



Strategic Plan 2019-2024

Introduction

Windsor Charter Academy's strategic plan is founded on our vision and mission statements, as well as our core values. These statements and the four pillars that reflect the school's values are described below.

Windsor Charter Academy's Vision Statement

Our Vision: Windsor Charter Academy is an academy "where students are educated, empowered, and equipped to reach their highest potential." Each child will be assured a rigorous and challenging academic instruction in a nurturing environment. From kindergarten to high school, each child will feel at home as he/she builds relationships that will last over a decade and more. Windsor Charter Academy's early college program will give students the tools necessary to enrich one's life and empower students as they reach their highest potential through collegiate educational opportunities. This competitive edge aids students as they begin work in a global 21st century community.

- Provides dual credit at no cost for students and families.
- Students receive rigorous academic counseling to ensure students obtain an associate degree and develop skills for postsecondary success.
- Promotes a culture of collegiate focus between middle school and high school.

Windsor Charter Academy's Mission Statement

Windsor Charter Academy provides our students with a solid academic foundation through our K-8 Core Knowledge and our rigorous 9-12 early college high school curricula. Our culture empowers our students to achieve academic excellence through critical thinking, character development, and a love for lifelong learning.

Windsor Charter Academy's Core Values

The strategic plan also reflects the core values that define Windsor Charter Academy's educational philosophy and emphasis on character development, as well as relationships with our staff and larger community. Four pillars support Windsor Charter Academy's vision and mission. They are listed below:



We Value Learning: Educational Philosophy

Learning is the core value of Windsor Charter Academy. We believe that every child has the right to reach his/her fullest potential.



We Value Our Staff

Windsor Charter Academy fosters an environment that is challenging and innovative. We take pride in the excellence of our faculty and staff.



We Value and Welcome Our Community

Windsor Charter Academy actively includes students, staff, parents and community partners. Our charter is successful because of our student, teacher, and parent partnerships, a vital part of our community.



We Value Character Development

The Eight Keys of Excellence are embedded in the curriculum and school culture to help equip students for long-term success in life. The Eight Keys of Excellence are:

- Integrity—Match Behaviors with Values
- Failure Leads to Success—Learn from Mistakes
- Speak with Good Purpose—Speak Honestly and Kindly
- This Is It—Make the Most of Every Moment
- Ownership—Take Responsibility for Actions
- Flexibility—Be Willing to Do Things Differently
- Balance—Live Your Best Life
- Commitment—Make Your Dreams Happen

The Strategic Plan

Student success is the foundation of our strategic plan. Our mission provides students with challenging academics that promotes academic excellence, character development, and enthusiasm for lifelong learning.

Each color represents a functional area that is critical to Windsor Charter Academy's strategic plan. Each area—Innovation, Instruction, Leadership, and Culture & Climate—contains a group of KPIs that defines our performance targets in critical areas. Each KPI has its own data summary; the KPIs also have multiple, detailed levels of data and measurements that ultimately inform the KPIs themselves.



Excellence in Instruction

Windsor Charter Academy is an academic institution. Our primary purpose as a school is to prepare students to apply and be accepted at the college or university of their choice. Research consistently affirms that the most critical factor influencing student achievement is the efficacy of the teacher in the classroom. It follows, then, that the area of Instruction is emphasized heavily in the strategic plan. In this category, the metrics include multiple measures of teacher performance on professional standards, professional development, and student performance.

Highly Effective Teachers



- Key Performance Indicator #1
- Key Performance Indicator #2
- Key Performance Indicator #3

- Teacher Evaluation Ratings
- Teacher Professional Development Hours
- School Performance Framework Scores

Student Post-Secondary Preparation



- Key Performance Indicator #4
- Key Performance Indicator #5
- Key Performance Indicator #6
- Key Performance Indicator #7

- College Course Completion Rates
- Associate Degrees Earned
- College Application Completion Rates
- Post-Secondary Plan Completion Rates



Excellence in Leadership

Leadership influences academic success at Windsor Charter Academy. In this category, the metrics include the professional development of the Executive Board and administration.

Highly Effective Executive Board Members



- Key Performance Indicator #1

- Executive Board Professional Development Hours

Highly Effective School Administration



- Key Performance Indicator #2







- Administration Professional Development Hours







Excellence in Culture & Climate

At Windsor Charter Academy, we recognize that relationships—both within our community as well as outside of it—are an important driving force of the school's success. The KPIs in this area measure both teacher, parent and student satisfaction through survey results. In this category, we also track the participation level of volunteers and their service and student enrollment retention rates.



Parent Culture

 Key Performance Indicator #1	Annual Stakeholder Survey Participation Rates
 Key Performance Indicator #2	Board Election Participation Rates
 Key Performance Indicator #3	Parent Service Hours Completed
 Key Performance Indicator #4	Quality of Education Satisfaction Rates
 Key Performance Indicator #5	Appropriate Emotional Support Satisfaction Rates
 Key Performance Indicator #6	School Safety Satisfaction Rates
 Key Performance Indicator #7	Board Communication Satisfaction Rates

Student Culture

 Key Performance Indicator #8	Student Service Hours Completed
 Key Performance Indicator #9	Appropriate Emotional Support Satisfaction Rates
 Key Performance Indicator #10	Student Safety Satisfaction Rates
 Key Performance Indicator #11	Student Retention Rates

Staff Culture






 Key Performance Indicator #12	Staff Value Satisfaction Rates
 Key Performance Indicator #13	Staff Fulfillment Satisfaction Rates








Excellence in Operational & Organizational Effectiveness

The resources available for the campus, facilities and the classrooms heavily influence the learning environment at Windsor Charter Academy. In this category, we track the financial reserves the school can set aside. Additionally, we monitor the success of innovative programs that build technical and creative skills.

Operational Effectiveness

 Key Performance Indicator #1	Number of Day of Cash on Hand
 Key Performance Indicator #2	Percentage of Benefits Paid by WCA
 Key Performance Indicator #3	Number of Students on K-12 Wait Lists
 Key Performance Indicator #4	Percentage of Exit Surveys Completed
 Key Performance Indicator #5	Delta Between Teacher Salaries of Charter & District

Organizational Effectiveness

 Key Performance Indicator #6	Number of Innovation Credits Offered
 Key Performance Indicator #7	Number of Students Graduating w/ STEM Distinction
 Key Performance Indicator #8	Female Participation Rates in STEM Elective Courses
 Key Performance Indicator #9	Participation Rates in After-School Enrichment
 Key Performance Indicator #10	Female Participation Rates in After-School STEM Enrichment

Updating and Using the Strategic Plan

Executive Board reviews the entire strategic plan once a year. Throughout the year, the entire K-12 staff as well as members of our Accountability Committee and Executive Board discuss and review current data for various KPIs.

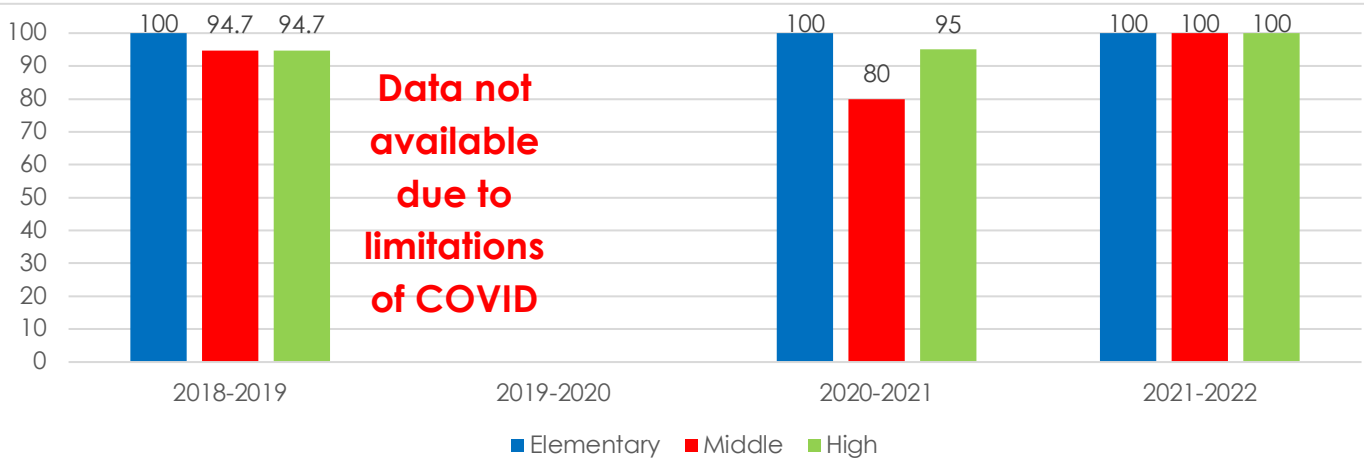
A Closer Look

EXCELLENCE IN INSTRUCTION



Highly Effective Teachers: Teacher Evaluation Ratings

Goal At least 90% of retained teachers with more than two-year's experience at WCA will score proficient or higher on the Professional Practice Teacher Effectiveness evaluation.

