

**Goal 1: Curriculum**

**Implement, continually develop, and annually evaluate an academically rigorous and mission-driven curriculum that supports the whole child. The curriculum is defined as the subjects, competencies, and values taught and learned each day, both inside and outside the classroom.**

- 1.0 Standard:** The curriculum supports the practice and mastery of the academic subjects and core competencies as defined in the Mission Focus.
  - 1.1 Critical Success Factor: An excellent academic curriculum is evaluated annually according to best practices by the Curriculum Committee, which approves recommended changes.
    - 1.1.1 Strategy: Re-engage the curriculum mapping process to align curriculum vertically across grade levels and with core competencies taught across the curriculum.
  - 1.2 Critical Success Factor: Topeka Collegiate is known for providing the best preK-8 math education available in the region.
    - 1.2.1 Strategy: Evaluate the math curriculum in Lower School to determine strengths and areas for enhancement.
  - 1.3 Critical Success Factor: The curriculum is supported by excellent technology and infrastructure.
    - 1.3.1 Strategy: The Technology Committee pursues external resources to support technology needs in the school.
    - 1.3.2 Strategy: Explore alternatives for technology infrastructure and support to replace outdated systems.
    - 1.3.3 Strategy: Re-evaluate Phase IV
    - 1.3.4 Strategy: Pilot technology in classrooms as budget allows
  - 1.4 Critical Success Factor: As stated in our core competencies, our graduates are adept in the application of ever-changing technology. Our graduates possess the skills and ability to adapt to the rapidly changing technological environment.
    - 1.4.1 Strategy: Evaluate and develop the technology curriculum.
    - 1.4.2 Strategy: Evaluate needs in Lower School and address accordingly
- 2.0 Standard:** Students demonstrate high academic achievement that is measurable using internal and external instruments.

2.1 Critical Success factor: Student achievement is reflected in a comprehensive assessment model.

2.1.1 Strategy: Create and implement a comprehensive student assessment model.

2.1.2 Strategy: Determine purpose and use of standardized testing, and evaluate current standardized tests for suitability vis-à-vis our mission.

**3.0 Standard:** The curriculum fosters students' development as ethical citizens and leaders in their local communities, the nation, and the world.

3.1 Critical Success factor: Students understand the concept of citizenship defined in the local and national sense and develop civic responsibility, in accordance with the mission and core competencies.

3.1.1 Strategy: Evaluate citizenship education in the Lower School and 7<sup>th</sup> grade Social Studies and History curriculum.

3.2 Critical Success factor: Students participate in service projects every year that support the development of life-long habits of service.

3.2.1 Strategy: Evaluate our existing service programs and develop developmentally appropriate service learning at all grade levels.

3.2.2 Strategy: Work with Curriculum Committee to identify where and when service is integrated into the curriculum in a meaningful way.

3.3 Critical Success factor: Students understand and have opportunities to practice servant-leadership: "Our graduates lead by example and motivate people to unite, collaborate, and make informed and ethical choices. They are confident in who they are and their role in the world."—Core Competencies

3.3.1 Strategy: Incorporate leadership skills into the curriculum in both Lower School and Middle School.

3.4 Critical Success factor: "Students understand the world's geography, history, culture, and current issues from multiple perspectives. They interact respectfully and responsibly with people within our nation and around the world."—Core Competencies

3.4.1 Strategy: Integrate global education deeply and broadly into the curriculum.

3.5 Critical Success factor: Students develop good character. "Our graduates are culturally aware, empathetic, and are compelled to act on issues of social

concern. They appreciate diversity in the community and demonstrate concern for the well being of all people."

3.5.2 Strategy: Assess how "humanitarian values" are currently taught in the curriculum, in accordance with NAIS best practices and our schools' mission and philosophy.

**4.0 Standard:** School structure and grade-level groupings create optimal conditions for student achievement, regardless of fluctuations in enrollment.

4.1 Critical Success Factor: A small student to teacher ratio of no greater than 12:1 school-wide creates close and effective teacher-student relationships that best support learning.

