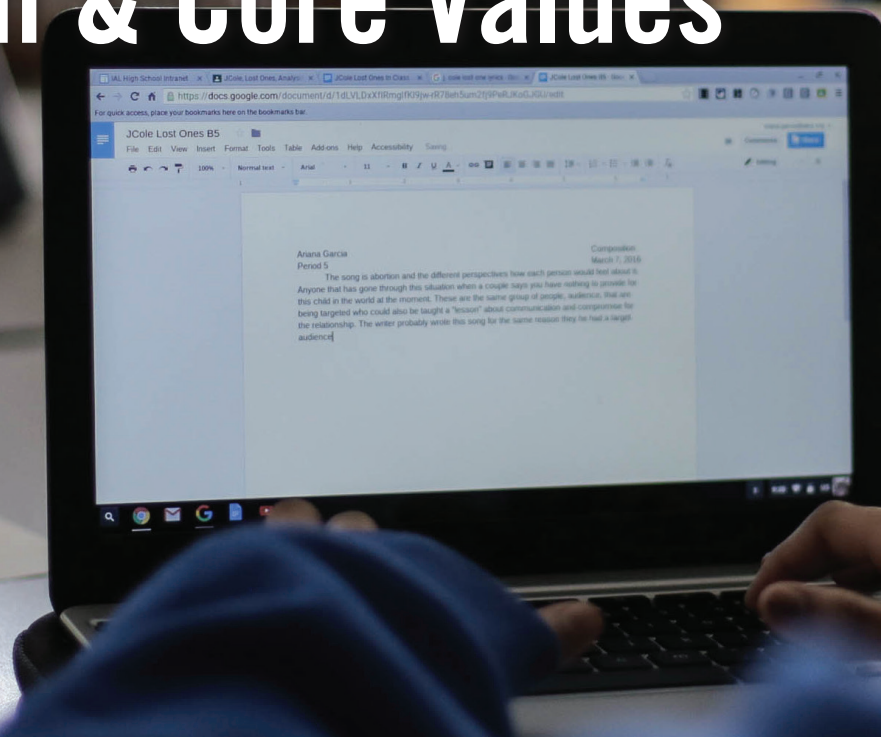


Strategic Plan

2015-2018

Mission & Core Values



Mission

Empower students in Inwood and Washington Heights to become agents for change through community-focused leadership, character development and college preparedness.

In living our mission and core values, we are:

- **Defining an inclusive approach**—embracing immigrant families, filling vacant seats in all grades, and welcoming special education students.
- **Setting high expectations**—graduating 100% of our children by embracing data-driven decision making, using data and targets for each student, and providing personalized and targeted instruction to meet the needs of all students.
- **Educating the whole child: the social, emotional and cognitive skills**—teaching students how to be responsible for the community in which they live and creating personalized plans that will lead students to a path of success after high school.
- **Privately funding the gap**—we choose to serve the Inwood and Washington Heights community and because of that we receive 16% less funding a year than NYC traditional public schools and the charters who share space in Department of Education buildings.

Core Values

We believe honesty, integrity, responsibility, caring, and restraint are traits that contribute to well-rounded individuals who care, give back, and lead.



Introduction

Inwood Academy for Leadership was founded on the premise that education can help break the cycle of poverty, illiteracy and low expectations in Inwood and Washington Heights. As a New York City public charter school, our philosophy is different. We seek to enroll children from our community, in any grades where we have open seats, including children with special needs, those who speak little to no English or those who may be four or five years behind their peers and even if their scores risk weakening our school's performance data.

Despite our inclusive approach, we receive 16% less funding per year than NYC traditional public schools and charter schools who share space in Department of Education buildings. While we efficiently spend money as close to the funding per pupil that we receive from the Department of Education—with the most spent on great faculty—we seek private philanthropy for strategic initiatives, including our private facilities costs.

It is our belief that all children can succeed in life if they are provided with a quality educational choice. That's why we chose to open our doors to the Inwood and Washington Heights community. In 2010, we started with 110 fifth graders. Currently, we serve 700 students in grades 5–10, and are growing a grade a year and by 2017 will serve 1,000 students in grades 5–12.

Students are admitted annually through an admissions lottery and in all grades when it has open slots. Students are given a preference in the lottery if they are an English Language Learner living in the Community School District in which the school is located—District 6. Applying siblings of students already enrolled in Inwood Academy are also given preference for a seat.