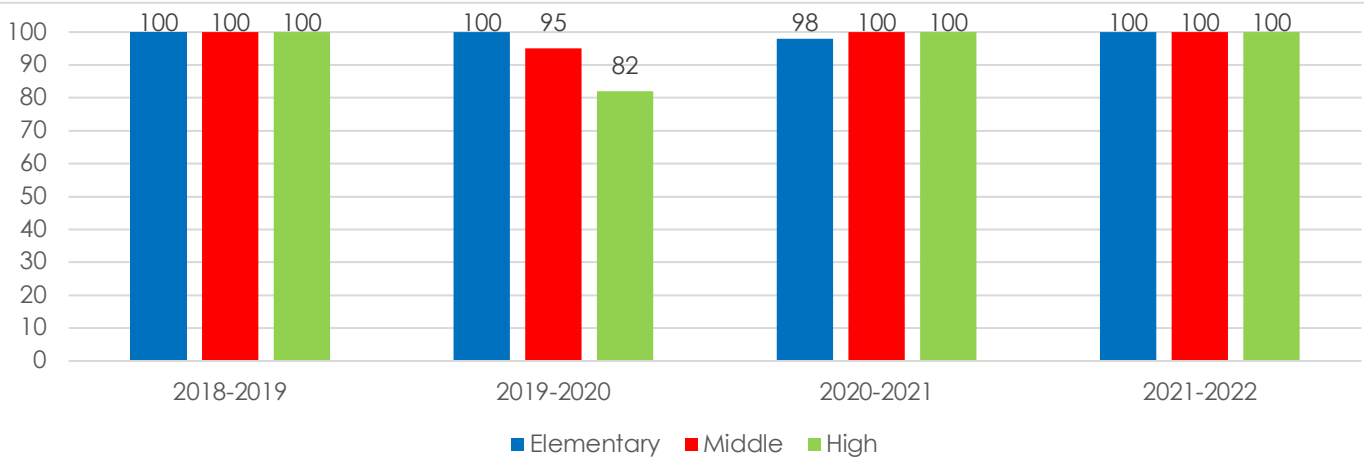


EXCELLENCE IN INSTRUCTION



Highly Effective Teachers: Professional Development Hours

Goal At least 95% of teachers will participate in 32 hours of professional development each year.

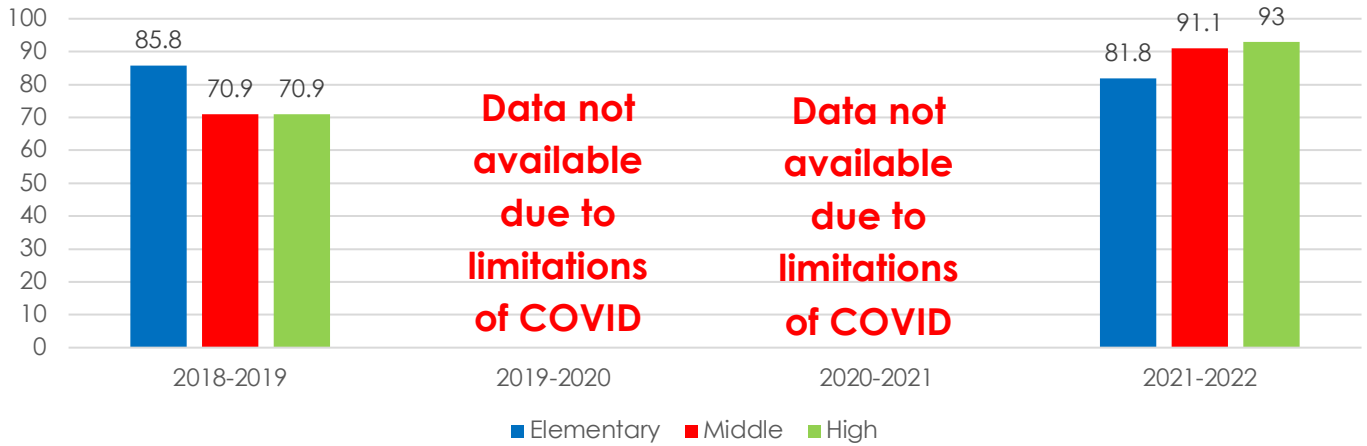


EXCELLENCE IN INSTRUCTION



Highly Effective Teachers: School Performance Framework Scores

Goal Schools will earn 90% of the available points on the state School Performance Framework.

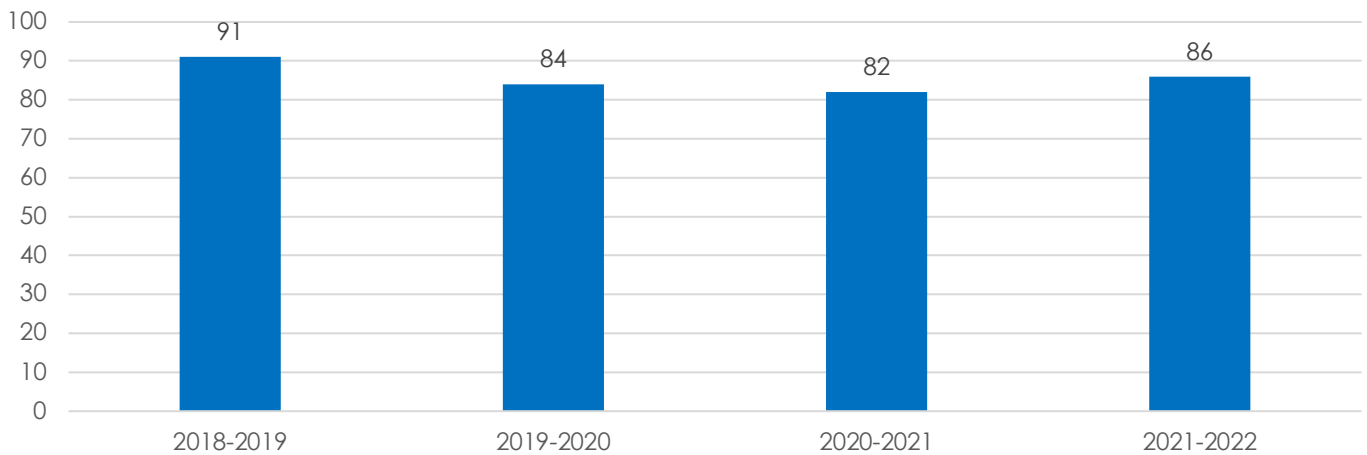


EXCELLENCE IN INSTRUCTION



Student Post-Secondary Preparation: College Course Completion Rates

Goal At least 85% of graduates will pass at least one college course.

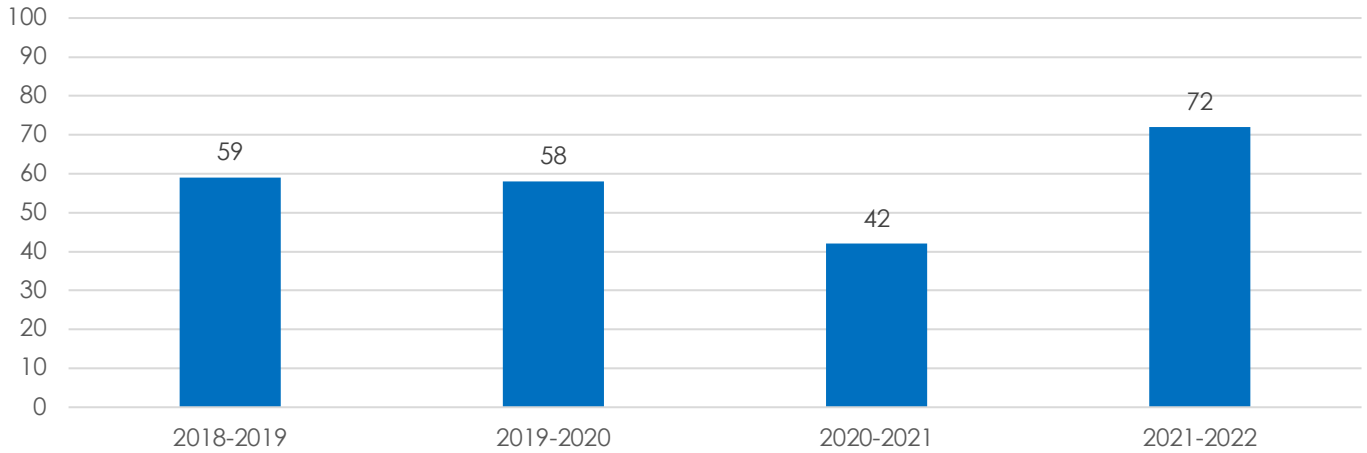


EXCELLENCE IN INSTRUCTION



Student Post-Secondary Preparation: Associate Degrees Earned

Goal At least 60% of graduates will complete the requirements for an associate degree.

