

MISSION STATEMENT

The mission of the Academy of Dover Charter School is to open portals of opportunity for children and adults in the community through excellence in public education.

Per its currently approved charter, the Academy of Dover offers a 200 day school year to increase academic learning time for its students. In addition to engaging in an extended year comprised of standards-based instruction in English language Arts, Mathematics, Science and Social Studies, all students participate in Art, Technology and Physical Education.

VISION STATEMENT

The Academy of Dover believes that by creating and nurturing a small school environment that is characterized by individualized responsiveness to student needs, high expectations for students and staff, rigorous academic and behavioral standards, and a never ending passion for learning, we will ensure that each of our students, - regardless of race, language spoken at home, or socio-economic status – has the early foundation necessary to excel both academically and globally in any future endeavor.

The Strategic Planning Steering Committee, composed of member of the Board of Directors and Academy of Dover (hereinafter “AOD”) staff members, is charged with oversight of the process and development of the Strategic Plan. Furthermore, after presenting the plan to the board for approval, the same members of the Steering Committee, shall also be charged with its implementation. From time to time, the membership of the Steering Committee may change to accommodate the mission and vision of AOD and its stakeholders. The strategic planning process began with training and a customized survey by the Delaware Alliance for Nonprofit Advancement (hereinafter “DANA”). In working with DANA, AOD identified five key areas for the board to focus on over the next five years, which are:

1. Performance and evaluation matrix for board of directors
2. Recruitment, orientation and succession planning for board members
3. Active board committees with clear and written progress reports
4. Sustainability - Development of a Fundraising and Resource Development Plan from within the board and the wider community

In addition to the goal stated above, the board also understands the importance of aligning our strategic planning with the perspective of the school leadership and as such we have identified the following key areas to focus on supporting the leadership and our education mission and vision. They are:

5. Student Achievement to increase student abilities to adapt to and function in the challenges of the 21st century
6. Community Engagement to develop and maintain an ongoing partnership between the school and the community
7. Maximize the effective use of all available resources
8. Maintain and Expand Current Student Enrollment and Staff Complement

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Academy of Dover Charter School

We look forward to working with the Department of Education, the Charter School Accountability Committee, the staff members at AOD, and our Parents and community stakeholders on implementing the goals set forth in this report.

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Academy of Dover Charter School

GOALS

Goal 1: Performance and evaluation matrix for board of directors

Strategies:

A. Implement, through policy, a set of board governance and code of conduct standards
B. Create, in conjunction with the Board Oversight Committee, a board evaluation plan
C. Evaluate the performance of the board on a quarterly and annual basis (DANA may assist)
D. Produce and disseminate a report with evaluation data, areas of strength and areas of growth

Goal 2: Recruitment, orientation and succession planning for board members

Strategies:

A. Develop plan to recruit, interested, knowledgeable and key stakeholders from the community
B. Develop an orientation program to ensure knowledge of DE Charter law and board governance
C. Create and promote a culture that encourages active participation in board affairs and governance
D. Promote a system of board governance that supports the instructional leadership staff at AOD
E. Implement policies for board succession planning to ensure diversity of membership and service

Goal 3: Active board committees with clear and written progress reports

Strategies:

A. Create board committees that are tasked with clear goals and duties
B. Identify and prioritize school needs to ensure creation of effective board committees
C. Work in conjunction with school leadership to ensure compliance with AOD's academic priorities
D. Ensure that board committees are following the mission and vision of AOD

Goal 4: Development of a Fundraising and Resource Development Plan

Strategies:

A. Create and maintain a board committee dedicated to fundraising and development
B. Identify and contact community stakeholders to recruit and enlist in fundraising efforts
C. Enlist parents of students and staff to assist with community fundraising efforts
D. Pursue private sector funding and develop partnerships with nontraditional entities

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Academy of Dover Charter School

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| E. Develop a marketing plan in combination with social media to assist with fundraising |
| F. Identify and utilize all financial and technological resources available in fundraising efforts |

Goal 5: Student Achievement to increase student abilities to adapt to and function in the challenges of the 21st century
Strategies:

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| A. Produce responsible, caring, and literate students |
| B. Promote and support instruction and learning to increase critical thinking |
| C. Promote and support instruction and learning to increase problem solving |
| D. Promote health, well-being, safety and self-esteem of the whole child |

Goal 6: Community Engagement to develop and maintain an ongoing partnership between the school and the community
Strategies:

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| A. Increase parent/family involvement through school activities and functions |
| B. Create and promote a culture that encourages parent involvement and partnership |
| C. Create and promote a culture that encourages parent and community volunteerism |
| D. Maintain relationship with parents as partners in the education of their children |

Goal 7: Maximize the effective use of all available resources
Strategies:

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| A. Maintain an attentive and careful attitude regarding limited fixed financial resources |
| B. Identify and prioritize academic and facility needs |
| C. Identify and utilize all financial and technological resources available to the school |

Goal 8: Maintain and Expand Current Student Enrollment and Staff Complement
Strategies:

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| A. Actively recruit and expand student enrollment using social and mixed media advertising activities |
| B. Maintain and recruit staff by providing competitive pay and professional development |
| C. Provide pay incentives to staff who recruit and expand student enrollment |

Fundraising/Fund Development Plan

AOD's board and school leadership must address the economic realities of our current fiscal situation. In this spirit, we will continue to strive for economic efficiency, explore opportunities for fund development and maintain sound financial judgement, as we move forward with our sustainability initiatives.

Fundraising is critical to carrying out our mission and vision. It will allow us to make improvements to facilities, offer extra and co-curricular programming, and build and grow an endowment. We fully understand the importance of fund development, as it will offer long-term financial sustainability.

To ensure that AOD continues to offer free, quality and accessible educational services to the community, we will pursue the following goals over the next five years:

Align fiscal management with Strategic Priorities.

- Create a board committee that will lead the fundraising efforts, in conjunction with school leadership
- Develop a long-term plan to create and grow an endowment by developing various partnerships with foundations and corporations throughout the state
- Identify and approach philanthropic organizations and individuals, to seek support for the various school wide initiatives that are occurring at AOD
- Continue to aggressively identify and implement internal and external operating efficiencies, thereby encouraging effective fiscal management
- Create and maximize opportunities for revenue generation, through auxiliary services, such as afterschool, summer, camp and community activities
- Develop and maintain data (on all levels) on key indicators of institutional health, which can be used by board members and other decision makers

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Academy of Dover Charter School

Timeline - Fundraising/Fund Development Plan

Diversify funding sources (2016)

<i>Action Step</i>	<i>Lead</i>	<i>Collaborators</i>	<i>Resources</i>	<i>Deadline</i>	<i>Outcome</i>
1. Research funding opportunities	Board Fundraising Committee	Board School Leadership PTO Group	Grant Search Private Sector Funding	2016+	Identify new funding sources
2. Apply for funding opportunities	Board Fundraising Committee	School Leadership	Grant Search Private Sector Funding	2017+	Funding Submittal
3. Implement fundraising opportunities	AOD Staff	School Leadership	Community	2017-2021	Additional Income Endowment Growth