

THOMAS MACLAREN SCHOOL
BOARD OF DIRECTORS
ANNUAL STRATEGIC PLAN

STRATEGIC PLAN 2017-18

APPROVED JANUARY 25, 2018

PART 1: VISION AND MISSION

VISION STATEMENT

We believe all students should be immersed in the best our tradition has to offer. We believe all students can be active and useful participants in the ongoing and enduring conversation that is a vibrant civilization. We believe all students can be formed in a habitual vision of greatness that makes lifelong learners of the doctor and the mechanic, the homemaker and the professor. Thomas MacLaren School strives to build a lasting community of learners in which each student is the agent of his or her education.

MISSION STATEMENT

From the seminar to the science lab, from the music room to the playing field, we begin with the conviction that **all human beings can know truth, create beauty, and practice goodness.** To that end, we expect students to develop basic tools of learning, ordered basic knowledge, moral seriousness, breadth and depth of imagination, artistic ability and sensitivity, and a sense of wonder.

We believe all students can be active and useful participants in the ongoing and enduring conversation that is a vibrant civilization. Jacques Maritain, the French philosopher, described education as a human awakening. The goal of Thomas MacLaren School is to develop young men and women who are fully human and fully awake to the world.

PART 2: GOALS

STRATEGIC GOALS

The following goals are intended to focus the attention and efforts of the Board and Head of School on particular objectives critical to the long-term health and success of the School. They are not intended to reduce or restrict the responsibilities of either (see below) or to articulate all the initiatives and activities undertaken in pursuit of the School's mission. Their purpose is to help the board and administration as they prioritize their use of time and resources.

ONE-YEAR GOALS

1. To successfully launch the full K-12 program.
2. To realize at least \$100,000 in fundraising revenues via the Annual Appeal.
3. To bridge the financial gap for K-12 construction needs.
4. To maintain cultural and academic consistency amid rapid growth.

TWO-TO-FIVE-YEAR GOALS

1. To develop a set of student and faculty performance measures for the MacLaren-specific mission and program objectives.
2. To provide market-competitive base teacher salaries, salary increases tied to PPR, and bonus/merit pay tied to MacLaren-specific performance criteria.
3. To continue to receive the highest evaluation for academic, financial, and operational performance from our authorizer.
4. To achieve the success in the K-5 program experienced in the 6-12 program.
5. To achieve a student demographic that includes 40% FRL and 40% minorities.
6. To monitor success of K-5 program with an eye towards enrollment and facility growth.

FIVE-TO-TEN-YEAR GOALS

1. To consistently place in the top ten of Colorado schools according to state performance measures and college placement.
 2. To consistently graduate students who excel according to MacLaren-specific standards.
 3. To provide attractive base teacher salaries with salary increases and merit pay tied to MacLaren-specific performance criteria.
 4. To provide a salary scale that encourages a career at MacLaren.
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PART 3: CONTEXT

S.W.O.T. ANALYSIS

REVISED NOVEMBER 11, 2017

The following is the inventory of internal School strengths and weaknesses, as well as external opportunities and challenges, conducted by the Board of Directors at its annual retreat.

STRENGTHS

- Permanent facility in the heart of an established D11 neighborhood
- CHSAA membership
- Excellent student performance
- Rated "Performance with Distinction" by authorizer (CSI)
- Good reputation and recognition for excellence
- Growing community awareness
- Committed administration and excellent faculty
- Administration focused on the right priorities
- Strong academic leadership pipeline
- Strong organizational and financial trends
- Sound risk management
- Healthy momentum in enrollment
- High parent satisfaction and trust
- Growing community engagement
- Strong culture amid high student enrollment and faculty growth

WEAKNESSES

- Have not yet attracted strong philanthropic attention
- Modest fundraising relative to future needs
- Salaries that are not competitive enough relative to faculty hiring and retention needs
- Lack of a salary structure contributing to competitive weakness
- Administrative understaffing
- Challenging faculty recruitment owing to unique academic program

OPPORTUNITIES

- K-5 expansion for revenue and increased at-risk population recruitment
- Facility offers revenue opportunities
- Connection with the immediate neighborhood
- Connections with other communities of learners
- Growing athletics program

- Partnerships with mission-compatible organizations
- Marketing potential of academic performance
- Faculty recruitment venues
- Student and alumni advocates
- Contacts made through athletic and extracurricular programs
- Growing networking capacity
- Growing alumni population
- Momentum in Board commitment
- Explore transportation to increase at-risk enrollment
- Increased presence in the community through MacLaren Society and MacLaren Quartet

THREATS

- Competition for students and faculty
 - Variation in State funding
 - PERA and health insurance rate increases
 - Financial sustainability until full build-out
 - Burden of compliance reporting and State required testing
 - Unfunded mandates from the State
 - Legislation that might be unfriendly to charter schools or to single-sex education
 - Risks associated with rapid growth
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PART 4: KEY RESPONSIBILITIES

KEY BOARD RESPONSIBILITIES

The MacLaren Board of Directors has the following responsibilities:

- to safeguard the school's mission and vision;
- to select, direct, and evaluate the Executive Director;
- to provide proper financial oversight;
- to provide adequate resources for the school to fulfill its mission;
- to ensure legal and ethical integrity and maintain accountability of everyone else in the school through the proper chain of command;
- to ensure effective long-range planning;
- to recruit and orient new board members and periodically assess its own performance;
- to contribute to school fundraising efforts;
- and to continually enhance the school's public standing by clearly articulating the school's mission, accomplishments, and goals to the public and garner support from the community.

KEY EXECUTIVE DIRECTOR RESPONSIBILITIES

The Executive Director is the chief administrative officer of the School, charged with

- faithfully implementing the design and mission of the school;
- executing all phases of the School's operation;
- leading the faculty and staff, which includes leading the community of learners and teaching at least one course per year;
- hiring, firing, evaluating, and disciplining faculty and staff, as necessary.
- The Executive Director reports directly to the Board of Directors.