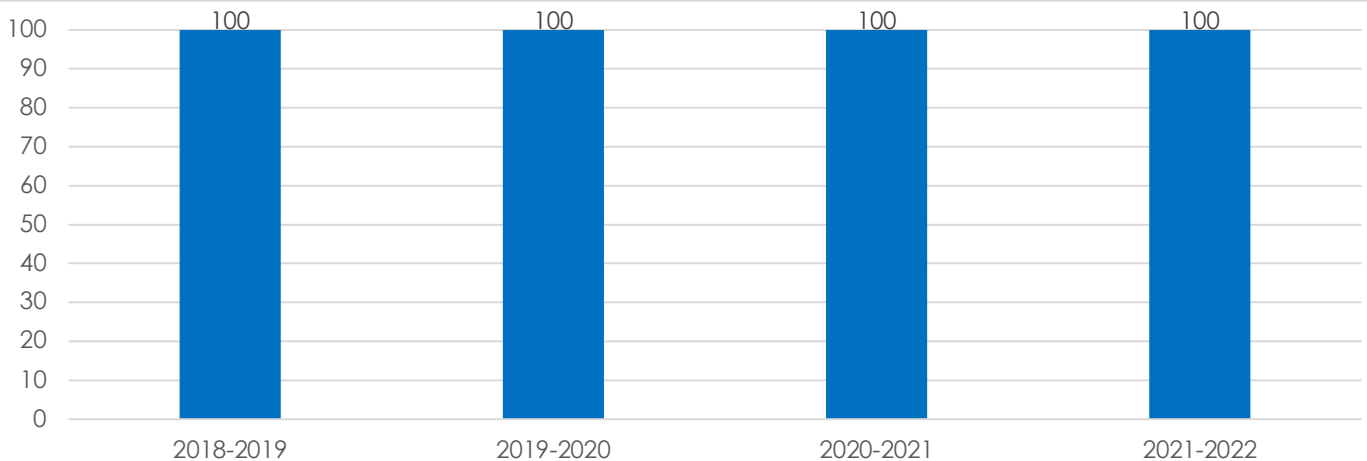


EXCELLENCE IN INSTRUCTION



Student Post-Secondary Preparation: College Common Application Completion Rates

Goal 100% of seniors enrolled at Windsor Charter Academy will complete a college application.

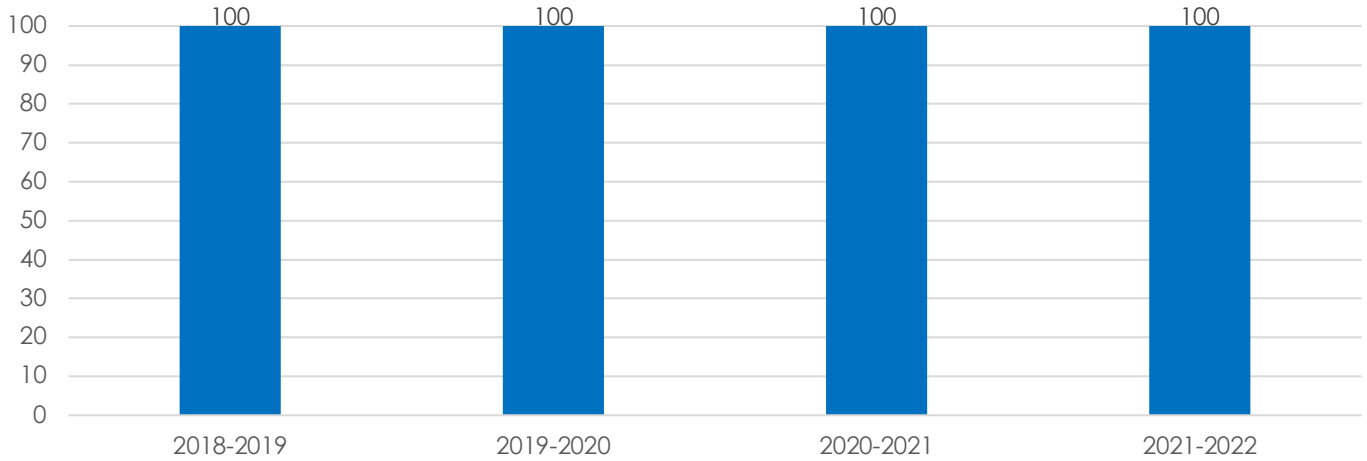


EXCELLENCE IN INSTRUCTION



Student Post-Secondary Preparation: Post-Secondary Plan Completion Rates

Goal 100% of students will have Post-Secondary Plan when they graduate.

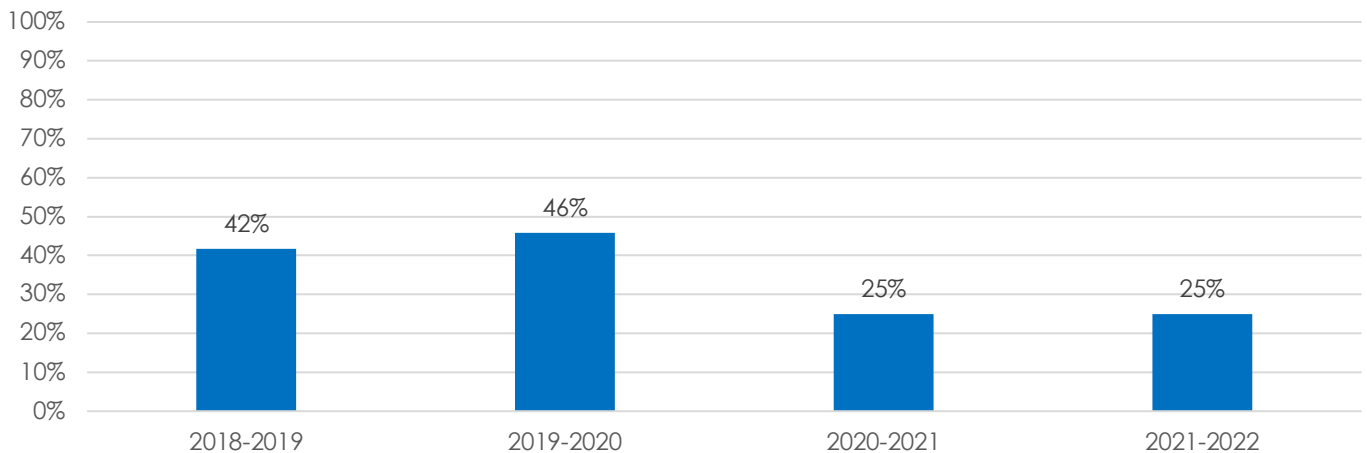


EXCELLENCE IN LEADERSHIP



Highly Effective Executive Board Members: Professional Development Hours

Goal The Executive Board members will complete 100% of 12 hours of professional development each year.

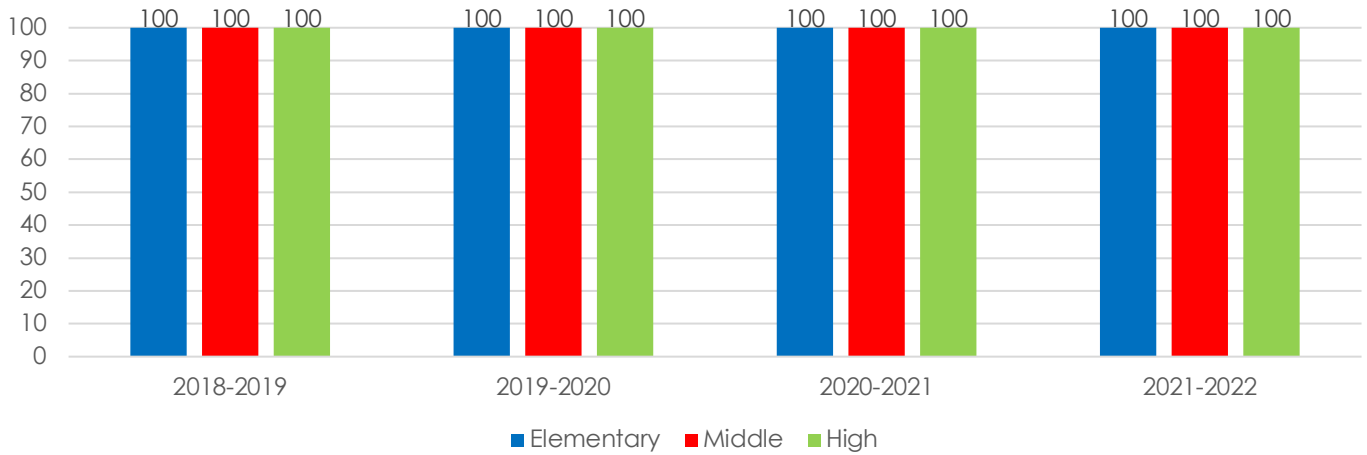


EXCELLENCE IN LEADERSHIP



Highly Effective Administration: Professional Development Hours

Goal 100% of school leadership will participate in 32 hours of professional development each year.

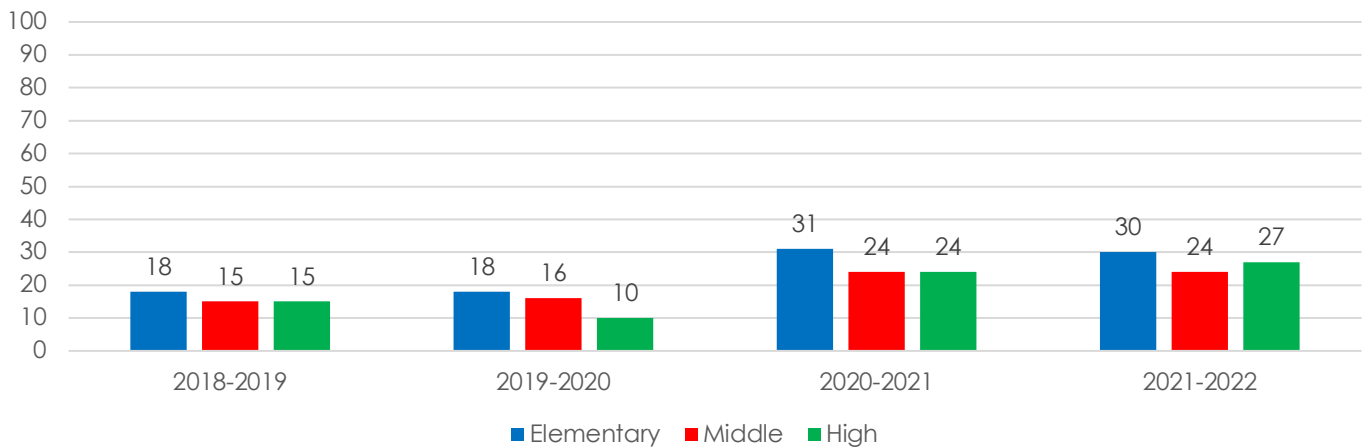


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Annual Stakeholder Survey Participation Rates

Goal At least 50% of parent stakeholders will participate in the annual stakeholder survey.