Executive Summary

The extend of the equity gap in education—and the importance of preparing all graduates to be leaders in their community—gives Inwood Academy for Leadership a compelling opportunity to differentiate itself from other traditional public schools and public charter schools in a way that is relevant to closing the education gap in northern Manhattan. Much like the future success of our students, the future of Inwood Academy for Leadership will depend on its faculty, staff, and Board of Trustees. In the current funding context for charter schools that do not share space with traditional public schools, we must move expediently and decisively to become a more distinctive and resilient school. The 3 year goals in the

Strategic Plan will allow the school to fulfill its mission and its goal to graduate 100% of its students.

In September 2014, Inwood Academy for Leadership and Eklund Consulting assembled a Strategic Planning Team consisting of members from the school's Board of Trustees and senior staff to determine the long-term vision for the school. This document provides a summary of the Strategic Plan developed from their efforts. Special thanks is due to the members of the Board, students, parents, staff, partners and volunteers who not only offered their time and talent to ensure the success of this effort, but contributed to the advancement of Inwood Academy for Leadership's work.



Research conducted during the strategic plan process revealed the following key findings:

1. We care about the whole person
2. We strive to enact our core values in all areas of school life
3. We are committed to differentiation for each student
4. We are committed to striking a balance between “academy” and “leadership”

Three broad categories encompass our Strategic Plan:

Student Success

- **Middle School Teaching and Learning.** The Middle School will engage all learners in an academically challenging and supportive learning environment that promotes critical thinking and provides the depth of knowledge necessary to become self-reliant learners who will succeed in college and career, and life.
- **High School Teaching and Learning.** The High School will focus on rigorous academic preparation as well as a thorough exploration of individual student strengths leading toward a variety of options for success in college, career, and life.
- **Classroom Technology.** Students and educators will be deeply knowledgeable about the use of technology in communication, collaboration, and meaningful student-centered learning and creativity.

Student Preparedness

- **College and Career Readiness.** College and Career Readiness will encompass rigorous academic preparation along with a deep exploration of personal development, life purpose, and citizenship within Inwood and beyond.
- **Parent and Family Engagement.** Staff/faculty and student families will be active partners in ensuring individual student success through thorough communication, creative programming, and the formation of individualized pathways toward college and career readiness.
- **Student Leadership and Service.** In order to foster the development of students who are young men and women of good character and outstanding leadership ability, we will have ample opportunities for students to assume leadership positions within and beyond the school environment and will create rich community partnerships to provide opportunities to serve the surrounding community.

School Sustainability

- **Board Development.** The board will continue to develop its capacity for governance, strategic oversight, community outreach, and resource development.
- **Facilities and Operations.** We will secure adequate facilities for all learners and continually enhance the educational settings and opportunities for innovative teaching and learning.
- **Faculty and Staff Development.** We will be an attractive and exceptional school for high-quality educators through competitive compensation, exemplary professional development, and rigorous attention to employee satisfaction.
- **Fundraising and Resource Development.** We will build and strengthen a supporting constituency through effective communication, relationship-building, and fundraising so that it can ensure that its academic instruction, extra-curricular activities, and enrichment programs prepare students for college and to individuals of good character who care about and give back to their communities.



The goals within our ten focus areas will shape both our work and investments in the coming years. The progress and success of the Strategic Plan will be assessed through a range of metrics focused on results rather than inputs. This plan covers 2015-2018 and should be treated as a living document – it should be reviewed and revised as circumstances and context require.

Goals by Focus Areas

Focus Area	Statement	3 Year Goals: 2015 - 2018
Middle School Teaching and Learning	IAL Middle School will engage all learners in an academically challenging and supportive learning environment that promotes critical thinking and provides the depth of knowledge necessary to become self-reliant learners who will succeed in college and career, and life.	<ol style="list-style-type: none"> 1. The school will have an ELA Proficiency of 25% greater than the district, as measured by the NYS Exam.* 2. The school will have a Math Proficiency at 25% higher than the district, as measured by the NYS Exam.* 3. The school will have an overall Science Proficiency of 80% as measured by the NYS Exam. 4. The 8th graders will have a mean Lexile of 980 as measured by the Spring NWEA Exam. 5. All students will have an Individualized Learning Plan with yearly goals developed in conferencing with teachers. <p>*If the overall district proficiency rate is 36%, then our students would have a proficiency rate of 45%, or 9 points above the district.</p>
High School Teaching and Learning	IAL HS focuses on rigorous academic preparation as well as a thorough exploration of individual student strengths leading toward a variety of options for success in college, career, and life.	<ol style="list-style-type: none"> 1. Each year the school's Regents pass rates will exceed city-wide pass rates in all four subjects. 2. Offer Advanced Regents diplomas. 3. Offer AP coursework for 10th-12th graders. 4. 50% of graduating seniors will have earned some college credits prior to graduation. 5. 90% of students will graduate in four years with options for a college or career path.
Classroom Technology	IAL students and educators will be deeply knowledgeable about the use of technology in communication, collaboration, and meaningful student-centered learning and creativity.	<ol style="list-style-type: none"> 1. At each grade level, students will have instruction and outputs aligned with International Society for Technology in Education (ISTE) standards. 2. Implement technology standards as part of teacher evaluation and hiring. 3. One-to-one technology available for each student in grades 5-12. 4. Staff and maintain technology coaching positions at the middle school and high school. 5. Implement a Technology-Enhanced Active Learning (TEAL) program to support Computer Science programming.

