

Anser Charter School Strategic Plan

History

When ANSER Charter School was granted a charter by the Boise School District in September 1998, the school's founders set their sights on the future. The focus of the school was to open and operate an exemplary school based on Expeditionary Learning-Outward Bound design principles. In its first decade, ANSER staff, parents, and Board built a school with a unique curriculum and a reputation for academic success, service to

the community, and strong character. With the educational infrastructure firmly in place, the ANSER community moved to strengthen the school's financial underpinnings and organizational infrastructure. ANSER begins its second decade in a new facility, bringing new opportunities and challenges which are reflected in the strategic direction for years 15-20.

Vision Statement

ANSER's vision is to educate the whole child in a collaborative learning community where individuals are inspired to achieve their academic potential, be self-motivated and feel a sense of connection and responsibility to the world.

Mission Statement

ANSER's mission is to foster learning that imagines a better world and works toward realizing it; set high academic standards; promote creativity, discovery, reflection and balance; embrace diversity; and use developmentally appropriate practices and real-world experiences to educate within a climate of collaboration, community, character, and compassion.

Strategic Plan Implementation and Review

Anser's Strategic Plan will be updated and approved annually. The Board will annually review presentations from the Education Director and Organization Director which will include analyses of student growth and achievement, student demographics, financial performance, and annual goal attainment, using the data provided to inform the adoption of goals for the following school year.

ANSER Strategic Direction

(Operational Years 15 - 20)

The ANSER Board, staff, and parents will position the school for long term sustainability.

Five major initiatives support this overall objective. The ANSER Board is responsible for establishing strategic direction and monitoring progress. Family Council represents the voice of the parent community, communicating needs and suggestions to the Board. The ANSER staff provides professional support for the initiatives. This document assists the staff in clarifying organizational priorities.

Initiative #1	Initiative #2	Initiative #3	Initiative #4	Initiative #5
Provide a rigorous curriculum that produces high academic achievement, strong character, and service to others.	Maintain ANSER's facility in a manner true to ANSER's mission and vision, while maximizing use of the asset.	Provide the financial resources necessary to sustain ANSER.	Manage school size consistent with ANSER's long term vision for growth while meeting the needs of current and future families and balancing fiscal/educational needs.	Promote the vitality and integrity of the organizational infrastructure, including its culture, community, and compliance with all applicable laws.
Responsible parties/individuals				
Education Director Instructional Staff Education Committee Resource Development Committee	Facilities Committee Organization Director	Finance Committee Resource Development Committee Facilities Committee Organization Director Marketing Committee	Education Director Instructional Staff Organization Director Family Council Marketing Committee Resource Development Committee Executive Committee Ed. Committee	Organization Director Education Director Governance Committee Family Council Executive Committee Marketing Committee
<p>Each goal is followed by the responsible parties.</p> <p>OD= Organization Director Bd = Anser Board Dev = Resource Development Committee Exec = Executive Committee</p> <p>ED = Education Director Fac = Facilities Committee (ad hoc) FC = Family Council Fin = Finance Committee</p> <p>IS = Instructional Staff Mktg = Marketing Committee EdC=Education Committee Gov = Governance Committee</p>				

On- Going Goals

Initiative #1	Initiative #2	Initiative #3	Initiative #4	Initiative #5
<p>Create a cohesive process for implementing and supporting high quality expedition products and projects. (ED, IS, EdC)</p> <p>Implement strategies and processes to facilitate unlimited access to education for all students. (ED, IS)</p> <p>Regularly assess and evaluate educational program, identify areas of improvement and develop plans to address those areas. (ED, IS, EdC)</p> <p>Regularly assess alignment with Idaho Common Core. (ED, EdC, IS)</p> <p>Provide professional development opportunities that support teacher growth and student achievement. (ED, EdC)</p> <p>Student Growth and Achievement will be measured and reporting annually to the Board (ED,IS)</p>	<p>Review and prioritize future capital projects with the input from Board and Staff. (Fac, OD)</p> <p>Manage facility rentals to meet/exceed revenue projections. (OD, Fac)</p> <p>Address growth and facility improvement needs and objectives of school annually, e.g., storage, parking, etc. (OD, Fac, Fin)</p> <p>Identify opportunities for increasing energy efficiency and prolonging useful life of the building systems. (Fac)</p> <p>Maintain facility to avoid unforeseen and unbudgeted maintenance and capital expenditures. (OD, Fac)</p>	<p>Establish ways to measure financial success for the organization. (Fin)</p> <p>Identify additional grant funding opportunities for facilities and educational programs. (ED, OD, Fac, Dev)</p> <p>Collect pledges in a timely manner. (OD)</p> <p>Track donors and cultivate new ones. (OD, Dev)</p> <p>Identify and develop community, educational and charitable partnerships, both tactical and strategic, e.g., Garden City, BSU, BSD, ELOB preschools. (ED, OD, Dev, Exec)</p> <p>Manage US Bank Debt. (OD, Fin, Exec)</p>	<p>Provide opportunities to educate prospective and current families about Anser, vocabulary, philosophy and expectations. (ED, OD, FC, Mktg)</p> <p>Continue measuring parent or customer satisfaction. (Mktg)</p> <p>Provide collateral materials for student recruitment. (Mktg)</p> <p>Assure adequate parent involvement/voice on all Anser committees. (FC, Gov, Exec)</p> <p>Review annually potential for future growth or replication. (Bd, ED, OD, Exec)</p> <p>Regularly assess potential additions or improvements to existing programs, including music, C3, sports, Service, SOS. (ED, IS, EdC,)</p>	<p>Update complete skills and interest assessment and database for board members and parents. (OD, Gov)</p> <p>Update long term goals to assure sustainability of the organization. (Exec, Bd)</p> <p>Assure parent voice and involvement on all ANSER committees. (FC, Gov.)</p> <p>Regularly assess and identify competition for enrollment and retention of targeted families, e.g., other charter, BSD or private schools and preschools. (ED, OD, Exec, Mktg)</p> <p>Ensure the financial health of Anser to achieve academic excellence (Fin, OD, Exec)</p> <p>Strive to provide competitive salaries for employees now and in the future (Fin, Exec, OD, ED)</p> <p>Review/revise/add/remove school policies for accuracy, relevance and breadth of exposure. (Gov, ED, OD, Exec)</p> <p>Update website (Mktg, OD)</p>

2015-2016 Goals

Initiative #1	Initiative #2	Initiative #3	Initiative #4	Initiative #5
<p>Anser student's ISAT results will meet or exceed the State and Boise School District. ISAT results (ED, IS, EdC)</p> <p>Standardize Evaluation/Review of ED and OD (EdC, Gov)</p>		<p>Revise salary schedule to align to the Career Ladder & achieve parity with surrounding districts (Fin, Exec)</p>		<p>Launch Grandparent Club, Host Coffee Talks, evaluate additional programs (Dev)</p> <p>Update website (Mktg, OD)</p> <p>Proactively address (OCR) and improve community student recruitment, focusing on diversity (Mktg, Gov, Exec)</p> <p>Review/revise/add/remove school policies and handbook for accuracy, relevance, changing laws and breadth of exposure and conduct training for necessary audiences (supervisors, staff, teachers, parents etc.) (Gov, edC, ED, OD, Exec)</p> <p>Implement financial reporting to highlight metrics important to both the Anser Board and Anser's lenders. (Fin, Exec, OD)</p>

Outcomes for 2015-2016 Goals

Initiative	Goal	Outcome
1	Anser student's ISAT results will meet or exceed the State and Boise School District. ISAT results	Anser's ISAT results met or exceed to State and BSD results. Scores are included in this report.
1	Standardize Evaluation/Review of ED and OD	The Evaluation for the Education Director was standardized to the State approved process. Work to align the evaluation of the Education Director and the Organization Director is ongoing.
3	Revise salary schedule to align to the Career Ladder & achieve parity with surrounding districts	The Anser Salary Schedule was revised to align more closely to BSD and to factor in the changes in to salary based apportionment due to the Career Ladder.
5	Launch Grandparent Club, Host Coffee Talks, evaluate additional programs	Resource Development successfully launched Grandparent's Club in the spring of 2016. Plans continue for more events and outreach to Grandparents in the 16-17 school year. RD also hosted Coffee Talks for Anser parents during the 15-16 school year. Coffee talks continue to be a successful way to engage with families, and make connections between new and returning Anser families. In 2015-2016 Resource Development also provided research and financial forecasting support for a staff committee evaluating possible future plans for After School care and Preschool."
5	Update website	The Marketing committee reviewed competitive sites to ascertain attributes to include in the new site. A parent committee gave feedback on the current site and items to include on the new site. Google Analytics were reviewed to understand which pages were of most interest. After interviewing three candidates, Jedsplit Design was selected and the website was updated and launched.
5	Proactively address (OCR) and improve community student recruitment, focusing on diversity (Mktg, Gov, Exec)	Anser made progress in this area, and continues to focus on improvements. Anser took part in the Garden City Police "Trunk or Treat" party at the Boys and Girls Club to meet Garden City families who might not be aware of the school. Outreach continued through the Garden City Library and Head Start. Student recruitment mailings were sent out in English and in Spanish to Anser's surrounding neighborhood in preparation for the annual lottery. The admissions information page on the new

		<p>Anser website was revised to include full information about the lottery process and applications for the lottery in English and in Spanish. Anser's Education Director and Organization Director sought guidance related to recruiting a more diverse student population from EL Education, whose work has focused on schools serving a broadly diverse student body.</p>
5	<p>Review/revise/add/remove school policies and handbook for accuracy, relevance, changing laws and breadth of exposure and conduct training for necessary audiences (supervisors, staff, teachers, parents etc.)</p>	<p>Governance Committee members began their work to review and revise the Anser Employee Handbook. A draft version has been submitted to staff for feedback and will be reviewed and adopted by the Anser board at the October 2016 meeting. Work to review policies will begin in the 2016-2017 school year.</p>
5	<p>Implement financial reporting to highlight metrics important to both the Anser Board and Anser's lenders.</p>	<p>The Finance committee refined the monthly Budget Summary presented to the Board. Improvements were made to streamline the report and elevate funds such as Lunch, AAYC, and Salaries that are of particular importance for Board oversight. Work continues to include the metrics US Bank uses to evaluate Anser's financial status.</p>

ANSER Leadership 2015-2016

Family Council	Finance Committee	Facilities Committee	Resource Development Committee	Marketing Committee	Governance Committee	Education Committee	Executive Committee
Provide a conduit for parental input into school-wide policies, ongoing development and governance. Offer an impartial voice to staff/Board on concerns parents bring to them. Conduct activities for families and link families to activities/volunteer opportunities.	Oversee fiscal management of the organization.	Provide for maintenance of the ANSER facility	Assist staff with planning and implementing fund raising, grant acquisition and partnership development.	Help ANSER communicate who they are to donors and potential donors; parents and potential parents; and educators.	Oversee recruitment, retention, and training of school volunteer leadership, including the Board and committees and oversee Anser policies and procedures.	Oversee education staffing and curricula related matters.	Transact the business of the Board for all actions delegated to it by the Board. Provide leadership on all ANSER issues.
Sara Harms James McLaughlin Helene Belanger Brian Coffey Cody Human Kris Hilvers Laura Kadyan Laura Nelson Laura Olivotto Patrick Sullivan Shannon Campbell Tamara Reames	Maridee Lemieux* Lora Breen* Heather. Dennis** Tiffany Keeley**	Ad Hoc, to be assigned when necessary to meet the goals of the Anser Board.	Stacy Slattery* Angie Temple* Brenda Marosvari* Heather Dennis**	Melinda. Neely* Scott Thomas* Matt McCarter* Heather Dennis**	Pam Howland* Leslie Brown* Nichole Spencer* Heather Dennis**	Maggie Chase* Christina Bruce Benmion* Nichole Spencer* Michelle Dunstan**	Ryan Zelinsky* Lora Breen* Maridee Lemieux* <u>Ex officio, non voting</u> Michelle Dunstan** Heather Dennis**

*Board member

**Staff member

Chair is bolded

Each goal is followed by the responsible party (ies).