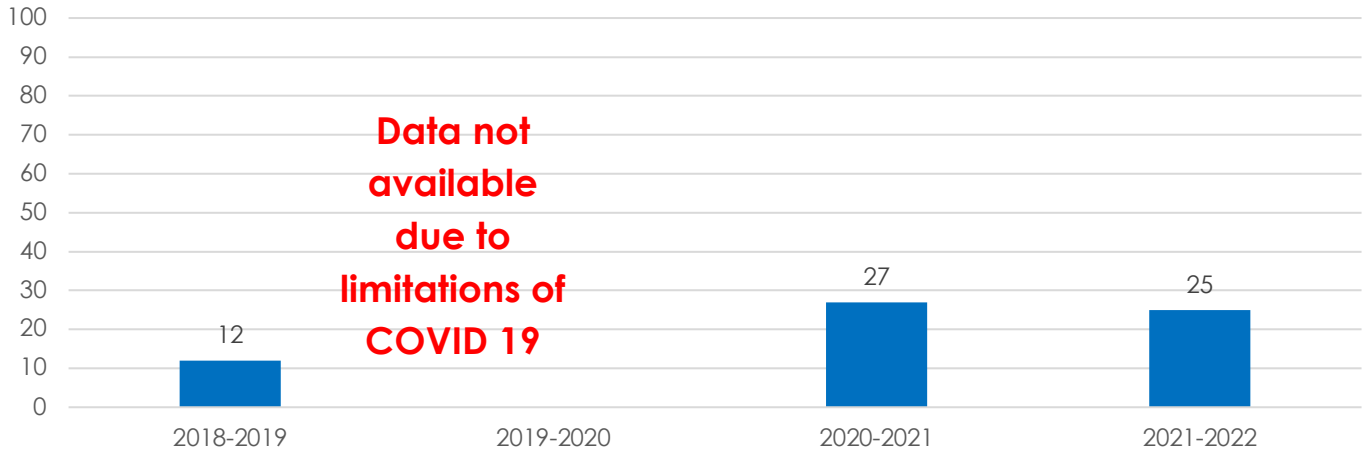


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Board Election Participation Rates

Goal At least 33% of parent stakeholders will participate in Executive Board elections.

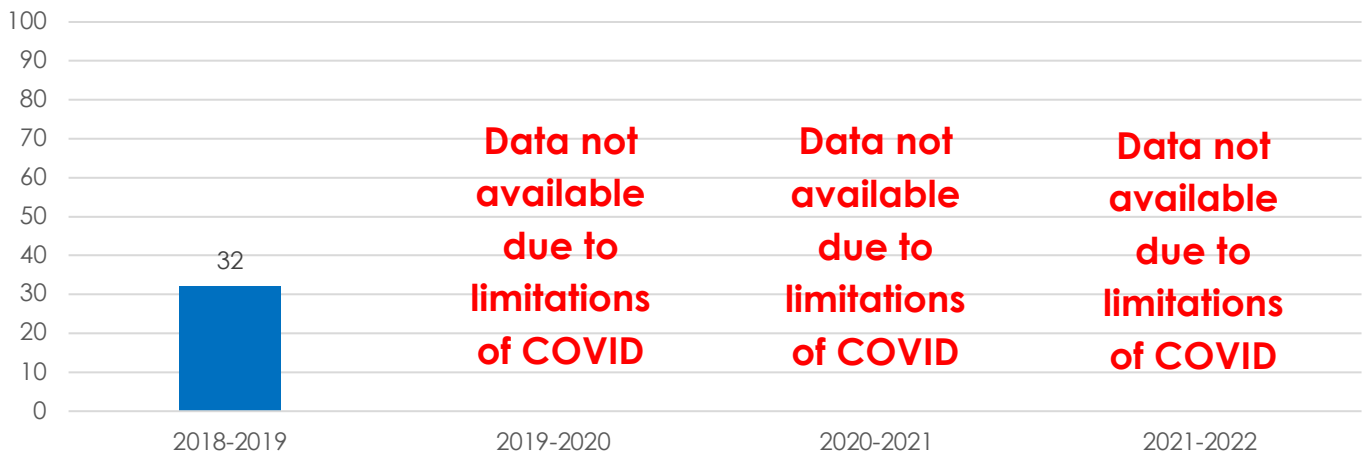


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Parent Service Hours Completed

Goal At least 50% of families will complete 35 hours or more of service hours at Windsor Charter Academy.

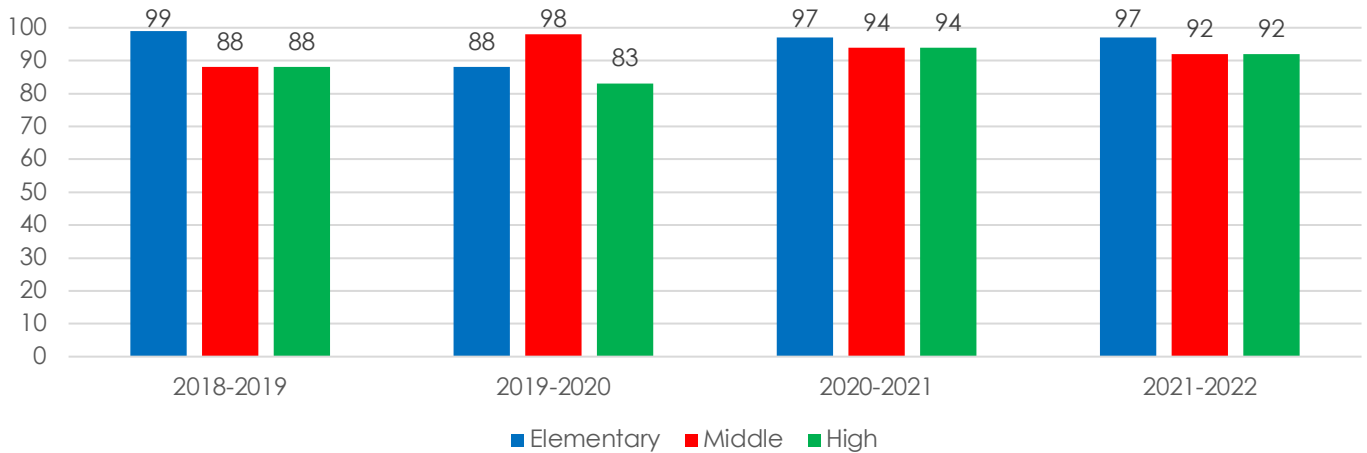


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Quality of Education Satisfaction Rates

Goal At least 90% of parents will be satisfied or extremely satisfied in their child's overall quality of education.

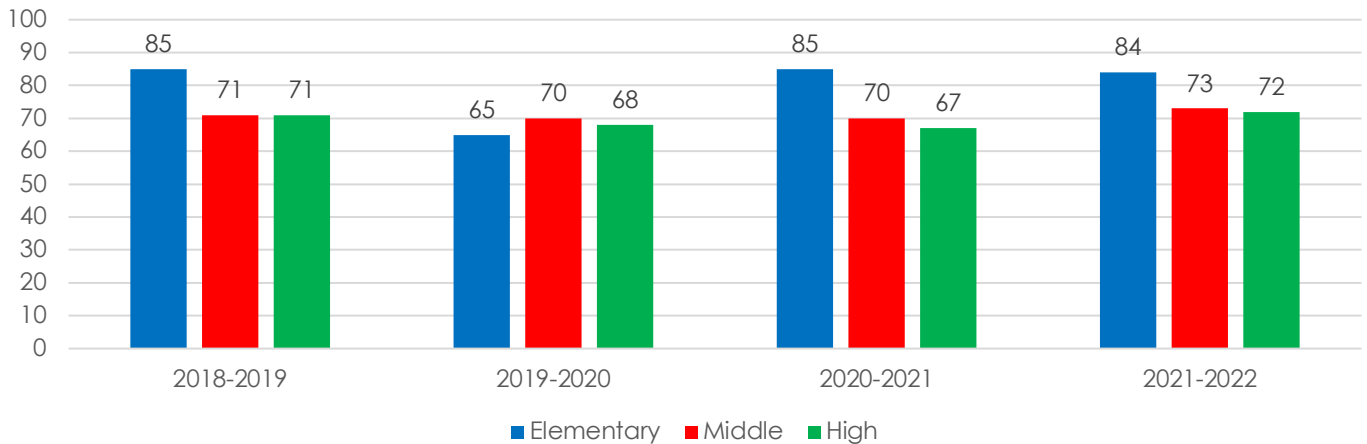


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Appropriate Emotional Support Satisfaction Rates

Goal At least 85% of parents will believe that appropriate emotional support is provided at every level for their student(s).