4.1.1 Strategy: Determine optimal class sizes and groupings for effective delivery of curriculum.

**5.0 Standard:** Highly qualified, inspiring teachers and administrators support the school's mission and curriculum.

5.1 Critical Success Factor: A professional culture nurtured by peer observation and collaboration.

5.1.1 Strategy: All teaching faculty annually perform informal assessment.

5.1.2 Strategy: Provide time for meaningful collaboration and curriculum development.

5.2 Critical Success Factor: New teachers are well-supported in understanding school life and culture, pedagogy, and the mission.

5.2.1 Strategy: Devote time and resources to supporting teachers who are new to the school.

5.3 Critical Success Factor: All teaching faculty are evaluated with formative and summative processes.

5.3.1 Strategy: Formally evaluate all teaching faculty.

5.4 Critical Success Factor: Faculty are compensated through salaries, benefits, and other ways at a rate that is competitive (within 10% or better) with the local public schools.

5.4.1 Strategy: Review current structure for compensation.

**6.0 Standard:** Implementation of current and best practices in education results in optimal student achievement.

6.1 Critical Success Factor: Ongoing professional development for all teaching faculty raises the bar for excellence.

6.1.1 Strategy: Require high-quality professional development for all faculty and staff.

6.2 Critical Success Factor: All students admitted to the school receive excellent instruction that takes into account individual learning needs and learning styles.

6.2.1 Strategy: Use the CARE team process to improve identification of students with learning differences and communication with families and teachers about testing recommendations or accommodations. This includes both written and oral communication.

6.2.2 Strategy: Explore professional development for faculty and administration on learning styles and differentiation. (2010-11)

## **Goal 2: School Safety and Community**

**Create a safe, nurturing and inclusive environment for our students and families.**

**1.0 Standard:** The school building and grounds are safe.

1.1 Critical Success Factor: Faculty and staff know how to respond in an emergency.

1.1.1 Strategy: Update emergency response procedures and educate faculty and staff.

1.2 Critical Success Factor: The school property and occupants are well-protected.

1.2.1 Strategy: Conduct a safety assessment of the school building and grounds.

1.2.2 Strategy: Improve the security of the building and grounds.

1.2.3 Strategy: Enhance safety and security by requiring emergency training for all faculty and staff.

1.3 Critical Success Factor: The physical plant is well-maintained.

1.3.1 Strategy: Update the Master Plan for the Physical Plant

1.3.2 Strategy: Yearly updating and communication of priorities

**2.0 Standard:** All students and families in the Topeka Collegiate community feel safe, respected, and valued.

2.1 Critical Success Factor: Students feel known, understood, and loved among their teachers and peers. The emotional security allows them to take the academic, social, and intellectual risks they need to grow.

2.1.1 Strategy: Develop and maintain an environment in which students feel supported and safe from physical, verbal, and relational aggression.

2.1.2 Strategy: Educate students, faculty and parents about misuse and dangers of unsafe practices in cyberspace.

2.1.3 Strategy: Teachers embrace a coherent approach to creating a healthy and positive classroom environment.

2.2 Critical Success Factor: Educating about diversity and celebrating diversity helps instill in students an appreciation of differences in others and prepares them well for life.

2.2.1 Strategy: Use NAIS best practices to guide efforts to enhance diversity education.

2.3 Critical Success Factor: Parents perceive a high value on their investment in the school.

2.3.1 Strategy: Conduct formal and informal assessment of parent satisfaction.

**3.0 Standard:** Students, families, and employees demonstrate a strong sense of community.

3.1 Critical Success Factor: A healthy school community supports the development of interpersonal responsibility, creates an atmosphere of safety and belonging, and promotes family involvement in school life.

3.1.1 Strategy: Foster unity by creating one structure to organize parent volunteerism.

3.1.2 Strategy: Foster community in the Middle School

3.2 Critical Success Factor: School policies and best practices with regard to communication are well understood among all faculty, staff, and families.

3.2.2 Strategy: Educate families, faculty and staff annually about expectations regarding communication.

4.2 Critical Success factor: All families feel a commitment to the mission of the school and have a stake in its future.

- 4.2.1 Strategy: Include parents in the strategic planning process and communicate the strategic plan clearly.

