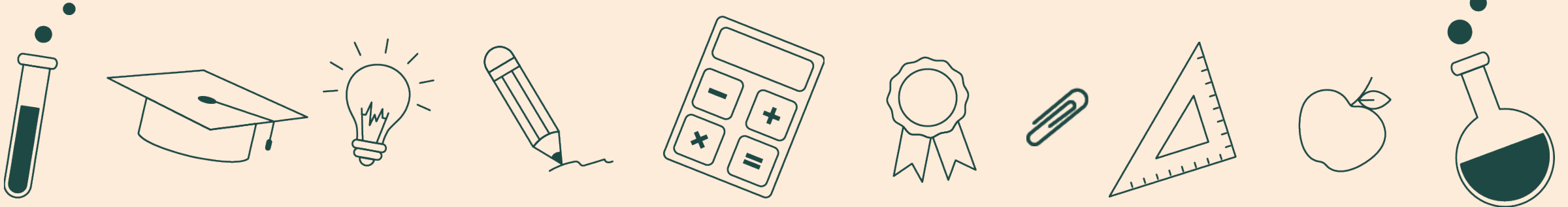




Envisioning the Future - Strategic Planning 101

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Why Strategic Planning?

- “A vision without a plan is merely a dream.”
- Cementing organizational longevity
- Common language for stakeholders

Basics of a Strategic Planning Process - VMOSA



*ENVIRONMENTAL
SCAN*



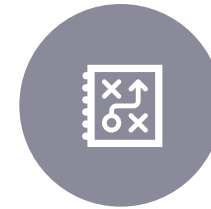
VISION – THE
DREAM



MISSION – THE
WHAT & THE WHY



OBJECTIVES –
MEASURABLE
RESULTS



STRATEGIES – THE
HOW



ACTION PLAN –
IMPLEMENTATION
OF STRATEGIES

Environmental Scan

- Assess your environment
 - SWOT Analysis
 - Who are we?
 - Where are we?
 - Where do we want to go?
 - Stakeholder input/feedback

Utopian Academy of the Arts is an arts-focused public charter network based in Clayton County, GA



Utopian at a Glance

- 400 students in grades 6-8 at our flagship middle school
- 225 students in grades K-3 at our elementary school
- 175 students in grades 9-10 at our high school
- 91% of our students are African American
- 68% of our students are economically disadvantaged
- 100% of our students are capable of excellence

An external review of internal practices identified key areas of strength...



Student Culture

- Intentional celebration of students
- Adults make connections with students
- Interest-based clubs and activities



Arts Integration

- Regular concerts, film festivals, performances and art showcases
- Consistent integration with the core curriculum
- Visual representation of student performances



Strong Partnerships

- Celebrity ambassadors
- Talent agencies & organizations
- Support from local businesses and higher ed
- Access to career pathways and talent programming



... as well as areas to improve over the next three years

Academics

- Overall proficiency in reading in math (GMAS)
- Creating a shared vision for academic excellence within schools and across the network
- Leveraging the partnership with Uncommon Schools to monitor instructional practices

Data-driven Instruction

- Setting benchmark growth targets
- Increasing data-driven instructional practices
- Implementing a unified data system
- Utilizing target and skills tracking tools consistently

Professional Development

- Offering differentiated coaching across the network
- Structuring PLCs to support teacher growth



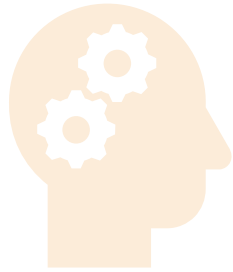
We have an ambitious plan to bring rigorous, arts-infused instruction to significantly more students across Georgia

By **2028** we aim to serve K-12 students across **four geographical** areas throughout Georgia.

By leveraging the positive effects of an arts education to engage and inspire students, we will develop their academic and artistic potential, and prepare them to be better leaders in their communities.



