

# Strategic Planning – Colorado Military Academy

SOAR Analysis (Success/Strengths, Opportunities, Aspirations, Results)

July 12 & 16, 2019

## Successes / Strengths

- Staff in transition – we kept most of those we wanted to keep
- Good mission, vision, direction
- ONLY military academy in Colorado
  - Need to define audience, need
- Survived major student attrition in 2017
- Nice facility; additional land
- Location, demographics
- Great Board
  - Understand military
  - Understand appropriate Board roles (not micromangers)
  - Has the leaders' backs (provides strength, continuity)
- Lots of flying (actual)
- Civil Air Patrol
  - STEM Units
  - Aerospace Units
  - Cyber Patriots training

## Opportunities

- Develop closer relationship to USAFA
  - Get sponsor cadets for ours
  - Possible speakers
- Develop closer relationships at Peterson & Ft. Carson
- Possible National Guard connection
  - SMP Program
  - General Lowe
- STEM organization in town
- USAA connection – future grants
- Local military organizations
- New Athletic Director brings possibilities
- Land / playing field
- Drone program
  - Gen. McCarthy at USAFA
  - Possible competitions or host our own

- Naval Sea Cadets program
- Robot Wars – STEM teacher now looking into this
- Concurrent enrollment (caution – make sure it is a quality program with quality staff)
- Aerolab and Polaris homeschool programs
- PR – Local news
  - Leverage Linda’s reputation
  - Spring splash on renewal news
- Parents – activate and utilize; add to Board
- Career / Technical Education
  - Graduates must have a plan
  - Internships / Labor force connections
  - Seek USAA grant to develop a program?
  - CAP offers First Responders training (check local requirements for candidates)

## Aspirations

- Career / Technical Education
- Utilize CAP more
- Seek Quality CAP Unit Award
  - Review requirements
- Require ASVAB testing for all 11<sup>th</sup> graders
  - Some receive appointments (enlistment) for military careers
- Some students from CMA receive Military Academy appointments
- All students who graduate are pursuing post-secondary training or education toward certifications or degrees
- Use military academy model:
  - Academic emphasis – rigorous liberal arts education
  - Whole person (mind, body /sports, ethics)
  - Values, Character and Service
  - Military

*Precursors include: Respect, Protocols, Etiquette, Structured Learning Environment, Selflessness*

## Results

- Parent approval rating of at least 85%
- Evidence of character development and service
- Safe and focused learning environment
- Low attrition of students
- Staff satisfaction of at least \_\_\_\_\_%
- Enrollment growth of at least \_\_\_\_\_%
- Use test data from NWEA, DIBELS and CMAS to monitor student achievement
- Create and monitor Honor Roll, GPAs
- Monitor CAP
  - Promotions
  - Leadership development

- Retention
- Senior membership
- Number of orientation flights
- 100% of graduates have a Career/Technical Education plan

## VISION AND MISSION

The vision of Colorado Military Academy is to be the premiere military academy in the region recognized for STEM excellence and developing strong leaders of character.

The guiding mission of CMA is to prepare cadets for today’s colleges and tomorrow’s careers by engaging cadets in a rigorous and high-tech curriculum in science, technology, engineering, and math (STEM) while building strong moral character through an environment of military leadership development.

CMA’s innovative educational advantages include advanced technology, meaningful parental involvement, student uniforms, consistent and enforced discipline policies, motivated staff, community focus, integrated character education and high academic growth and performance.

### Goal Area 1: Academics

<b>Metric 1</b>	NWEA & DIBELS Testing
<b>Metric 2</b>	Honor Roll System for all grade levels
<b>School Strategy 1</b>	TOSAs will create assessment reports by classroom and by grade, share results with teachers and administration per established assessment schedule. Mid-year goal is 5% academic growth (per subject and per grade). Annual goal is 10% academic growth.
<b>School Strategy 2</b>	Dean of Instruction will request reports from Power School administrator within 1 week after end of each quarter, then create an “A” Honor Roll and a “B” Honor Roll list. (GPA will be used for High School students.) Dean of Students will assist with creating plan for recognition at school and through the Parent Newsletter.
<b>Board Strategy</b>	Board will review test results data following each testing period and discuss with administration at the next possible Board meeting. Board will review Honor Roll and GPA lists.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>● Inform teachers of assessment schedule at PD week</li> <li>● Inform TOSAs of their part in gathering assessment data. Provide training.</li> <li>● Discuss Honor Roll plan with Dean of Students</li> <li>● Discuss how to retrieve data from Power School with PS administrator</li> </ul>