OD= Organization Director

Bd = Anser Board

Dev = Resource Development Committee

Exec = Executive Committee

ED = Education Director

Fac = Facilities Committee

FC = Family Council

Fin = Finance Committee

IS = Instructional Staff

Mktg = Marketing Committee

EdC=Education Committee

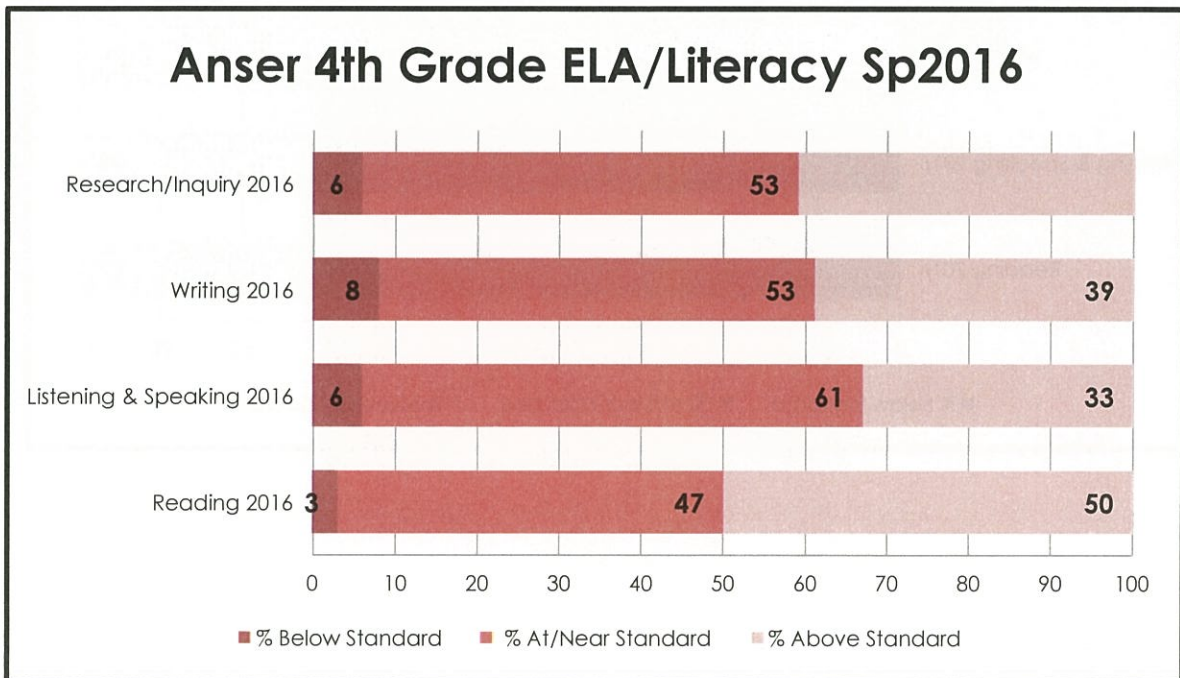
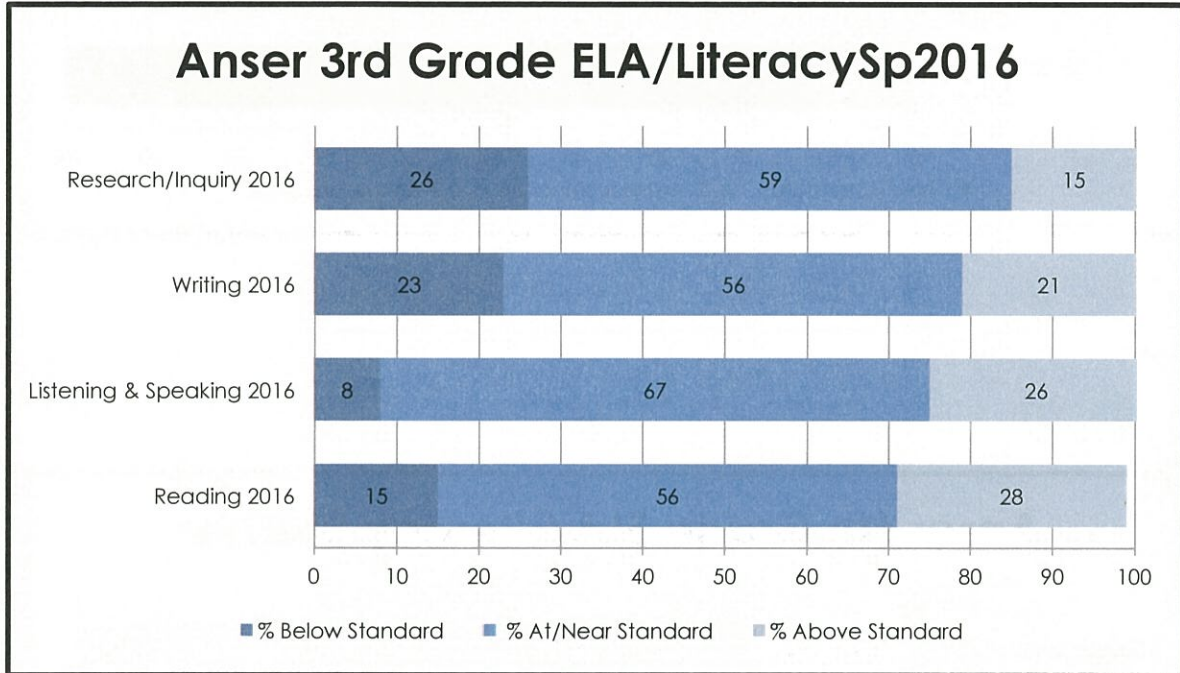
Gov = Governance Committee



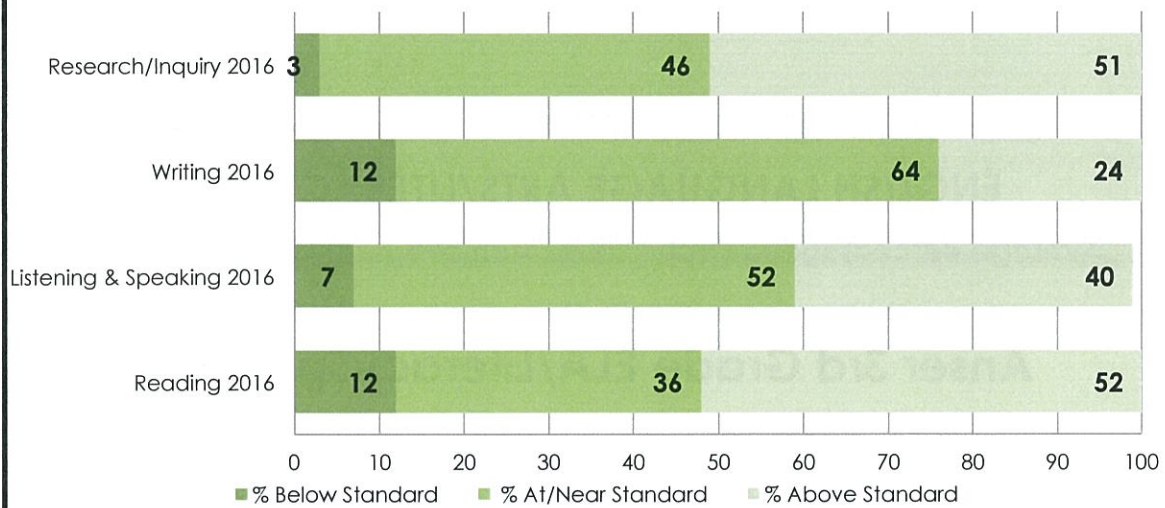
Anser Charter School

IDAHO STANDARDS ACHIEVEMENT TEST 2016: GRADES 3-8 ENGLISH LANGUAGE ARTS/LITERACY

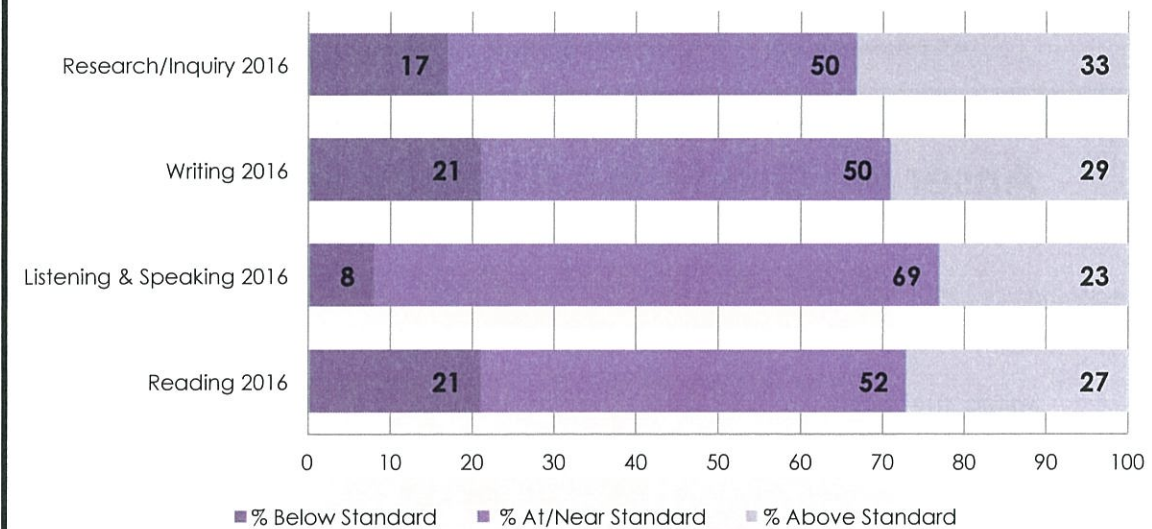
Average Percentage in Each Claims Achievement Category