### **Goal 3: Finance, Marketing and Fundraising**

**To create a sustainable future, the school must be financially viable.**

- 1.0 Standard:** Yearly progress, starting now, towards a balanced budget and growth of revenue reserves.
  - 1.1 Critical Success factor: We will be financially viable in accordance with Independent School models when tuition covers 78% of annual operating expenses in Year 2012; 80% of annual operating expenses in Year 2015; and 88% of annual operating expenses in Year 2020.
    - 1.1.1 Strategy: Plan for reserves of \$250,000 by 2016.
- 2.0 Standard:** Long-term financial sustainability and endowment growth.
  - 2.1 Critical Success Factor: A sustainable school plans for long-term financial security. The school has a transparent, fiscally responsible, long-term financial plan.
    - 2.1.1 Strategy: Create a transparent, fiscally responsible, long-term financial plan.
  - 2.2 Critical Success Factor: Include anticipated increases in operating budget in financial planning.
    - 2.2.1 Strategy: Account for technology support costs increasing
  - 2.3 Critical Success factor: Progress towards building an endowment fund of \$1 million dollars by 2016.
    - 2.3.1 Strategy: Research best practices in independent schools for alumni relations and development.
    - 2.3.1 Strategy: Develop efforts in building alumni relationships and alumni giving, and increase participation in annual giving from alumni.
  - 2.4 Critical Success factor: Robust contributions from parents, alumni, and other contributors to annual and capital fundraising.

- 2.4.1 Strategy: Identify benchmarks and set goals.
- 2.4.2 Strategy: Expand donor base to include the wider community including potential corporate donors
- 2.5 Critical Success factor: The annual operating budget is supported by multiple revenue streams.
  - 2.5.1 Strategy: Develop more robust programming for after-school and summer programs to attract more students to these programs.
  - 2.5.2 Strategy: Identify new potential sources of revenue, such as programs for high-school students both after-school and during the summer months.
- 2.6 Critical Success factor: Completion of a successful capital campaign to support building and program improvements, including technology.
  - 2.6.1 Strategy: Develop a timeline and process for re-energizing the capital campaign and celebrating the opening of the public phase.
- 3.0 **Standard:** A robust applicant-to-enrollment ratio supports a selection process that ensures an appropriate match between school and family.
  - 3.1 Critical Success factor: Full enrollment with a waiting list.
    - 3.1.1 Strategy: Determine enrollment goals in the Lower School and Middle School that account for long-term demographic trends *and fit the mission of the school.*
    - 3.1.2 Strategy: Expand recruitment efforts in the community.
- 4.0 **Standard:** Successful recruitment of students who are academically well suited to our program and families who represent a strong match with our school community.
  - 4.1 Critical Success factor: An inclusive student body that exemplifies the essential qualities of a Topeka Collegiate student.
    - 4.1.1 Strategy: Improve the ratio of financial aid to full-paying tuition
  - 4.2 Critical Success Factor: Successful retention of families and reduction of attrition from 16 to 12 %.
    - 4.2.1 Strategy: Follow NAIS best practices in making improvements to the admissions process.
- 5.0 **Standard:** Marketing efforts successfully communicate the mission of the school, both internally and externally.

- 5.1 Critical Success factor: Awareness of the "value-added" of a Topeka Collegiate education among all members of the school community.
  - 5.1.1 Strategy: Educate current and prospective parents about our mission and core competencies. Emphasize safety, relationships, and our excellent program.
  - 5.1.2 Strategy: Use research to improve marketing.
  
- 5.2 Critical Success factor: A web site that celebrates the strengths of the school and the value of a Topeka Collegiate education.
  - 5.2.1 Strategy: Update and add more engaging content to the school web site.
  - 5.2.2 Strategy: Provide regular updates on student and alumni achievement on the web site.
  - 5.2.3 Strategy: Improve the web site.
  
- 5.3 Critical Success factor: Excellent relationships with the business community in Topeka.
  - 5.3.1 Strategy: Continue and expand community outreach to business and community groups.