Vision & Mission



Vision

What the future looks like with success
Guides longterm thinking
Tells why success matters
Question – Why we do it



Mission

Reason for existence or need being filled
Guides everyday decision making
Basis for judging success
Question – What we do

Example: United States Air Force

Vision:

- The World's Greatest Air Force—Powered by Airmen, Fueled by Innovation

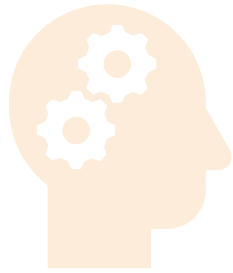
Mission:

- To fly, fight, and win...airpower anytime, anywhere
- **New – rolled out in April 2021**
- Previous - To fly, fight and win in air, space and cyberspace

Mission statements may, and likely will, change over time.

Vision statements provide enduring direction.

Vision & Mission



Vision

Innovative and superior charter schools
advancing education in every community.



Mission

The mission of the State Charter Schools
Commission of Georgia is to improve public
education by authorizing high-quality charter
schools that provide students with better
educational opportunities than they would
otherwise receive in traditional district schools.

We are the only charter school network offering an arts-focused curriculum to students across Georgia

Our Mission

Through a structured and supportive environment, Utopian Academy for the Arts (UAFA) will develop the academic and artistic talents of students, and prepare them to enter and succeed in the global society with proficiency to enroll in the college, university, or specialty school of their choice.



Objectives

- Specific measurable results for broad goals.
 - Behavioral Objectives – changing the behavior of people and the product of their behavior
 - Community-level Outcome Objectives – similar to behavioral objectives, but focused at a community level versus an individual level
 - Process Objectives – refer to the implementation of activities necessary to achieve other objectives



SCSC Strategic Plan Objectives

- Objective 1: Increase charter school choice in communities with few or no options.
- Objective 2: Expand high-quality middle and high charter school choice.
- Objective 3: Increase the number of academically superior state charter schools.
- Objective 4: Promote pre-opening success for approved state charter schools.
- Objective 5: Empower all state charter schools to leverage autonomy, flexibility, and resources to meet the needs of their community.
- Objective 6: Develop and maintain a strong internal foundation that aligns with and supports the SCSC's mission and vision



We will measure the success of our plan along three primary dimensions



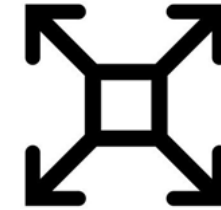
Academics

As a result of a clearly defined and consistently implemented academic model, all of UAFA's current and future campuses will meet or exceed district and/or state End of Grade proficiency levels



Arts

UAFA will create opportunities where students are exposed to entertainment and other creative industries in which there is a gap in human capital, resulting in a pipeline for workforce development



Expansion

UAFA will grow to four new geographic areas throughout Georgia, successfully replicating core elements of our academic and arts program model to impact students and families in new communities

Strategies

- How you will meet objectives. Generally we see 5 types:
 - Providing information/enhancing skills
 - Teacher PD
 - Enhancing services & supports
 - Implementing before/after school learning
 - Modify access, barriers & opportunities
 - Offering transportation & nutrition
 - Change the consequences of efforts
 - Incentives tied to results
 - Modify policies
 - Adjust asynchronous policies based on performance





SCSC Strategies

Objective 1:

Increase charter school choice in communities with few or no options.

Strategies	Action Plans
<i>Utilize strategic partnerships and outreach to create informed communities.</i>	<ul style="list-style-type: none">• Utilize data to assess area needs• Evaluate advertising and marketing strategies• Cultivate local partnerships• Facilitate coalition-building across communities• Develop and disseminate targeted information, including testimonials, infographics, and other engaging content
<i>Encourage applications from under-served communities.</i>	<ul style="list-style-type: none">• Encourage applications from under-served communities.• Utilize targeted outreach to solicit applications• Explore school incubator support outside of the metro-Atlanta area• Implement petition priorities to address over-saturation• Evaluate replication opportunities
<i>Identify and eliminate barriers to the implementation of choice options.</i>	<ul style="list-style-type: none">• Facilitate access to quality leadership• Evaluate facility access• Assess funding landscape• Analyze local policy• Develop targeted communications training