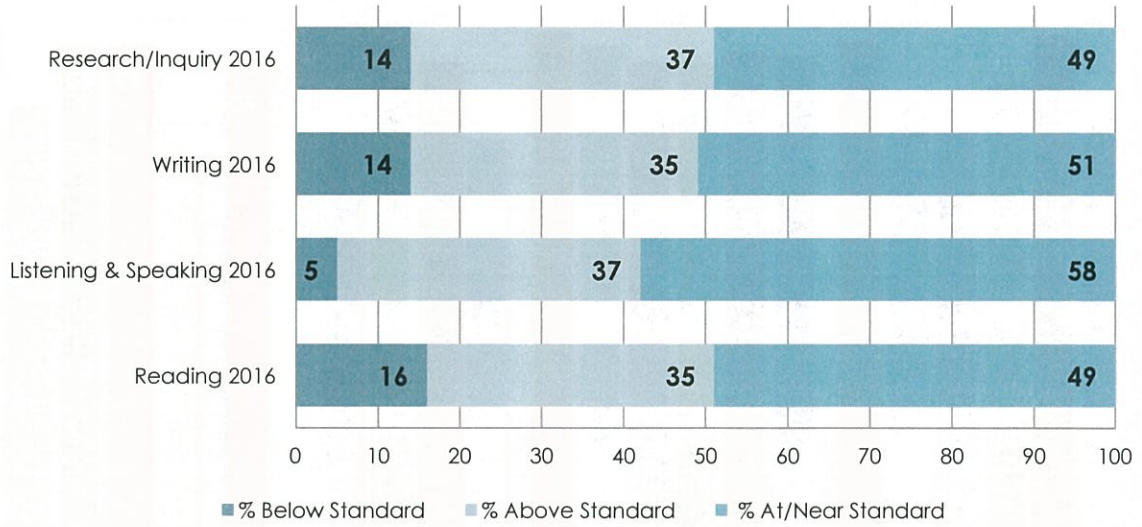
Anser 5th Grade ELA/Literacy Sp2016



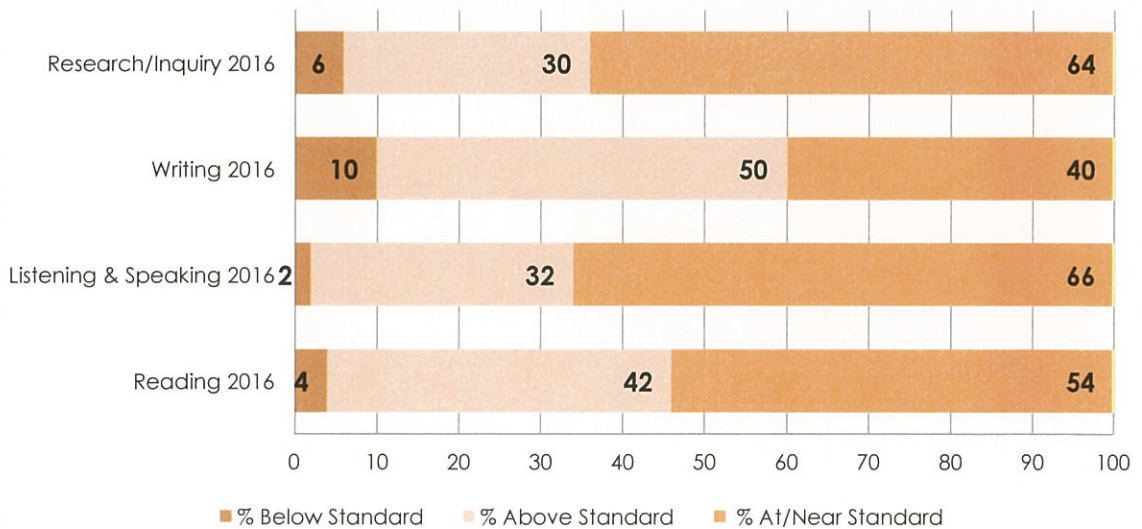
Anser 6th Grade ELA/Literacy SP2016



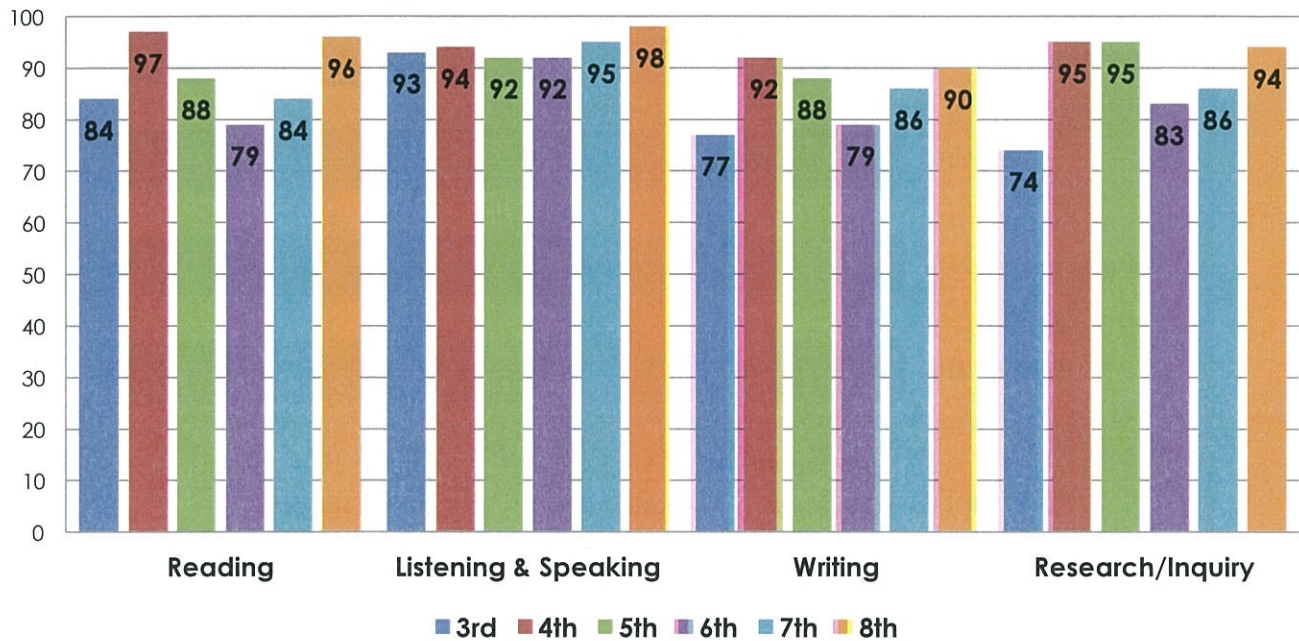
Anser 7th Grade ELA/Literacy Sp2016



Anser 8th Grade ELA/Literacy Sp/2016



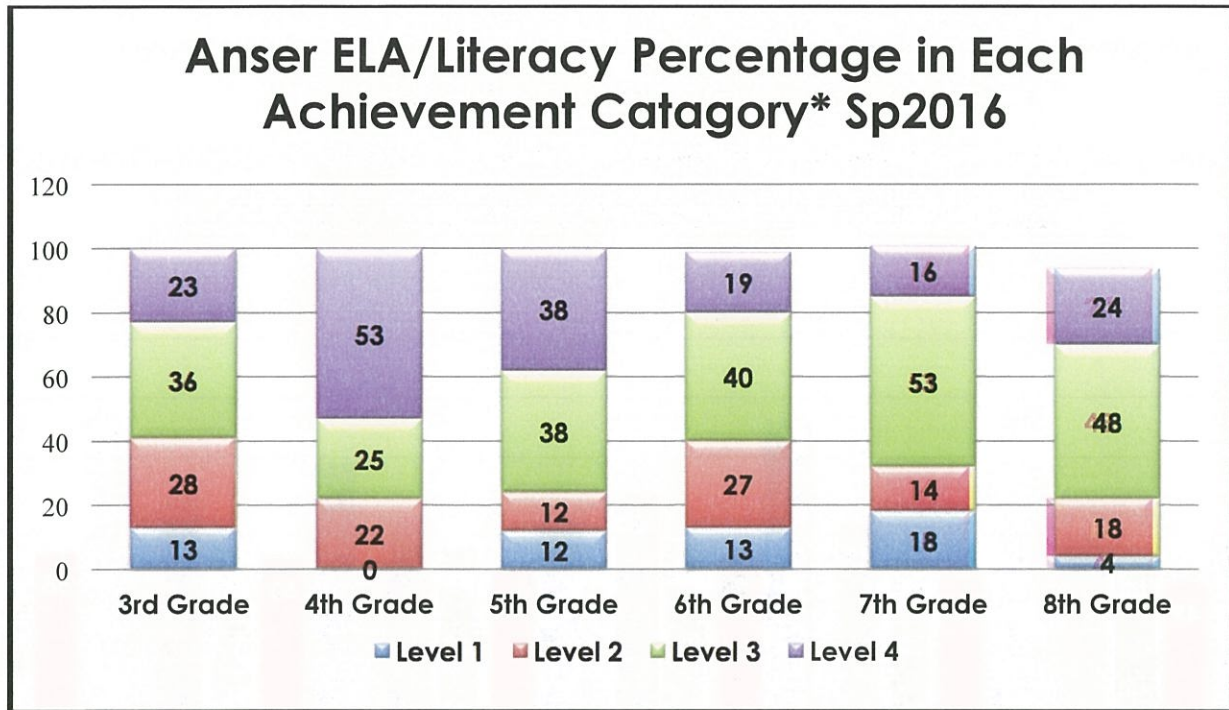
Anser ELA/Literacy Average Percentage* in Each Claims Achievement Category Sp2016



*Average Percentage Explanation

This data was established by combining the percentage of at/near standard data and the percentage of above standard data for each grade level at Anser Charter School.

Percentage in Each Achievement Category



*Achievement Level Descriptions for Overall Test

%Level 1 (2258-2478):

Level 1 The student has not met the achievement standard and needs substantial improvement to demonstrate the knowledge and skills in English language arts/literacy needed for likely success in entry-level credit-bearing college coursework after high school.

%Level 2 (2479-2551):

Level 2 The student has nearly met the achievement standard and may require further development to demonstrate the knowledge and skills in English language arts/literacy needed for likely success in entry-level credit-bearing college coursework after high school.