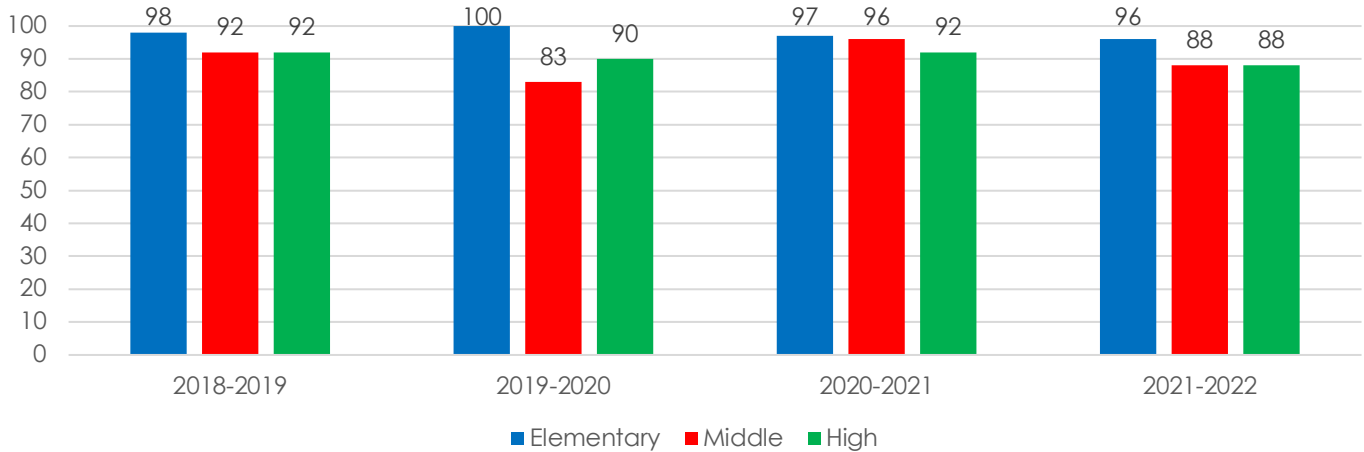


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: School Safety Satisfaction Rates

Goal 100% of parents will feel that their child's school is a safe and secure building.

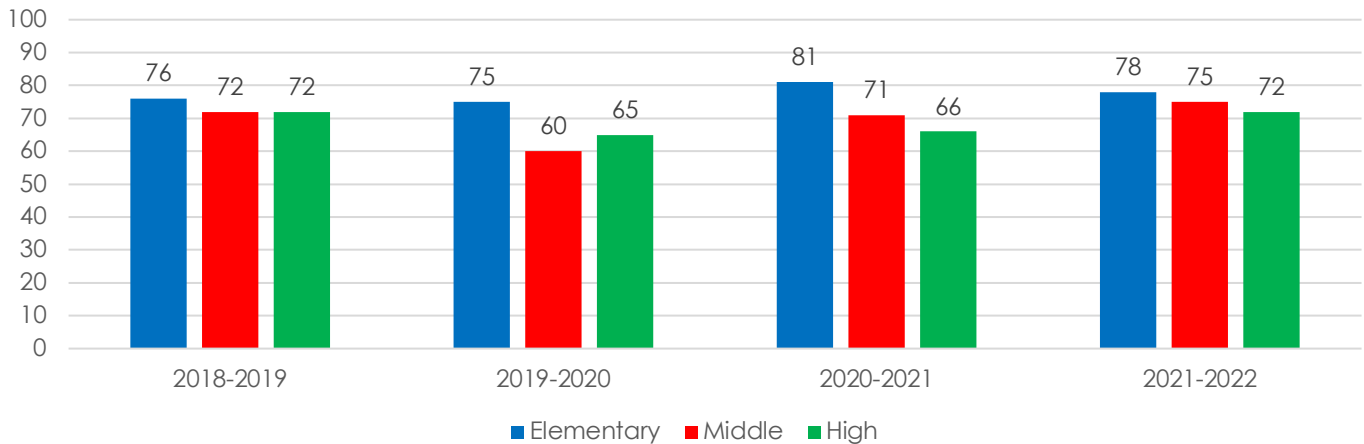


EXCELLENCE IN CULTURE & CLIMATE



Parent Culture: Board Communication Satisfaction Rates

Goal Parent satisfaction on effective Executive Board communication and engagement in the mission and vision of the school will increase each year, as measured by the annual WCA parent stakeholder survey.

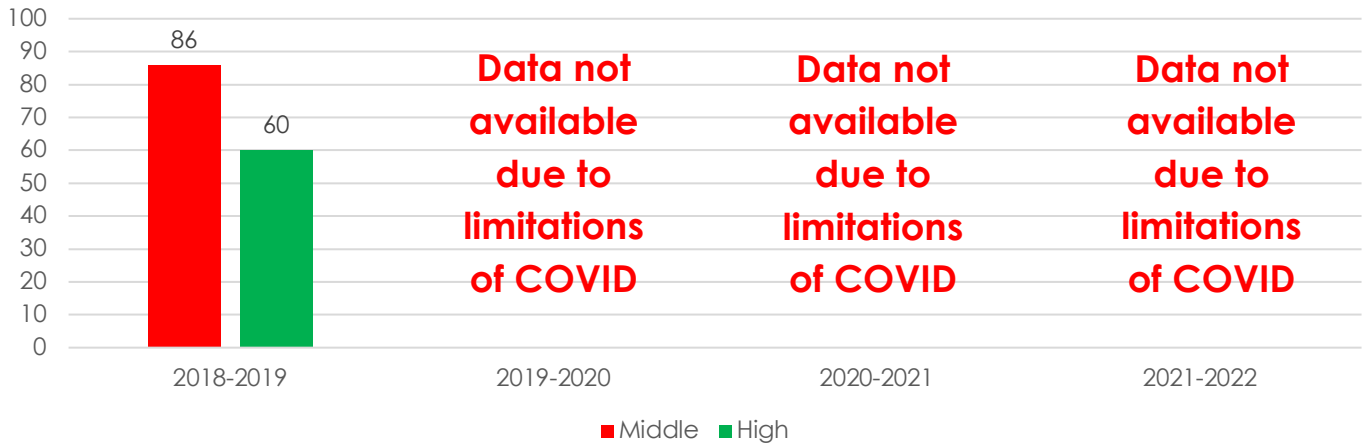


EXCELLENCE IN CULTURE & CLIMATE



Student Culture: Student Service Hours Completed

Goal 100% of middle and high students will complete the required service hours at Windsor Charter Academy.

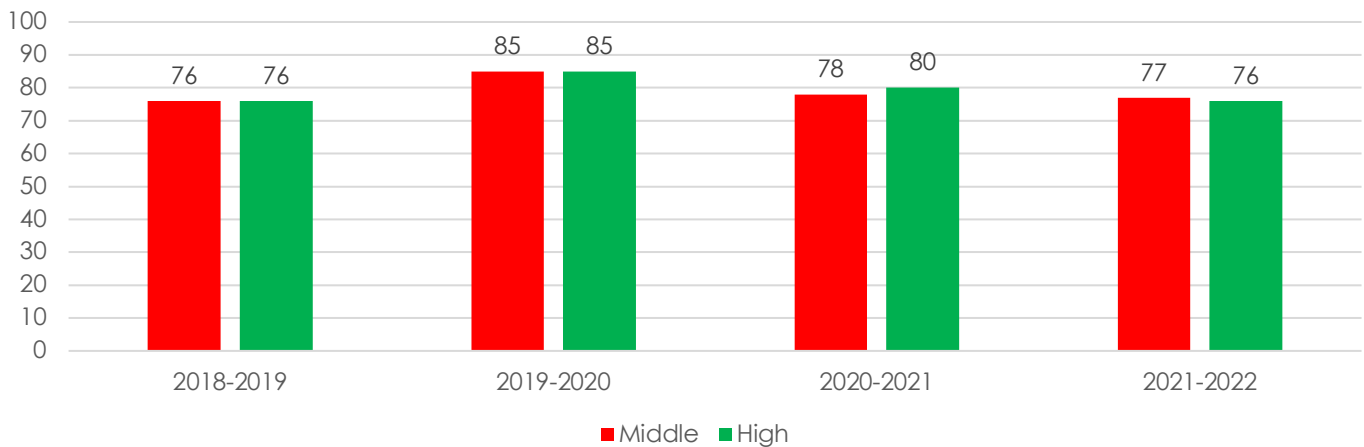


EXCELLENCE IN CULTURE & CLIMATE



Student Culture: Appropriate Emotional Support Satisfaction Rates

Goal At least 85% of students will feel emotionally safe on-campus.