Goals (continued)

Focus Area	Statement	3 Year Goals: 2015 - 2018
College and Career Readiness	College and Career Readiness at IAL will encompass rigorous academic preparation along with a deep exploration of personal development, life purpose, and citizenship within Inwood and beyond.	<ol style="list-style-type: none"> 1. 100% of graduates will be accepted into a post-secondary program. 2. 90% of graduates will enter a post-secondary program full-time. 3. 75% of graduates will enter 4 year colleges on a full-time basis. 4. 100% of high school students will take the SAT or ACT. 5. Develop a Career and Technology Education (CTE) program.
Parent and Family Engagement	IAL and student families will be active partners in ensuring individual student success through thorough communication, creative programming, and the formation of individualized pathways toward college and career readiness.	<ol style="list-style-type: none"> 1. Both the high school and middle schools will have ongoing and active Parent Councils to steer fundraising, school improvement, family engagement, and student enrichment efforts. 2. Utilize technology as primary platform for parent communication and school information. 3. Staff a Parent Coordinator position(s) to manage and coordinate all parent and family efforts. 4. 75% of parent will participate in at least 1 school event other than parent teacher conferences.
Student Leadership and Service	In order to foster the development of students who are young men and women of good character and outstanding leadership ability, IAL will have ample opportunities for students to assume leadership positions within and beyond the school environment and will create rich community partnerships to provide opportunities to serve the surrounding community.	<ol style="list-style-type: none"> 1. Annually, each grade will be exposed to at least two college experiences. 2. At each grade level, students will engage in at least two community service projects every year. 3. At each grade level, students will be a member of a small advisory group focused on character development, leadership and service. 4. By the end of 8th and 12th grades, each student will develop and present a project or portfolio depicting personal growth aligned to each of the school's Five Traits as a requirement of promotion/graduation. 5. Each high school student will have required service hours increasing by 10 hours per grade.

Goals (continued)

Focus Area	Statement	3 Year Goals: 2015 - 2018
Board Development	The IAL board will continue to develop its capacity for governance, strategic oversight, community outreach, and resource development.	<ol style="list-style-type: none"> 1. Create and implement a Board Succession Plan. 2. Create and adopt a Professional Development Plan Handbook for the Board of Trustees. 3. Recruit and retain a board of up to 13 members aligned to strategic growth and sustainability. 4. Support individual and institutional fundraising efforts to support the immediate and long-term needs the school. 5. Recruit and maintain parent representation on the board. 6. Recruit board members to support and facilitate fundraising.
Facilities and Operations	IAL will secure adequate facilities for all learners and continually enhance the educational settings and opportunities for innovative teaching and learning.	<ol style="list-style-type: none"> 1. Procure a new high school facility. 2. Build reserves for facility investments. 3. Develop efficient and effective operations team and systems to support teaching and learning. 4. Develop long-term plan for ownership/long-term lease of middle and high schools. 5. Approve and implement technology development plan.
Faculty and Staff Development	IAL will be an attractive and exceptional school for high-quality educators through competitive compensation, exemplary professional development, and rigorous attention to employee satisfaction.	<ol style="list-style-type: none"> 1. Develop a staffing on-boarding process that leads to high staff retention (90%+) 2. Develop a succession plan for all senior level leaders within the organization. 3. Develop and maintain a robust pipeline for teacher candidates. 4. Refine and develop staff retention strategies including salary schedules and structures to ensure retention of high-quality staff.

Goals (continued)

Focus Area	Statement	3 Year Goals: 2015 - 2018
Fundraising and Resource Development	IAL will build and strengthen a supporting constituency through effective communication, relationship-building, and fundraising so that it can ensure that its academic instruction, extra-curricular activities, and enrichment programs prepare students for college and to individuals of good character who care about and give back to their communities.	<ol style="list-style-type: none">1. Strengthen the philanthropic culture of the school to facilitate giving, with a particular focus on capacity building with the Board of Directors.2. Maintain and build the annual and major gifts programming.3. Explore, develop, and launch a capital campaign to support the future of the school.4. Strengthen and expand partnerships with private funding institutions.5. Enhance the effectiveness and the clarity of communications to raise the school's public profile.