%Level 3 (2552-2648):

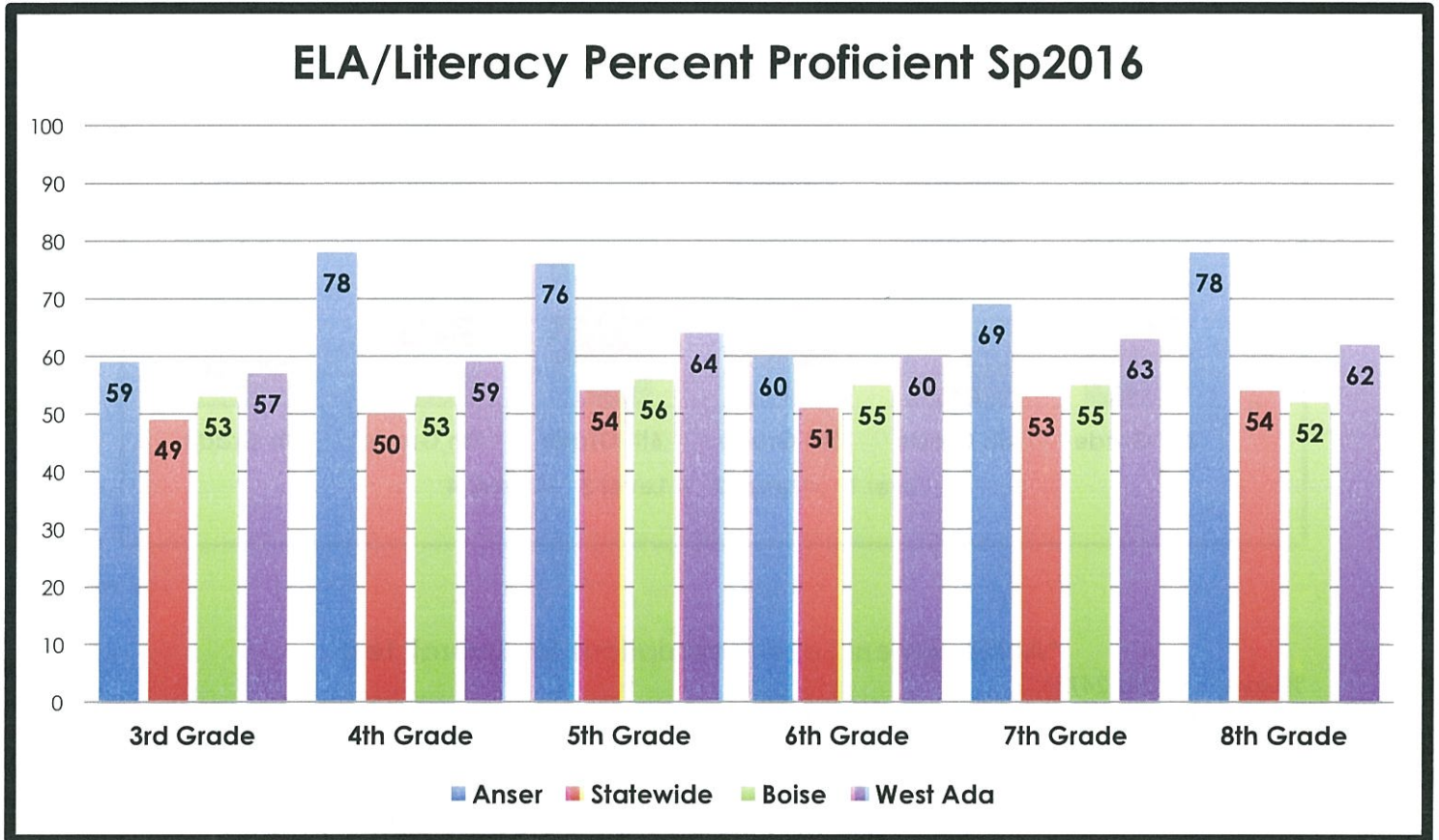
Level 3 The student has met the achievement standard and demonstrates progress toward mastery of the knowledge and skills in English language arts/literacy needed for likely success in entry-level credit-bearing college coursework after high school.

%Level 4 (2649-2745):

Level 4 The student has exceeded the achievement standard and demonstrates advanced progress toward mastery of the knowledge and skills in English language arts/literacy needed for likely success in entry-level credit-bearing college coursework after high school.

COMPARATIVE ANALYSIS:

This table compares Anser 3rd-8th grade students to other 3rd – 8th grade students enrolled in the Boise School District, West Ada School District, and Idaho statewide.