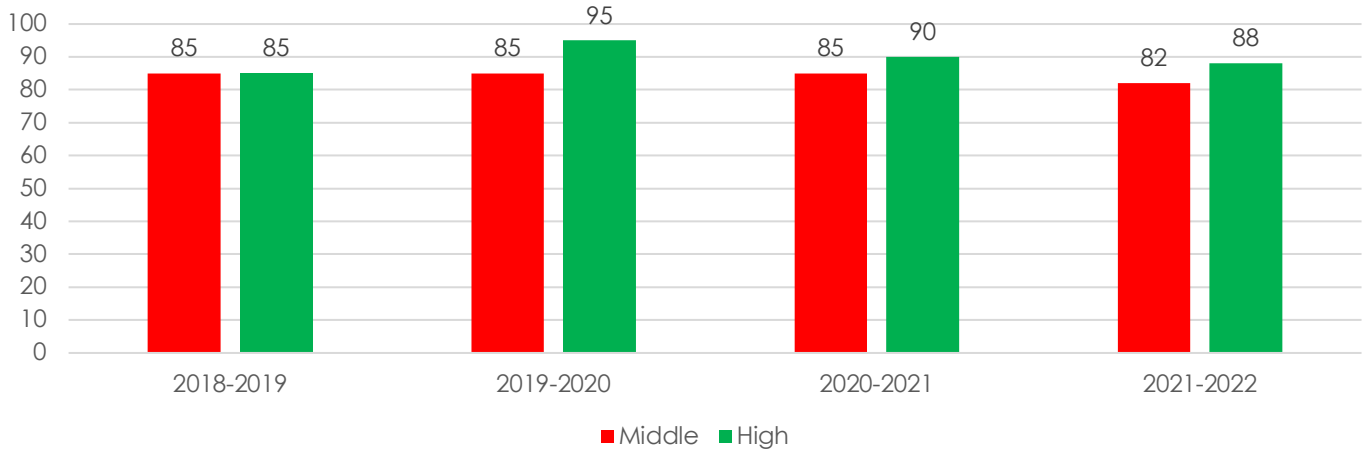


EXCELLENCE IN CULTURE & CLIMATE



Student Culture: Student Safety Satisfaction Rates

Goal At least 85% of students will feel physically safe on campus.

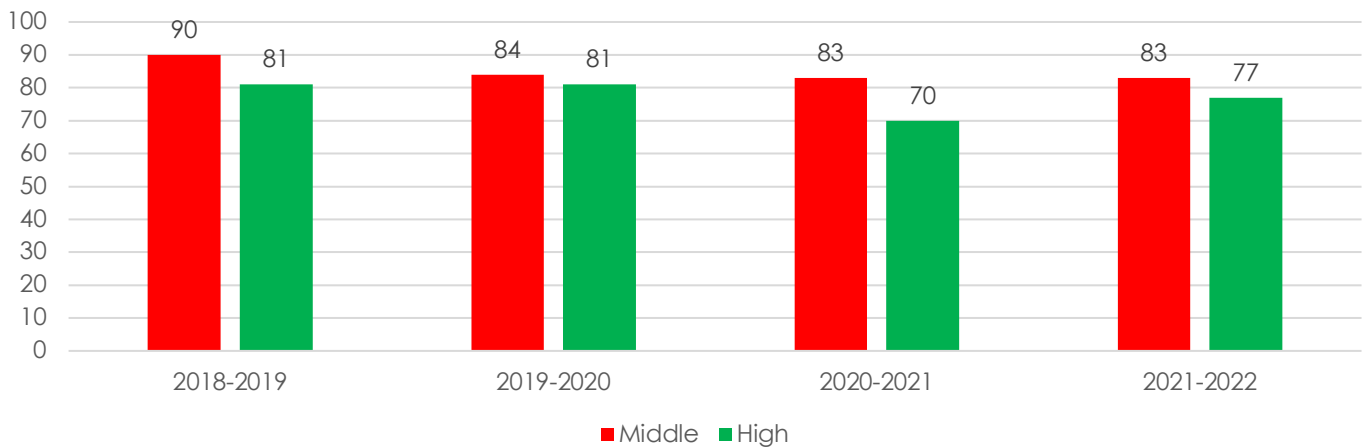


EXCELLENCE IN CULTURE & CLIMATE



Student Culture: Student Retention Rates

Goal At least 80% of 5th grade and 8th grade students will remain at Windsor Charter Academy during transitional years.

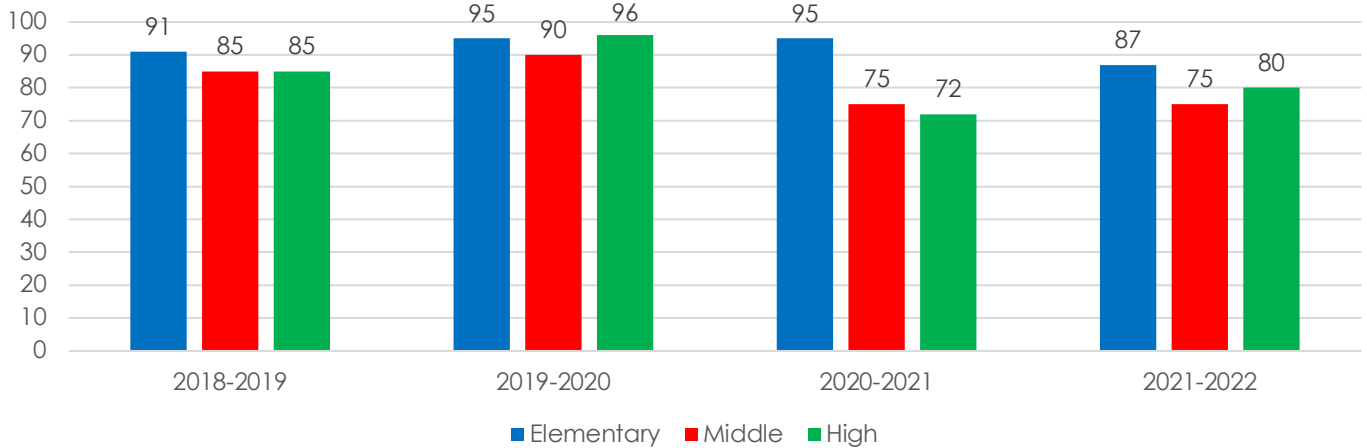


EXCELLENCE IN CULTURE & CLIMATE



Staff Culture: Staff Value Satisfaction Rates

Goal 90% of teachers will feel valued as employees.

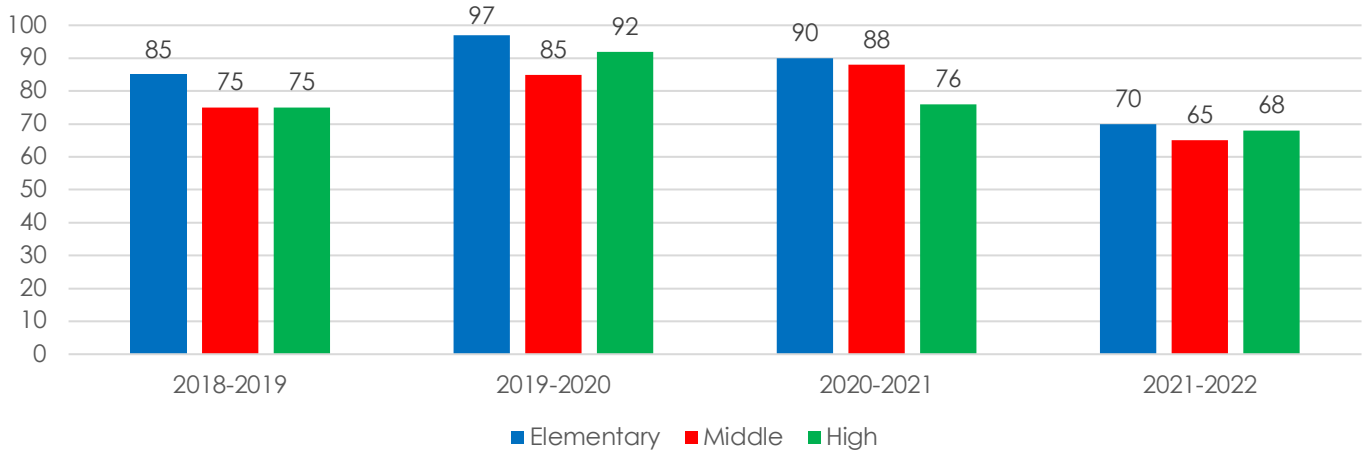


EXCELLENCE IN CULTURE & CLIMATE



Staff Culture: Staff Fulfilment Satisfaction Rates

Goal 90% of teachers will feel satisfied and fulfilled with their jobs.

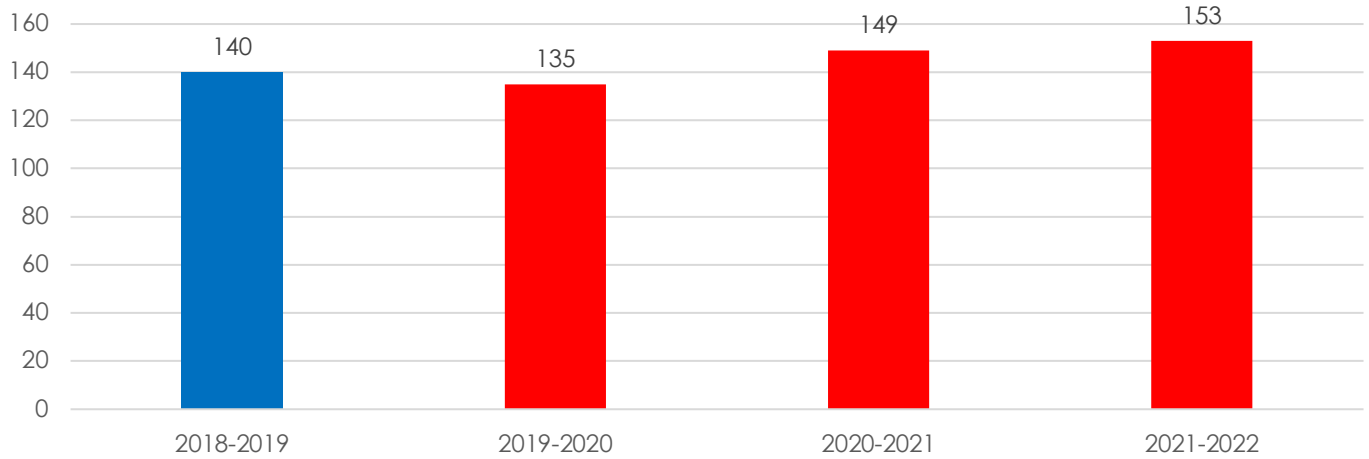


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Operational Effectiveness: Number of Days of Cash on Hand

Goal 110 days of cash on hand will be maintained, a baseline for S&P credit rating.

