024-25; 468 thereafter (w/waitlist) East: 755 students 2022-23, 825 students 2023-24, 900 students 2024-25; 1014 thereafter (w/waitlist)	Exec. Leadership, Gina Twombly, Itzhelt Cordero, Alisa Steffen, VCS Board	Social media, mailer, radio ads, anything else our marketing person can help us with	375+ West 755+ East (we are below in both currently)	425+ West 900 East; High school above 200 students	Aug-22	weekly	weekly	Ongoing	Ongoing East Enrollment 721 students W is 361 Marketing position has helped - notable is many transfers from VCS West
Organizational Leadership; Marketing	Marketing - Enhancement	Promotional information generated to hand out to current/prospective families; What makes VCS stand out? What makes VCS better than the rest? Why VCS?	Alisa Steffen (steward), Exec Leadership, Itzhelt Cordero, Exec Leadership	Series of meetings with Administrative Coordinators and Leadership Team	Updated promotional info for current and new families. Review and update every year	Strong full-annual marketing strategy and campaign	Spring 2022	Weekly and then Monthly meetings	Distribute flyers to surrounding locations end of Feb/beg of March	Flyer campaign finalized September 2022	Ongoing
Organizational Leadership; Marketing	Marketing - Measurement of Success to Direct Future Efforts	Performance measurement of marketing strategies; effectiveness of each marketing channel determined and used to continue improvement	Alisa, Jay Cerny, Dennis Steele, Nathan Bryant	Flyers, Social media, radio ads, etc...	Refined marketing channels; Social media, website upkeep; ++enrollment	Refined marketing channels; Social media, website upkeep; ++enrollment	Jan-21	February	weekly	Beginning	New Marketing Position resignation - Exec Leadership Looking to re-define marketing role at both VCS E and W
Organizational Leadership: School Leadership	Executive Director Succession	Initiate 2023-24 Executive Director Search; leading to hire of next executive director approx May 2023	VCS Board, Jay Cerny, Kat Ling (search committee?)	Hired Headhunter	New Executive Director Hired		Sep-22	Oct-22	Nov-22	Ongoing	Ongoing J. Cerny to stay through July 2023
Organizational Leadership: Financial Stability	Pay for Performance	Provide a financial incentive to VCS staff who perform professionally or above	Executive Director, Bus/Ops Director, Boos & Associates, Karen Secor	Morale Builder to increase annual staff retention	Implementation of upgraded pay for performance plan for all VCS employees	Implemented - annual review of data	Re-Initiated 7/1/2022	Daily	Daily	October 2021 recommendation	Initiated August 2022 for all salary categories
Organizational Leadership: Financial Stability	Grants and Other funding Opportunities	Strengthen MTSS, Sped, CLDE, Gifted programs and sustaining grants (SHP Grant, Title Grants)	VCS Leadership Team, VCS social workers, nurses, counselors	Review throughout the school year; Update processes whenever necessary	Identify students in all sub-categories; Provide appropriate services for each	Identify students in all sub-categories; Provide appropriate services for each	9/1/2021	Ongoing	Ongoing	Ongoing; GT program grant recently submitted	Ongoing - 2020-23 SHPG unsuccessful - Federal Monies 2020, 2022, and 2023 successful