Anser Charter School

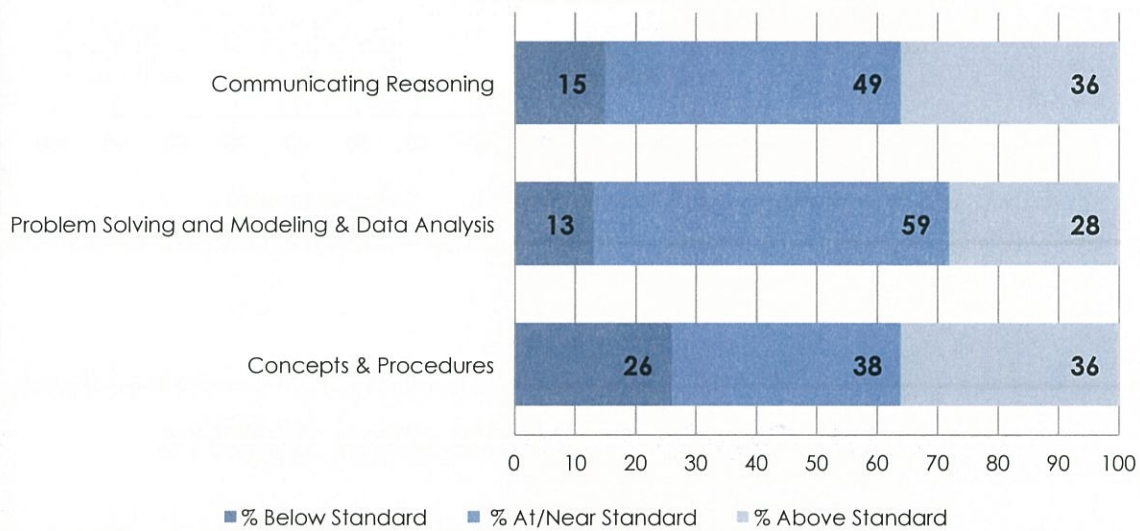
AN EXPEDITIONARY LEARNING SCHOOL

IDAHO STANDARDS ACHIEVEMENT TEST 2016: GRADES 3 -8

MATHEMATICS

Average Percentage in Each Claims Achievement Category

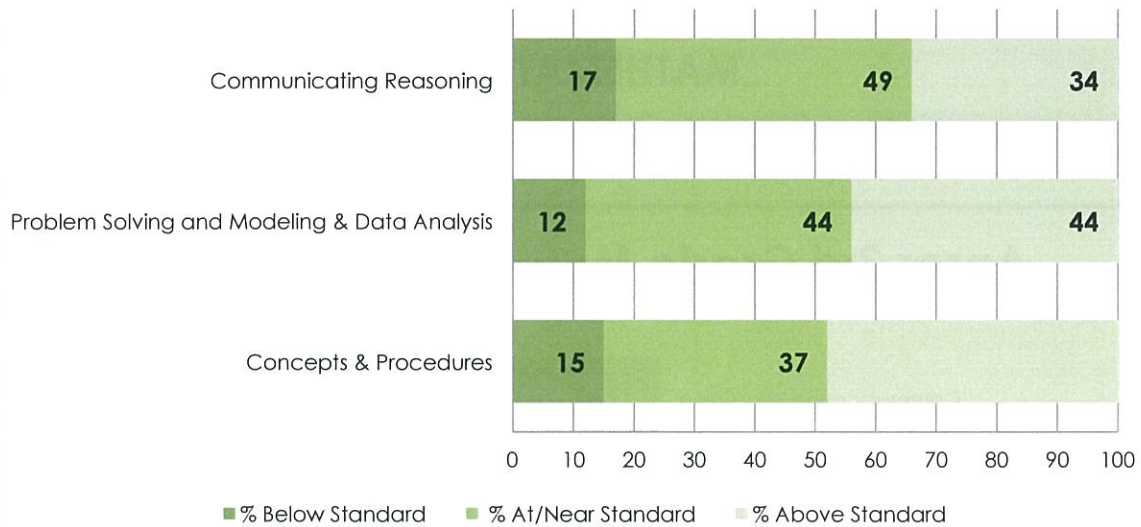
Anser 3rd Grade Mathematics Sp2016



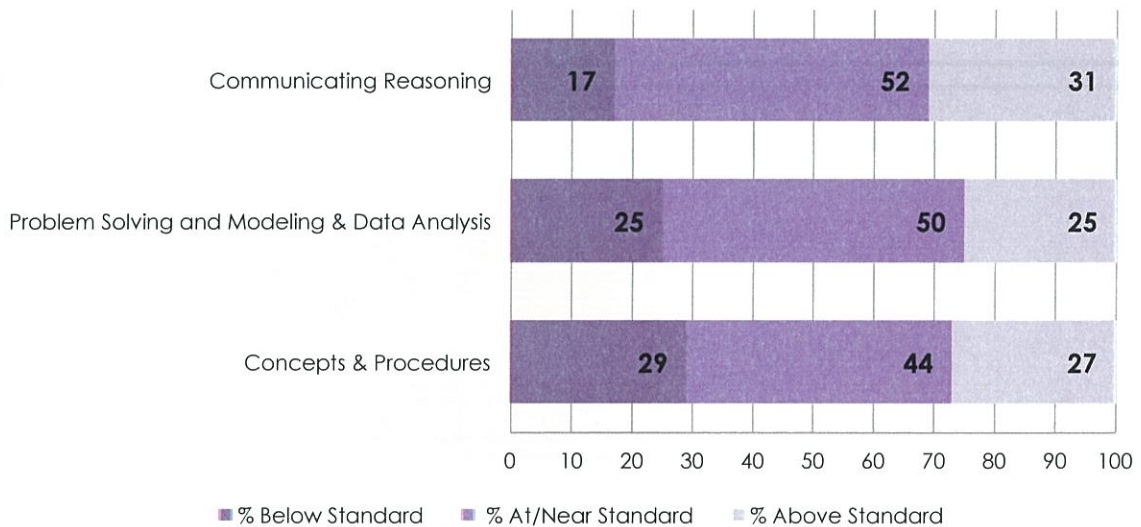
Anser 4th Grade Mathematics Sp2016



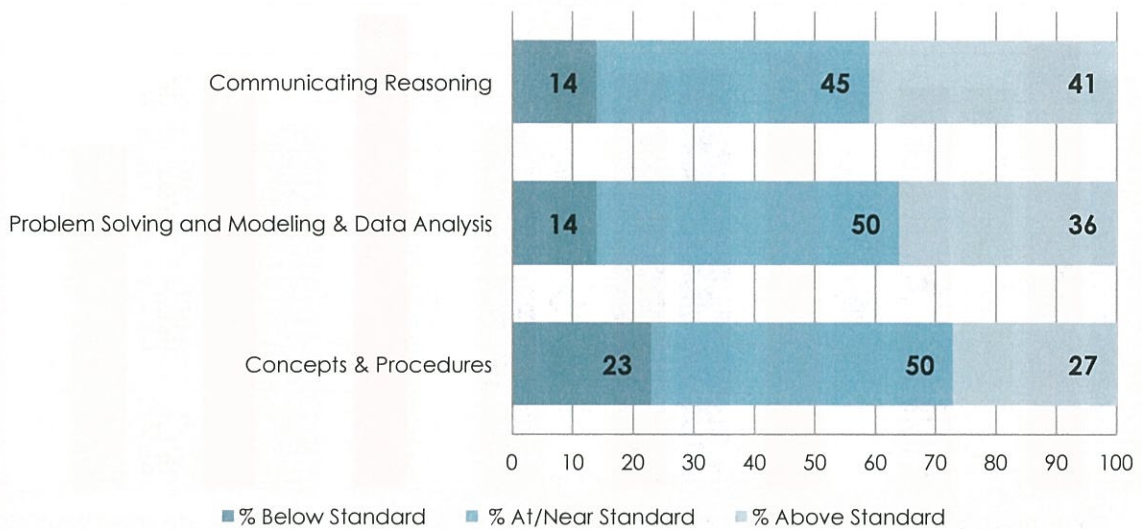
Anser 5th Grade Mathematics Sp2016



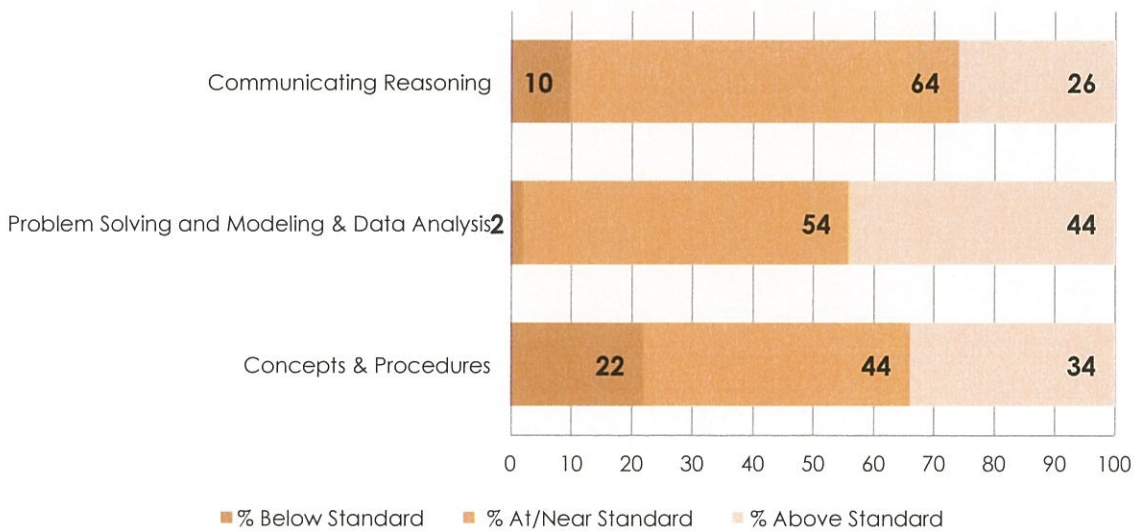
Anser 6th Grade Mathematics Sp2016



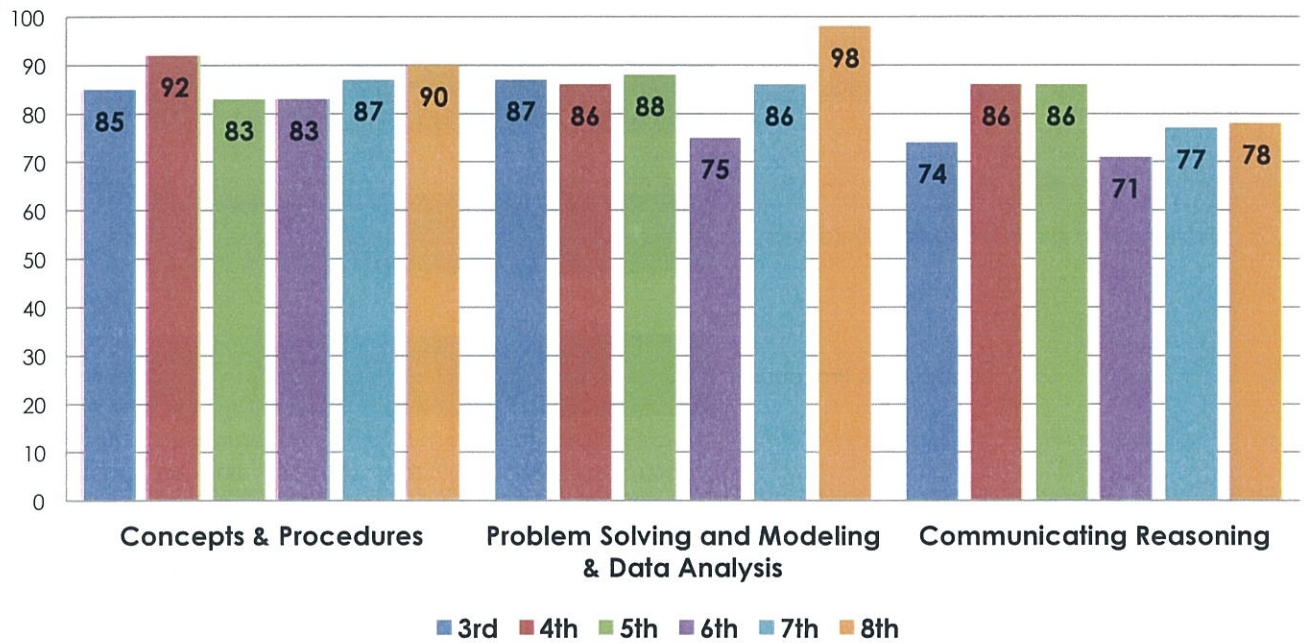
Anser 7th Grade Mathematics Sp2016



Anser 8th Grade Mathematics Sp2016



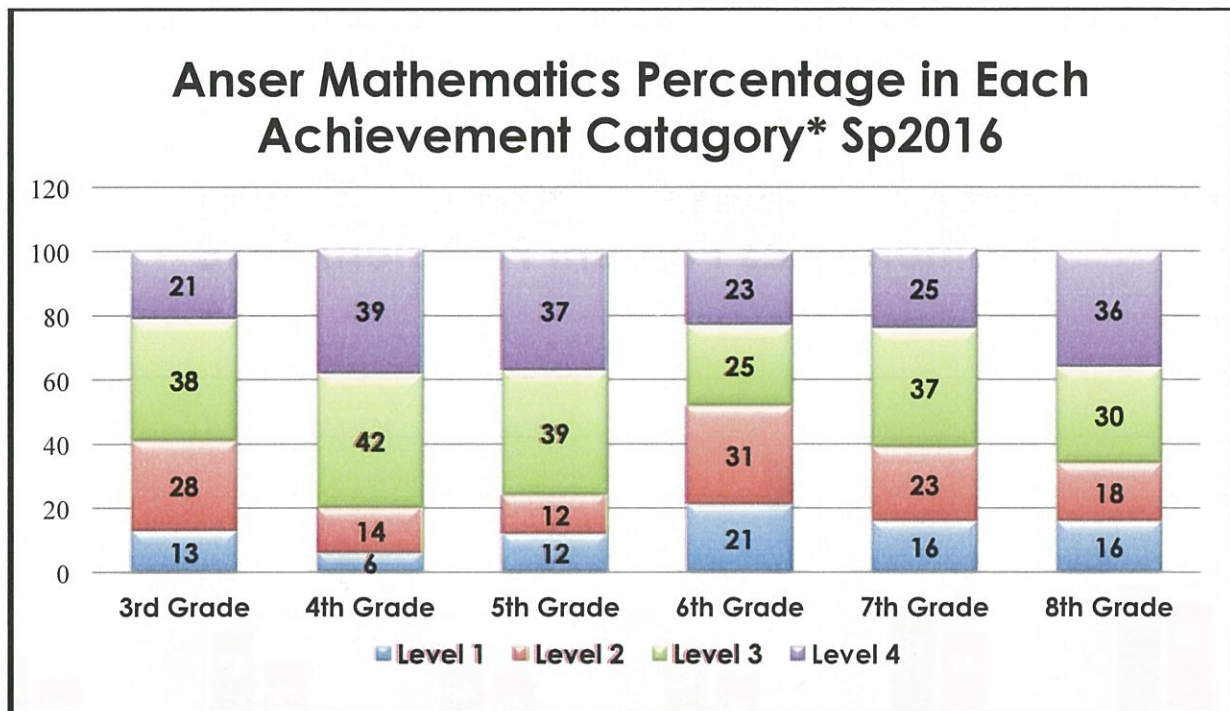
Anser Mathematics Average Percentage* in Each Claims Achievement Category Sp2016



*Average Percentage Explanation

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Percentage in Each Achievement Category



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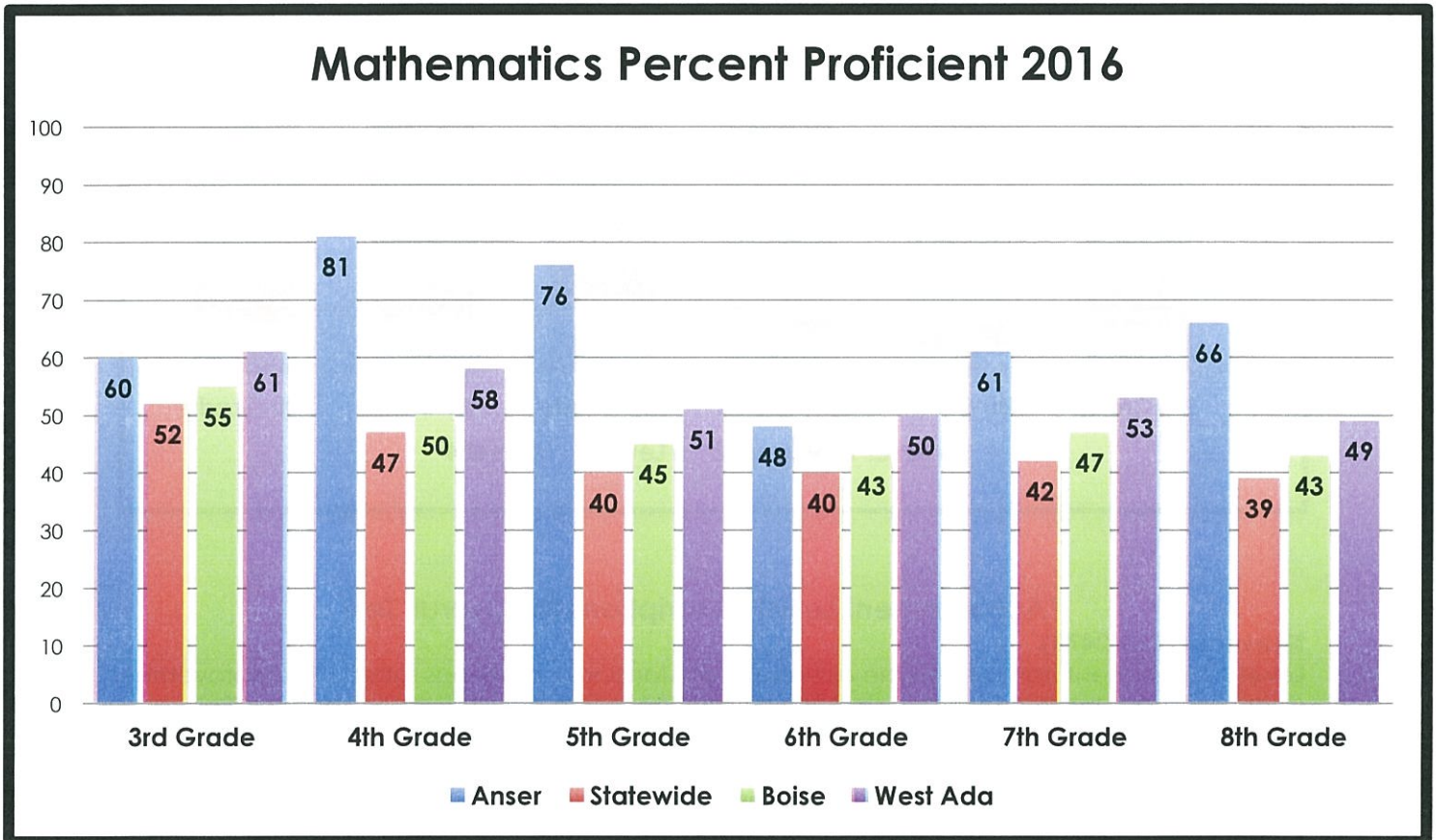
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COMPARATIVE ANALYSIS:

