

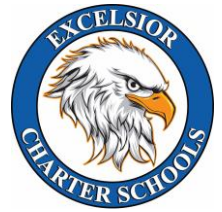
# Strategic Plan 2021-2022

Excelsior Charter Schools

## GOAL 1:

Increase Mathematics statewide average outcomes by 7 points for all student groups.

<i>Action Steps</i>	<i>Description of Action</i>
1	<a href="#">Annually, STAR Math assessment will be administered to all students through the enrollment process and/or at their first appointment of the school year, and (three more times per year) to monitor student growth.</a>
2	<a href="#">Data will be used to assign the appropriate math course/intervention course to all students.</a>
3	<a href="#">Training &amp; Professional Development will be provided to math credentialed instructional staff on administration of the math placement assessment and assigning math intervention.</a>
4	<a href="#">Analyze mathematic formative, summative, and benchmark assessment data to identify common areas of need to focus on.</a>
5	<a href="#">Develop math intervention and on-campus and (distance learning) math course availability for all student as part of the response to intervention.</a>
6	Hire District-wide math coach
7	<a href="#">SUBGROUP: African American</a> <a href="#">SUBGROUP: Special Education (SPED)</a> <a href="#">SUBGROUP: English Learners (EL)</a> <a href="#">SUBGROUP: Foster Youth</a> <a href="#">SUBGROUP: Homeless Youth (McKinney-Vento)</a>
8	Grading Policies and Procedures: Review and develop best practices for grading and monitoring of classroom instruction.
9	Incentives: Review incentive programs to improve state testing attendance
10	<a href="#">Math Professional Learning Community</a>
11	<a href="#">Analyze, Interpret, and Respond- Formative and Summative Data</a>
12	Provide Professional Development on CAASPP data Results



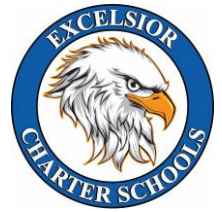
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## GOAL 2:

English Language Arts performance will increase by 7 points for all student groups.

<i>Action Steps</i>	<i>Description of Action</i>
1	<a href="#">Star Reading will be administered to all students 3 times annually prior to CAASPP testing</a>
2	Star Reading Assessment Data will be used to assign Reading Plus Intervention Program
3	<a href="#">Training and Professional Development on Star Reading and Reading Plus</a>
4	<a href="#">Develop Reading Labs on every campus for Reading Intervention purposes.</a>
5	<a href="#">Analyze, Interpret, and Respond - Formative and Summative Data</a>
6	Provide Professional Development on CAASPP data results
7	Embed ELD Standards within ELA curriculum
8	<a href="#">ELA Professional Learning Community</a>
9	<a href="#">SUBGROUP: African American</a> <a href="#">SUBGROUP: Special Education (SPED)</a> <a href="#">SUBGROUP: English Learners (EL)</a> <a href="#">SUBGROUP: Foster Youth</a> <a href="#">SUBGROUP: Homeless Youth (McKinney-Vento)</a>



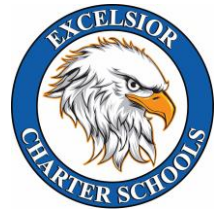
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## **GOAL 3:**

The College and Career Readiness in Prepared Level will increase by 6% annually for all students.

<i>Action Steps</i>	<i>Description of Action</i>
1	Develop CTE pathway opportunities based on student interest and state approved programs and track completion for reporting purposes.
2	Accurately collect data for dual enrollment purposes.
3	Use grad check information to determine A-G compliance and to identify common areas of need to focus on for the 2020-2021 academic school year.
4	Develop dual enrollment partnerships with local community colleges.
5	<a href="#">SUBGROUP: African American</a> <a href="#">SUBGROUP: Special Education (SPED)</a> <a href="#">SUBGROUP: English Learners (EL)</a> <a href="#">SUBGROUP: Foster Youth</a> <a href="#">SUBGROUP: Homeless Youth (McKinney-Vento)</a>



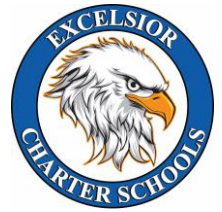
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## **GOAL 4:**

English Learner performance average to increase to a performance level of medium.

<i>Action Steps</i>	<i>Description of Action</i>
1	Establish English Learner Program Administrator position to lead English Learner support efforts
2	Conduct Administrator professional development on supporting Teacher's English Learner support/instruction
3	Conduct ongoing teacher professional development on designated and integrated English Learner supports
4	Revise curriculum to support the needs of English Learner students.



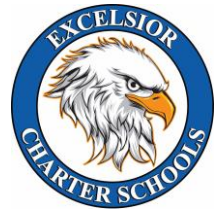
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## **GOAL 5:**

Increase teacher and administrator teaching and learning efficacy through professional development.

<i>Action Steps</i>	<i>Description of Action</i>
1	Establish two Area Director Positions responsible for leading the teaching and learning efforts
2	Establish formal classroom observation process that provides written teacher and administrator feedback <a href="#">Digicoach Classroom Walkthrough Matrix</a>
3	All Site Administration to participate in formal leadership professional development
4	Establish and fill Math Coach and ELA Coach positions



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## GOAL 6:

Demonstrate effective and efficient fiscal stewardship of organizational resources

<i>Action Steps</i>	<i>Description of Action</i>
1	Audit – Report audit findings to the Governing Board and community. Report any remedies to be implemented that are necessitated by the findings. (Link to audit)
2	Bond rating – Maintain the S&P rating of AA with a stable outlook for future years.
3	Expenditure to Revenue Ratio – Maintain a positive expenditure to revenue ratio for the school year. <a href="#">2021-2022 First Iterim Report Excelsior Charter Schools</a>
4	Reserves – Maintain a minimum of 25% cash on hand for the school year
5	Facilities plan – establish a long-term plan to own all Excelsior school sites providing outdoor play and green spaces to encourage physical and mental health.
6	Percentage of long-term debt- Continue to systemically decrease the long-term debt.