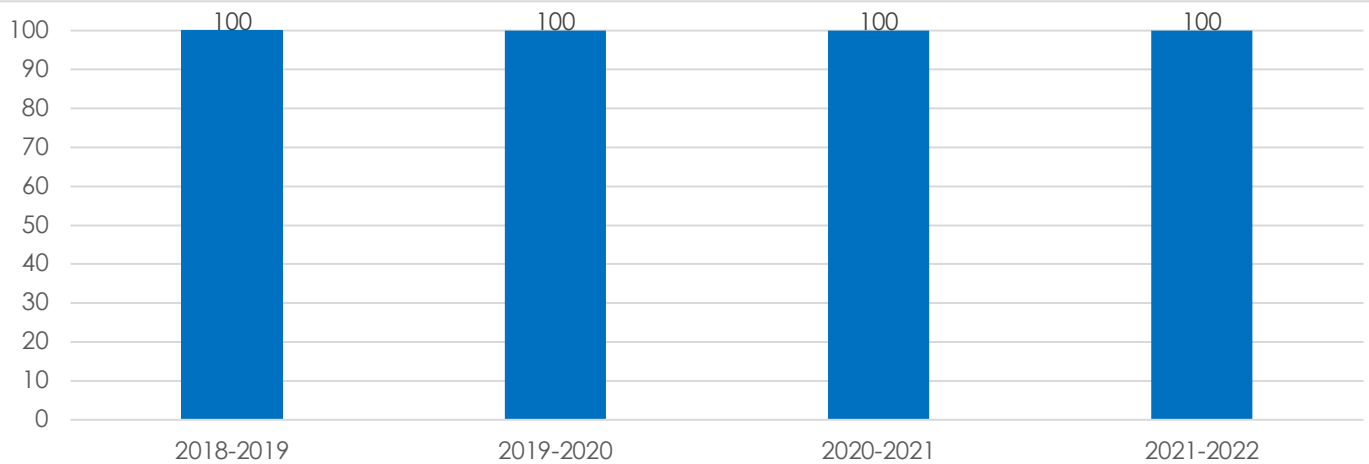


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Operational Effectiveness: Percentage of Benefits Paid by Windsor Charter Academy

Goal A strong benefits package will be maintained, keeping cost for employees paid 100%.

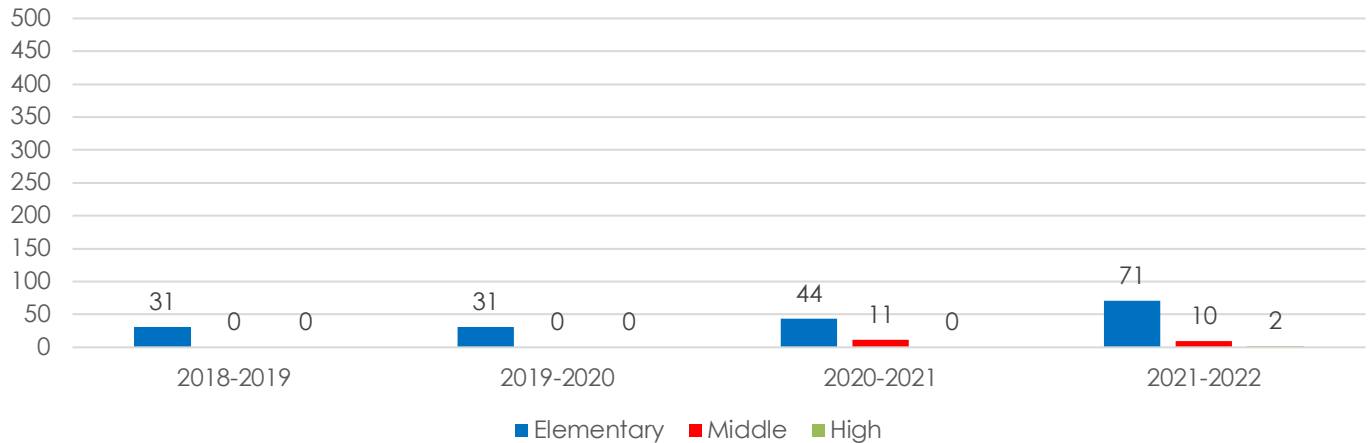


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Operational Effectiveness: Percentage of Students on K-12 Wait Lists

Goal The percentage of letter intents will be double the number of available student seats, ensuring stable wait lists and enrollment on the last day of school, preceding the upcoming school year.

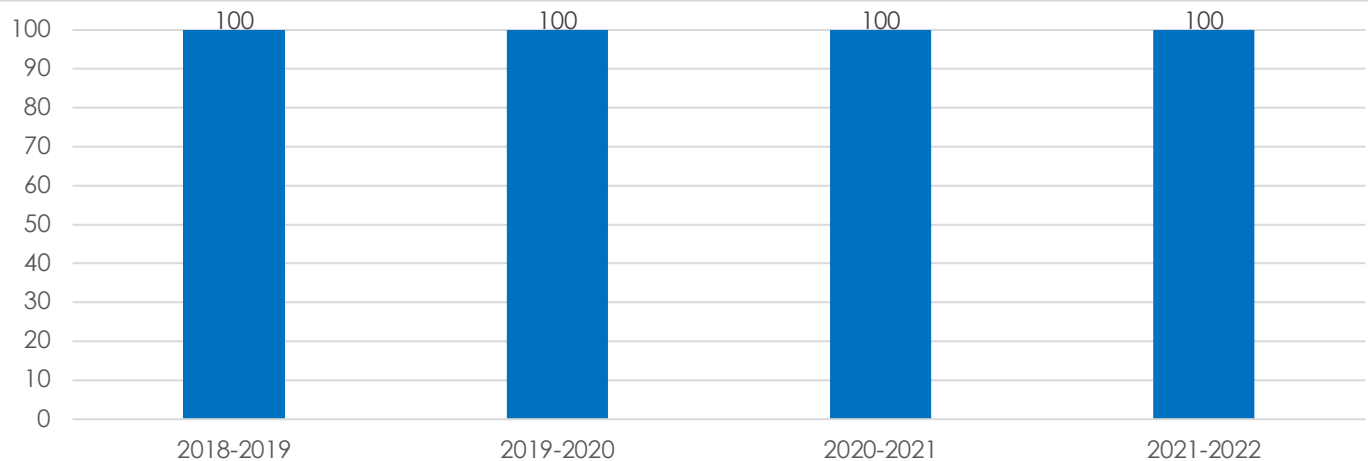


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Operational Effectiveness: Percentage of Exit Surveys Completed

Goal A fact- and law-based exit interview will be created and monitored, with data reported bi-annually.

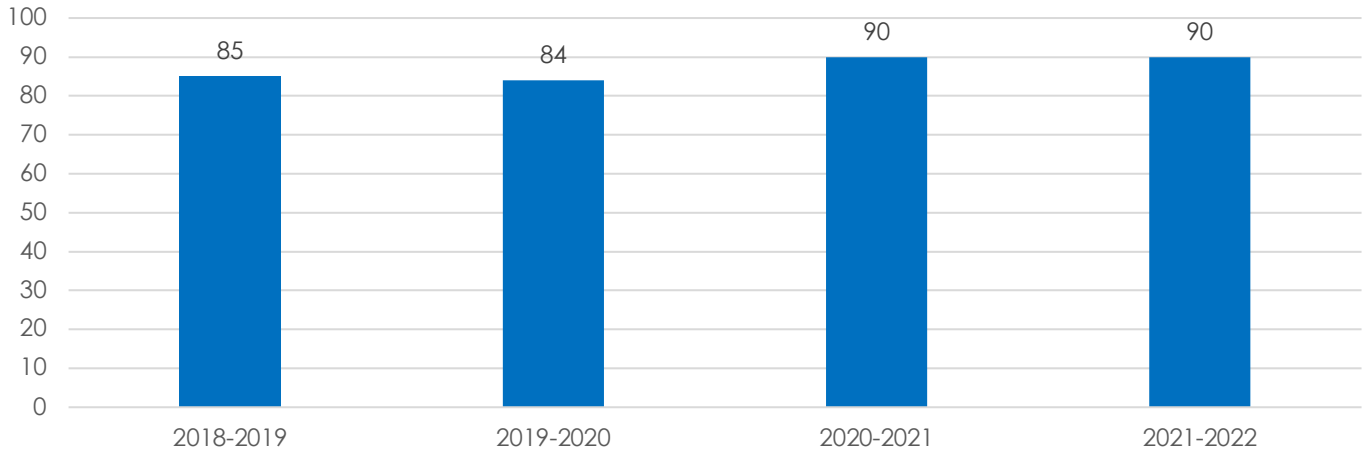


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Operational Effectiveness: Delta Between Teacher Salaries of Charter & District

Goal Starting teacher salary will be at 90% of the District's starting teacher salary.