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Sources:

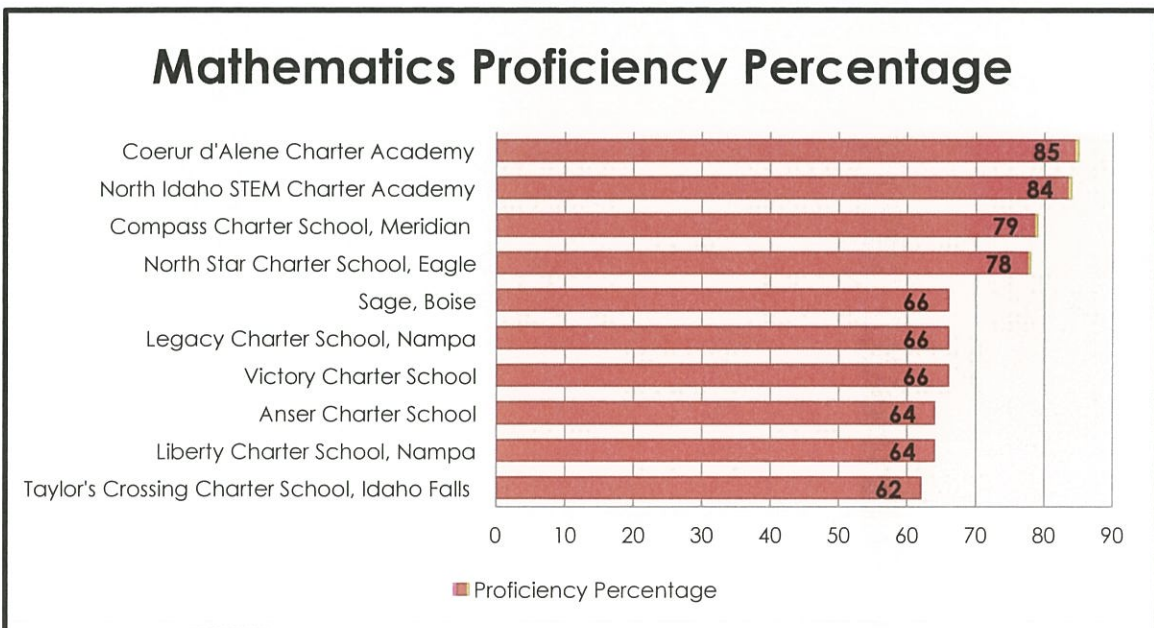
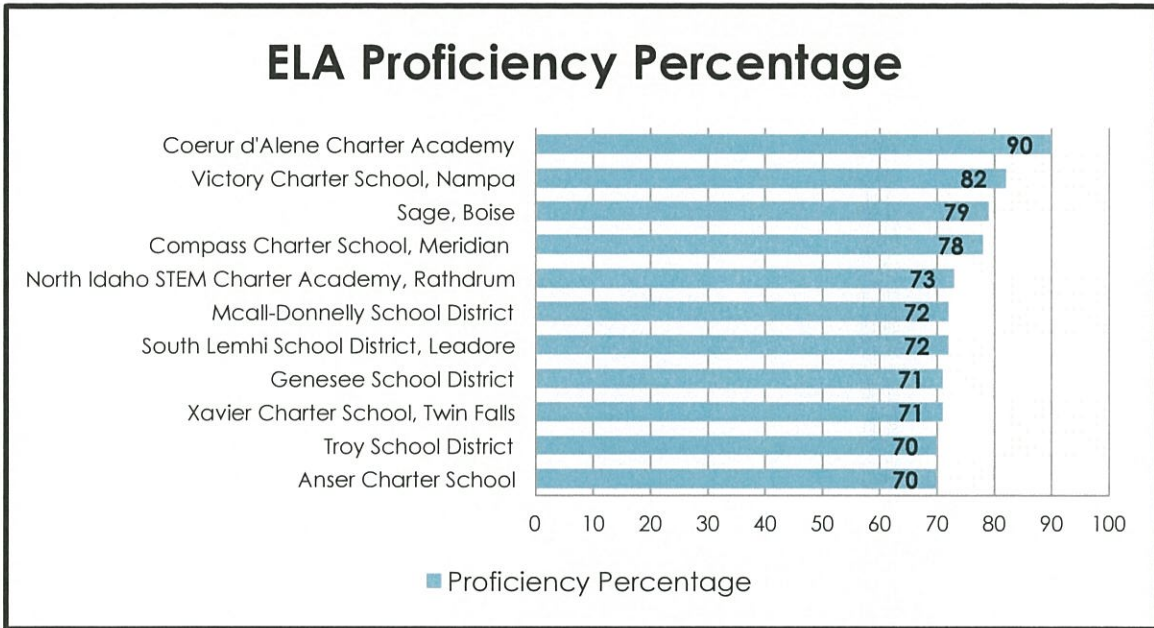
- Idaho State Dept. of Education

COMPARATIVE ANALYSIS

ELA and Mathematics 2016:

Anser Charter School in comparison to charter schools that recorded the eleven highest proficiency rates in the state of Idaho in ELA, and the ten highest proficiency rates in the state of Idaho in math.

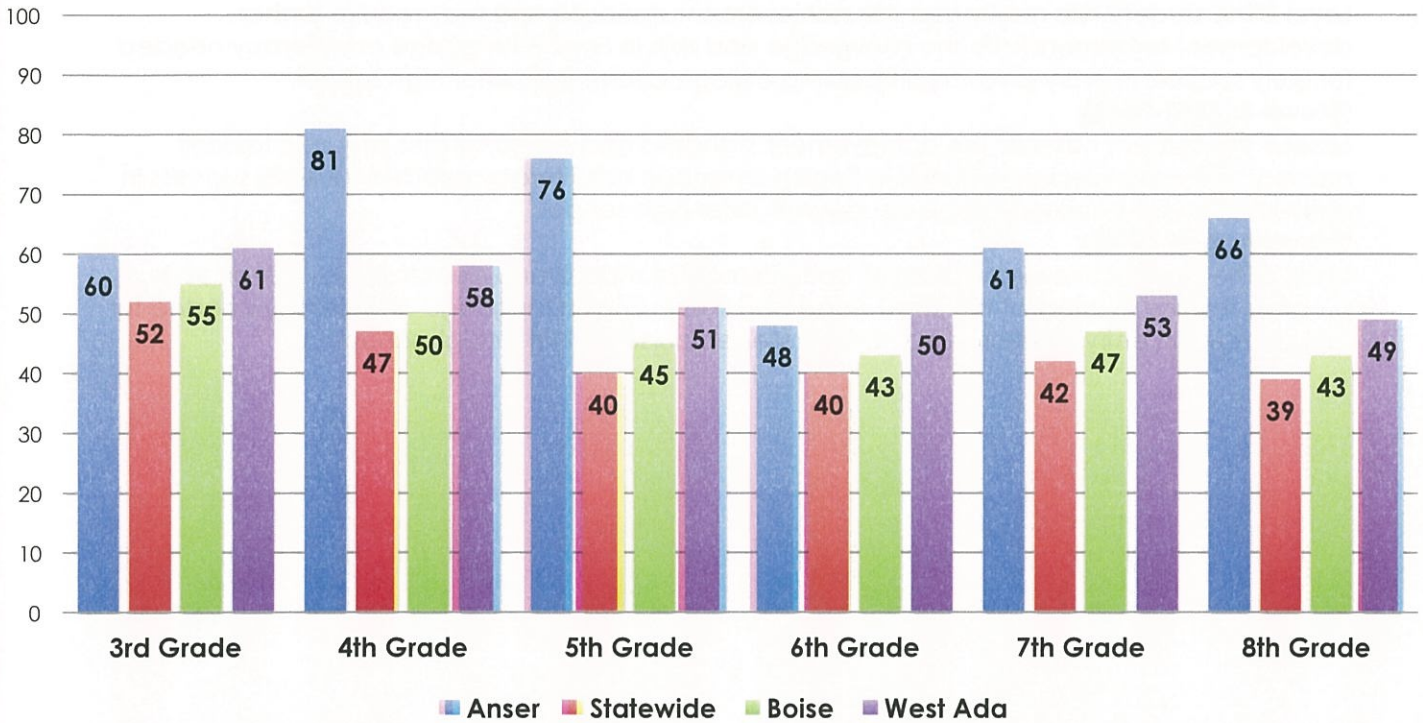
Source: IDEDNEWS.org



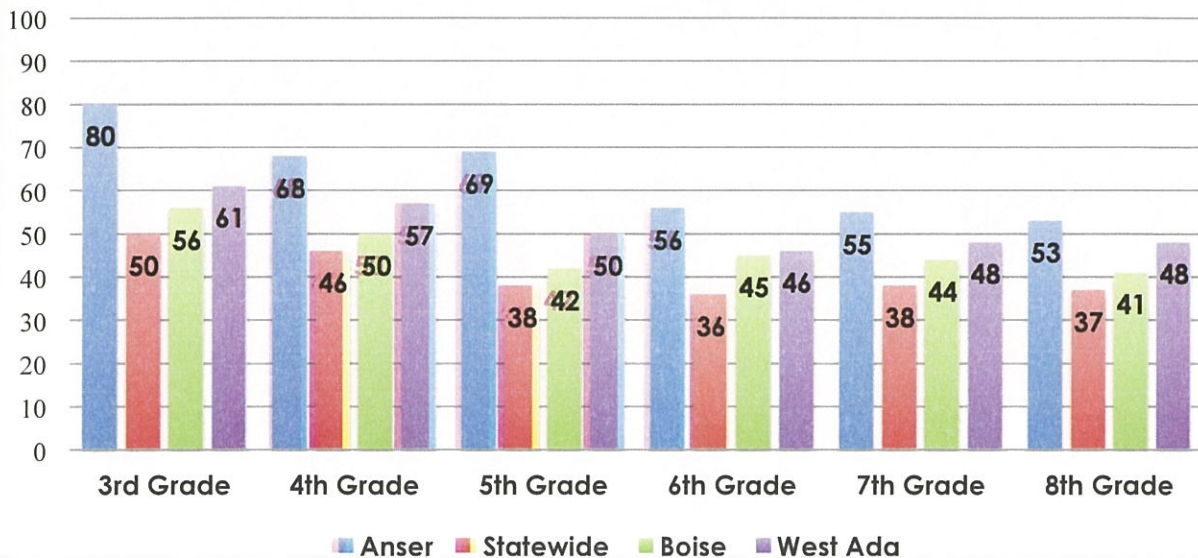
COMPARATIVE ANALYSIS:

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Mathematics Percent Proficient 2016



Mathematics Percent Proficient 2015



***Achievement Level Descriptions for Overall Test**

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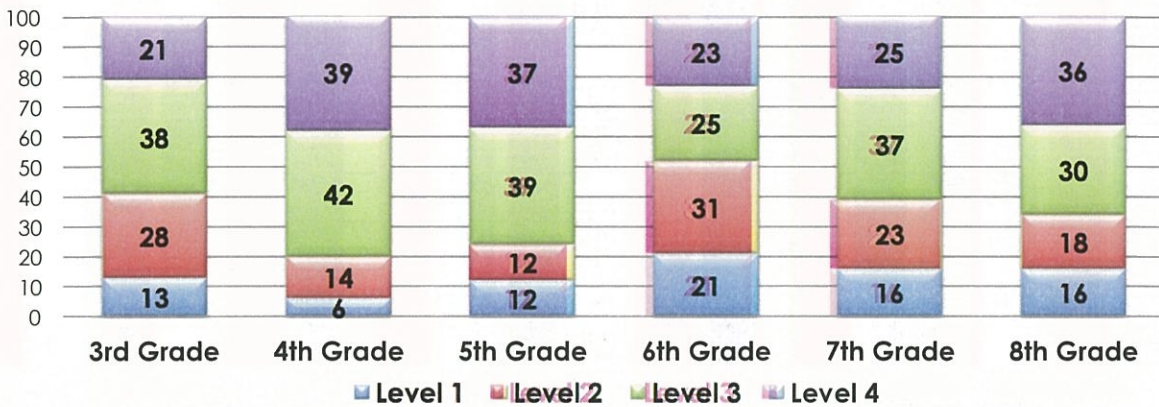
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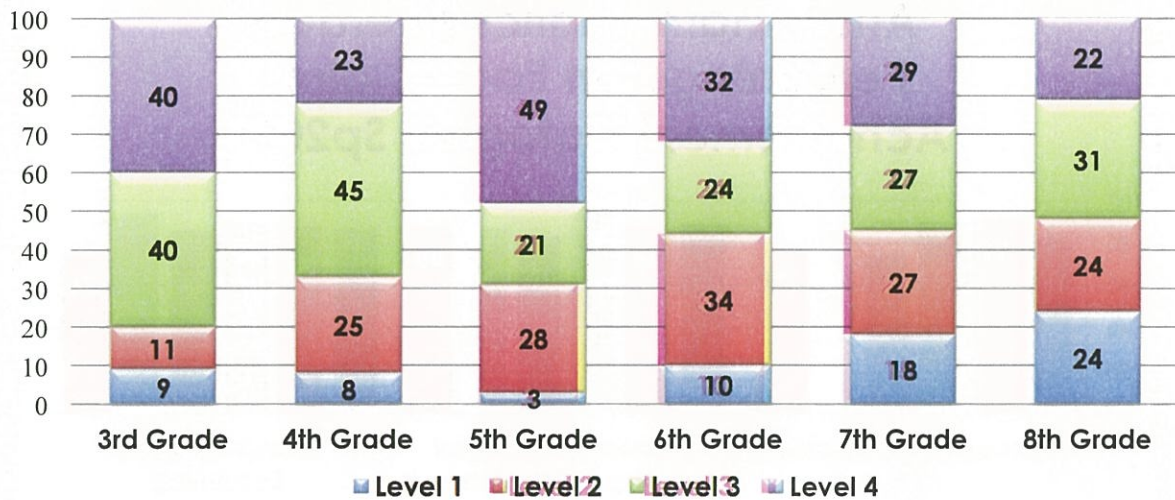
Level 4 The student has exceeded the achievement standard and demonstrates advanced progress toward mastery of the knowledge and skills in English language arts/literacy needed for likely success in entry-level credit-bearing college coursework after high school.

Percentage in Each Achievement Category

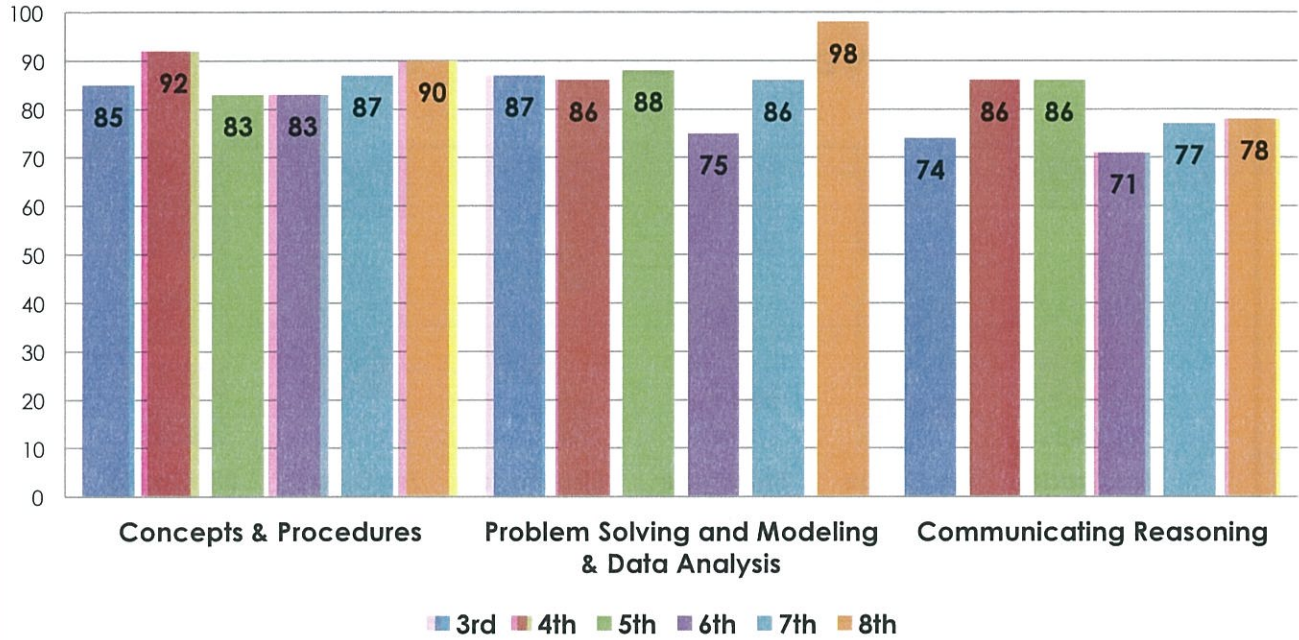
Anser Mathematics Percentage in Each Achievement Catagory* Sp2016



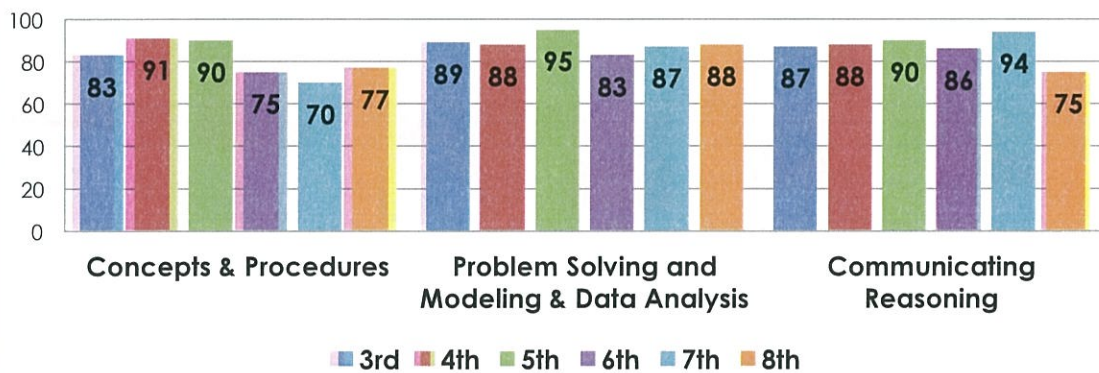
Anser Mathematics Percentage in Each Achievement Catagory* Sp2015



Anser Mathematics Average Percentage* in Each Claims Achievement Category Sp2016



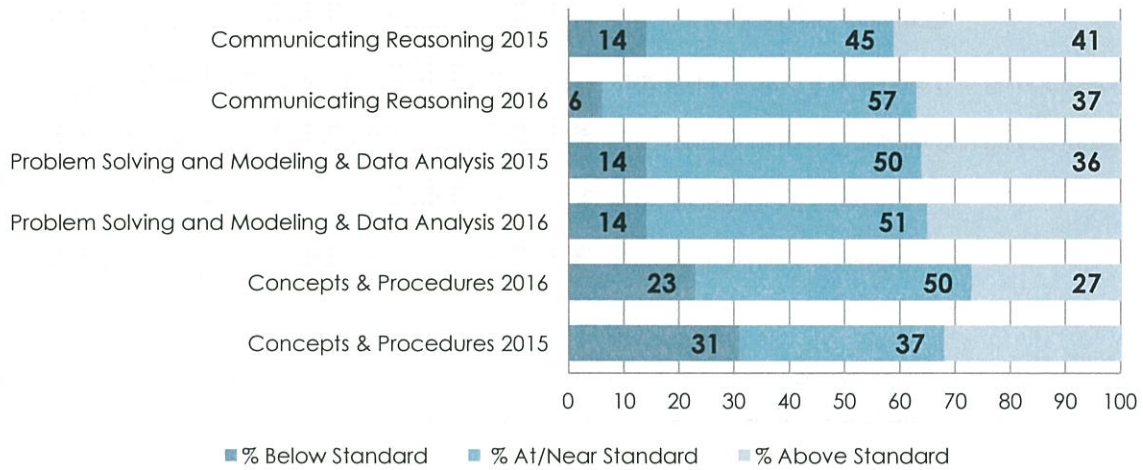
Anser Mathematics Average Percentage* in Each Claims Achievement Category Sp2015