For each strategic priority, we have defined a set of detailed initiatives (1 of 2)

Priorities	Strategies	Strategy owner(s)
Academics 	<ul style="list-style-type: none"> Define and create alignment on a shared academic vision with a balance of arts integration and rigorous core instruction 	Executive Director
	<ul style="list-style-type: none"> Align professional development strategy with shared vision of high quality instruction 	Executive Director
	<ul style="list-style-type: none"> Develop comprehensive system for academic support 	Executive Director
	<ul style="list-style-type: none"> Strengthen data practices to drive instructional decisions 	Executive Director
	<ul style="list-style-type: none"> Define approach to academic programming to clarify non-negotiables across grade levels and offer equitable programming by campus 	Executive Director
Data 	<ul style="list-style-type: none"> Design a testing calendar and plan with non-negotiables for assessment tools and the use of data protocols 	Principals
	<ul style="list-style-type: none"> Execute high-quality data-driven PLCs 	Principals
	<ul style="list-style-type: none"> Develop or adopt a tool to track progress of continuous improvement initiatives 	Senior Registrar
	<ul style="list-style-type: none"> Develop a process for continuous improvement, including adopting a continuous improvement framework, establishing high-level roles and responsibilities, etc 	Senior Registrar

Action Plans

- The detail as to how strategies will be implemented to accomplish the objectives.
 - Action Step – what will happen
 - Person(s) Responsible – who will do what
 - Timing of each action step
 - Resources required
 - Evaluate barriers/risks
 - Collaborators



SCSC Action Plans

Objective 1:

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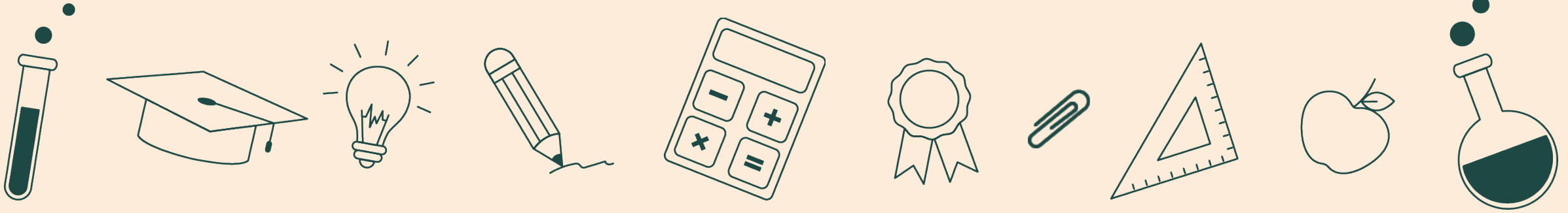
We are planning key mitigation strategies for any potential risks (1/3)

Category	Risk	Mitigation strategies
Academic Rigor	Core program replication: it may be challenging to maintain our core elements across all current and future campuses	<ul style="list-style-type: none"> • Codify our core elements and academic model and build systems to monitor fidelity • Cross-school collaborative practices will support consistent practices across the network
	Inability to meet academic growth targets	<ul style="list-style-type: none"> • Train teachers in data analysis to drive intentional instructional shifts • Implement high quality instructional coaching structures to support data -driven instructional practices • Partner with Uncommon Schools to build leader capacity in supporting effective instructional practices
Data for continuous improvement	Inability to create or purchase an effective data management system	<ul style="list-style-type: none"> • Evaluate in-house solutions (add-ons to current tools or building capacity with current staff members)
	Lack of skill set for effective PLC structure/practices	<ul style="list-style-type: none"> • Tiered coaching structure to provide targeted support • A needs assessment and satisfaction surveys will allow a tiered and customized approach to PLC content • Evaluation feedback will consider PLC participation



Questions?





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