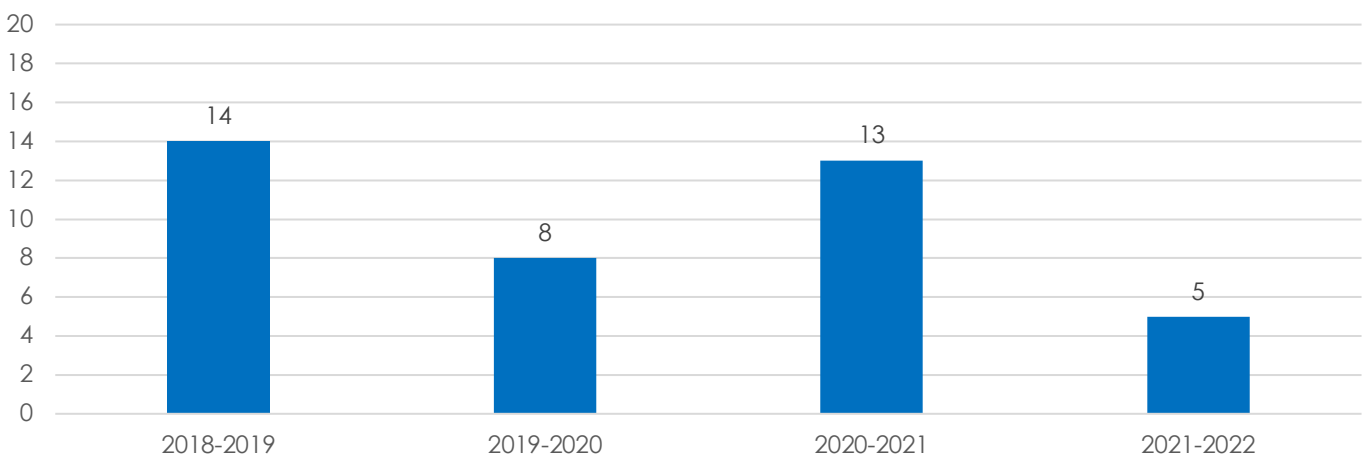


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Organizational Effectiveness: Number of Innovation Credits Offered

Goal At least 5 credits per year of technology and innovation professional development will be offered.

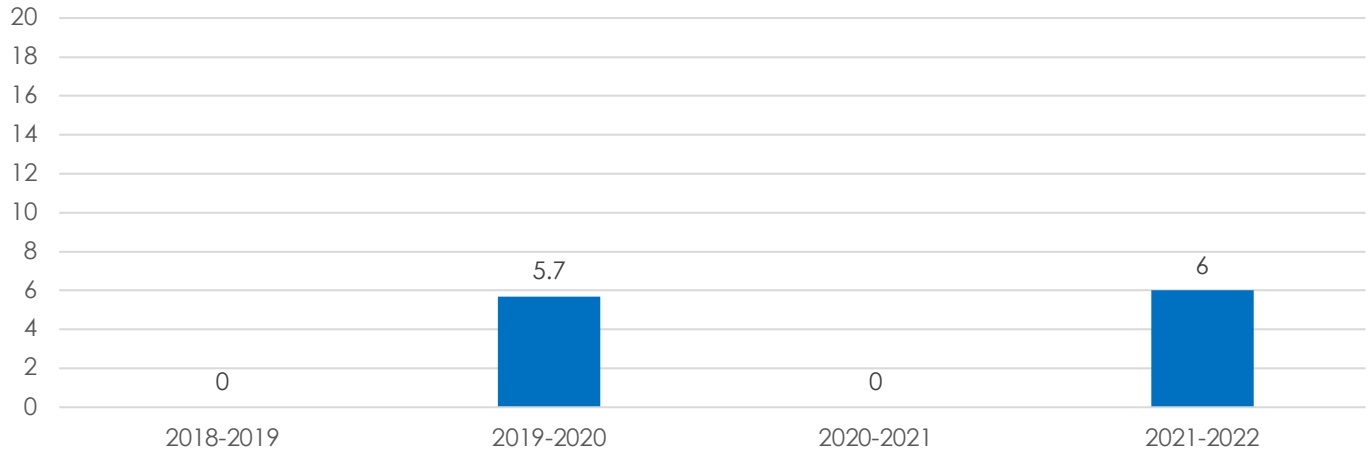


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Organizational Effectiveness: Number of Students Graduating w/ STEM Distinction

Goal A minimum of 5% of graduating seniors will earn their STEM distinction.

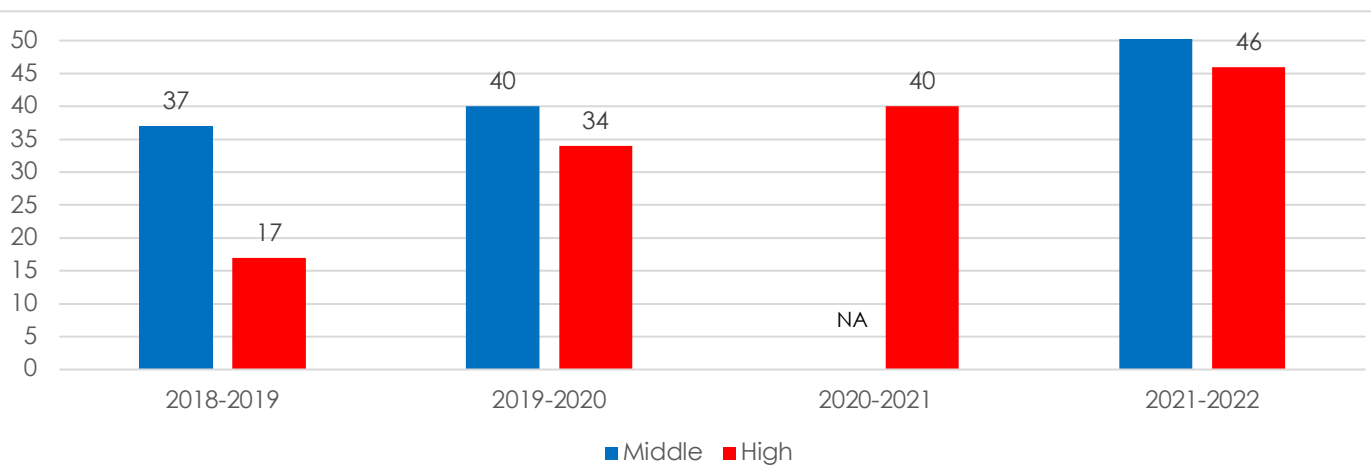


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Organizational Effectiveness: Female Participation Rates in STEM Elective Courses

Goal 25% of enrollment for STEM-based elective courses at the middle and early college high school will be represented by female students.

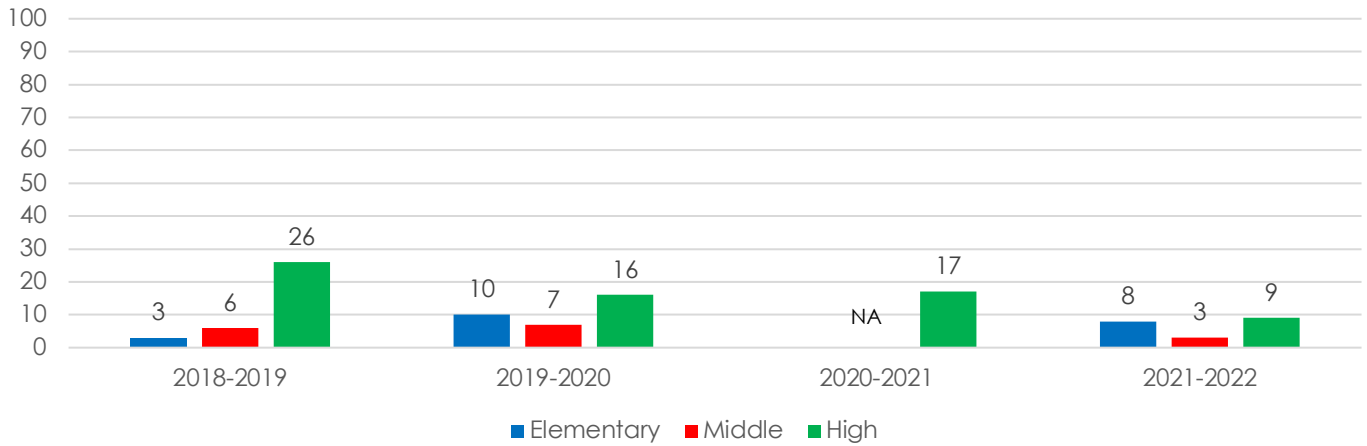


EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Organizational Effectiveness: Participation Rates in K-12 After-School STEM Enrichment

Goal The percentage of student participation in after-school STEM-based enrichment programs will increase each year.



EXCELLENCE IN INNOVATION IN OPERATIONAL & ORGANIZATIONAL EFFECTIVENESS



Organizational Effectiveness: Female Participation Rates in K-12 After-School STEM Enrichment

Goal 25% of participants in after-school STEM-based enrichment programs will be represented by female students.