## Goal Area 2: Community Engagement/Culture

<b>Metric 1</b>	Survey parents
<b>Metric 2</b>	Survey teachers and support staff
<b>School Strategy 1</b>	Create a committee to assist in creating parent satisfaction survey. Group to begin meeting in January, report to Board with recommendations at February or March 2020 board meeting.
<b>School Strategy 2</b>	HR and leadership team to create teacher and support staff satisfaction survey
<b>Board Strategy</b>	Board to approve final questions on surveys Board to review results
<b>Tasks</b>	<ul style="list-style-type: none"> <li>Recruit committee members for creation of surveys</li> <li>Obtain Board approval on final questions</li> <li>Obtain survey monkey subscription or other tool to send out anonymous survey in late February or early March</li> <li>Present results to Board at next meeting following the survey</li> </ul>

## Goal Area 3: Human Resources

<b>Metric 1</b>	Staff positive satisfaction rating of 85% or more for 2019-20
<b>Metric 2</b>	Teacher retention greater than 80% for 2019-20
<b>School Strategy 1</b>	Hold regular staff meetings for team building, training and discussion
<b>School Strategy 2</b>	Recognize staff for accomplishments
<b>Board Strategy</b>	Review survey results and offer strategies for improvement if needed
<b>Tasks</b>	<ul style="list-style-type: none"> <li>Business office staff to provide retention info</li> <li>Staff satisfaction data from survey (see goal 2)</li> <li>Consider whether budget has room for merit pay bonuses</li> <li>Leadership staff to evaluate staff for merit pay bonuses (rating / points)</li> </ul>

## Goal Area 4: Financial

<b>Metric 1</b>	Increase student count year over year Targets: <ul style="list-style-type: none"> <li>2019-2020: 500</li> <li>2020-2021: 550</li> <li>2021-2022: 600</li> </ul>
<b>Metric 2</b>	Fund balance of at least 6% reserve by July 2022
<b>School Strategy 1</b>	Reduce student attrition to 10% or less (not including PCS/moving)
<b>School Strategy 2</b>	Track effectiveness of marketing to ensure a return on marketing of 50 new students per year

<b>Board Strategy</b>	Negotiate appropriate lease payments with Highmark
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Continue recruiting, messaging to get CMA’s name out / generate community awareness</li> <li>• Annual review of student attrition rates</li> <li>• Finance committee work with Highmark &amp; Attorney</li> <li>• Registrar will track how new students hear of CMA</li> </ul>

Goal Area 5: Facilities

<b>Metric 1</b>	Utilize outside property for obstacle course and athletics
<b>Metric 2</b>	Utilize indoor to full capacity by increasing student count by 10% a year.
<b>School Strategy 1</b>	Maintain facilities using a model of affordability
<b>School Strategy 2</b>	Build amenities (obstacle course, athletic fields) on existing property; Develop use for unused land
<b>Board Strategy</b>	Seek grants, fundraisers, and community partnerships to fund building projects
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Research land use restrictions</li> <li>• Create a committee to plan building projects</li> <li>• Develop a maintenance plan that includes improvements to existing property</li> <li>• Create a Board committee for fundraising</li> </ul>

Goal Area 6: Governance

<b>Metric 1</b>	Complete Strategic Plan (required by August 15, 2019 for CSI renewal process)
<b>Metric 2</b>	Complete 30 training modules as recommended by CDE (required by CDE for CSSP grant by December 30, 2019)
<b>School Strategy 1</b>	Dean of Instruction to assist in compiling info for Strategic Plan
<b>School Strategy 2</b>	Dean of Instruction to assist in selection of date options for training, to prepare training materials.
<b>Board Strategy</b>	Create subcommittees for each of the Goal Areas
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Complete Strategic Plan and review quarterly for alignment with school’s goals and progress</li> <li>• Complete CDE Board Training modules</li> <li>• Recruit committee/subcommittee members, assign a Board member to sit on each, set regular meeting dates for committees and when they are to report</li> </ul>

## Goal Area 7: Military

<b>Metric 1</b>	Achieve Civil Air Patrol Quality Cadet Unit Award by June 2021
<b>Metric 2</b>	Cadet promotions to c/SSgt and above greater than 45% by June 2022
<b>School Strategy 1</b>	Explore and build partnerships with local military installations, National Guard, Army Cadet Command, and USAF Air University
<b>School Strategy 2</b>	Implement mandatory participation in Civil Air Patrol for all upper school students by 2021-2022
<b>Board Strategy</b>	Monitor progress of squadron through reports by Commandant
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Commandant to create a time-phased plan in conjunction with Military Studies teacher and Squadron Commander</li> <li>• Quarterly reports on cadet numbers, flight hours, promotions and other metrics for Quality Cadet Unit Award to be made to the Board</li> </ul>