*Average Percentage Explanation

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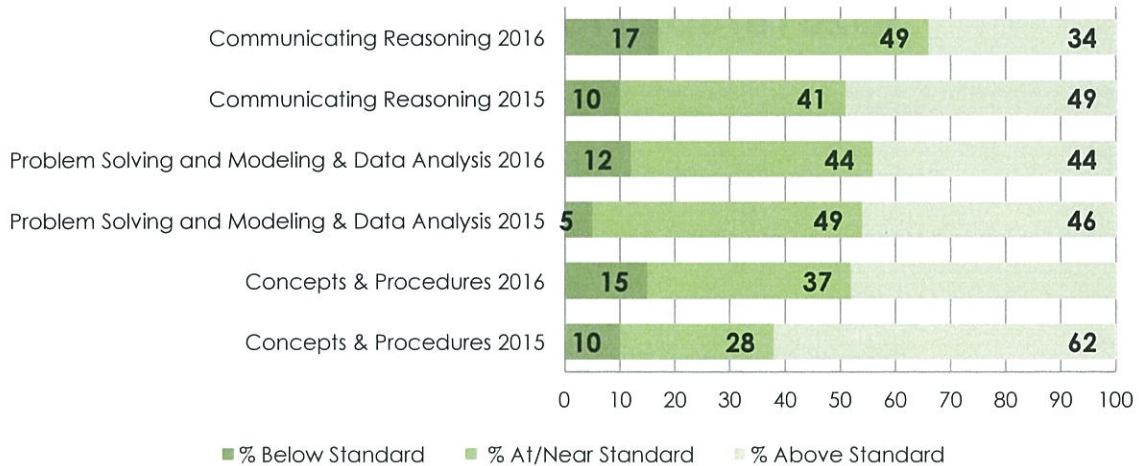
Anser 7th Grade Mathematics Sp2016/Sp2015 Comparisons



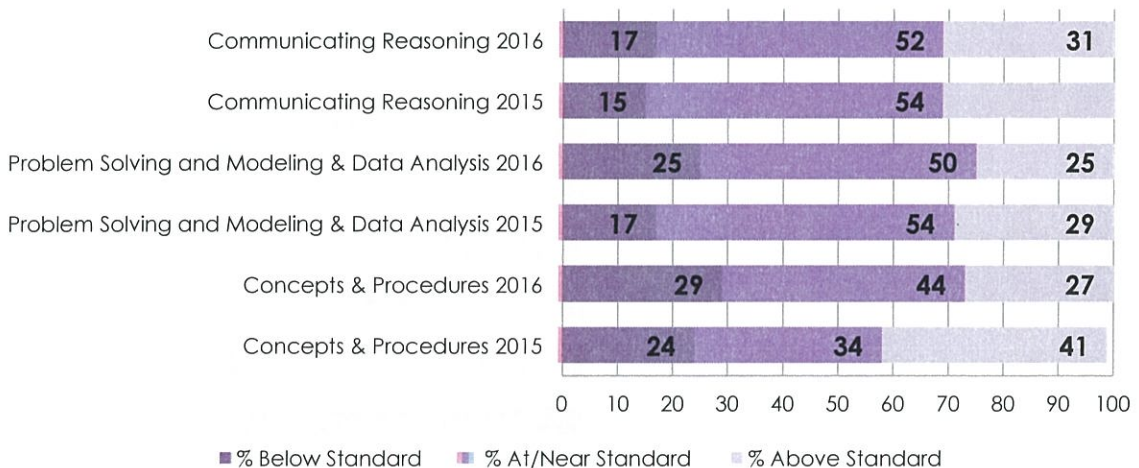
Anser 8th Grade Mathematics Sp2016/Sp2015 Comparisons



Anser 5th Grade Mathematics Sp2016/Sp2015 Comparisons



Anser 6th Grade Mathematics Sp2016/Sp2015 Comparisons





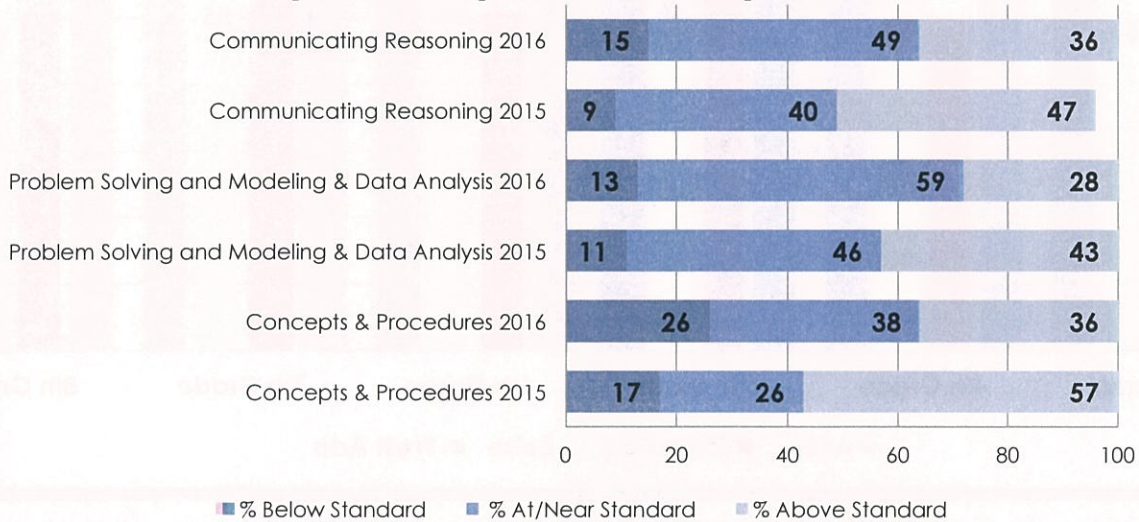
Anser Charter School

AN EXPEDITIONARY LEARNING SCHOOL

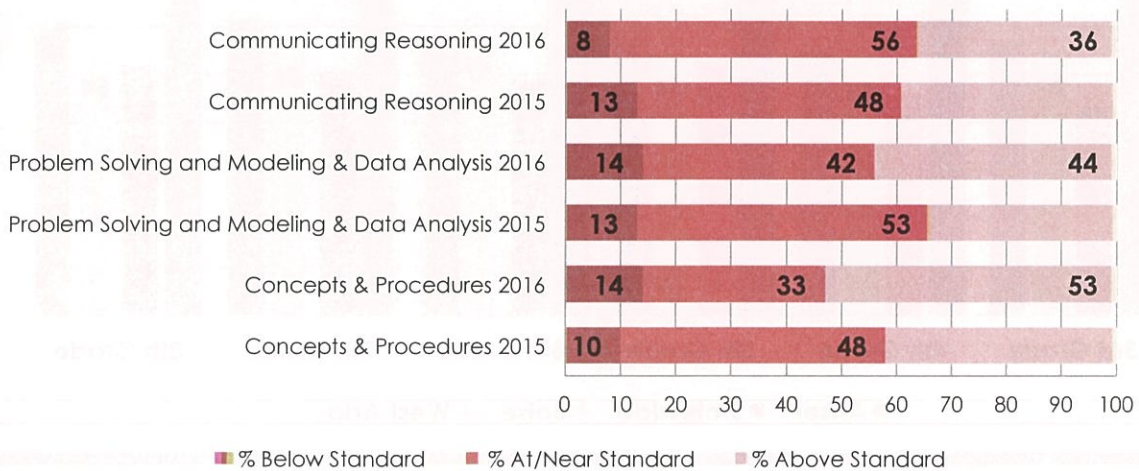
IDAHO STANDARDS ACHIEVEMENT TEST 2016 & 2015 COMPARISON: GRADES 3 -8 MATHEMATICS

Average Percentage in Each Claims Achievement Category

Anser 3rd Grade Mathematics Sp2016/Sp2015 Comparison

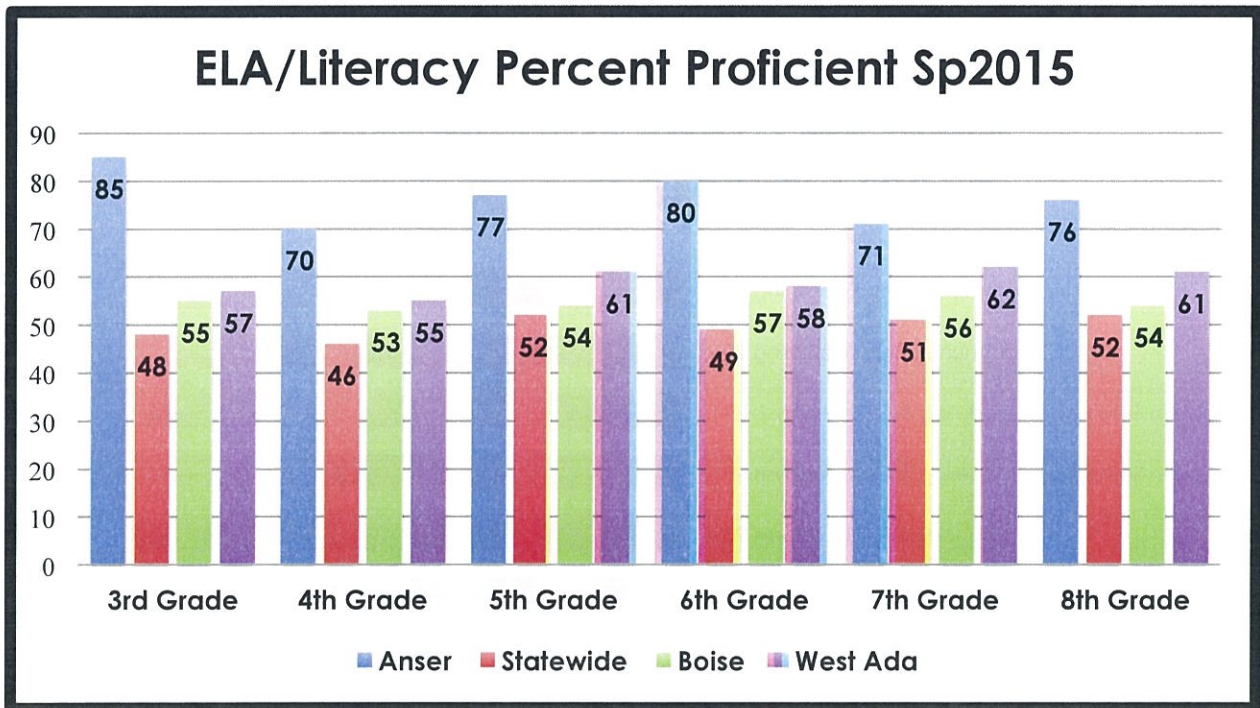
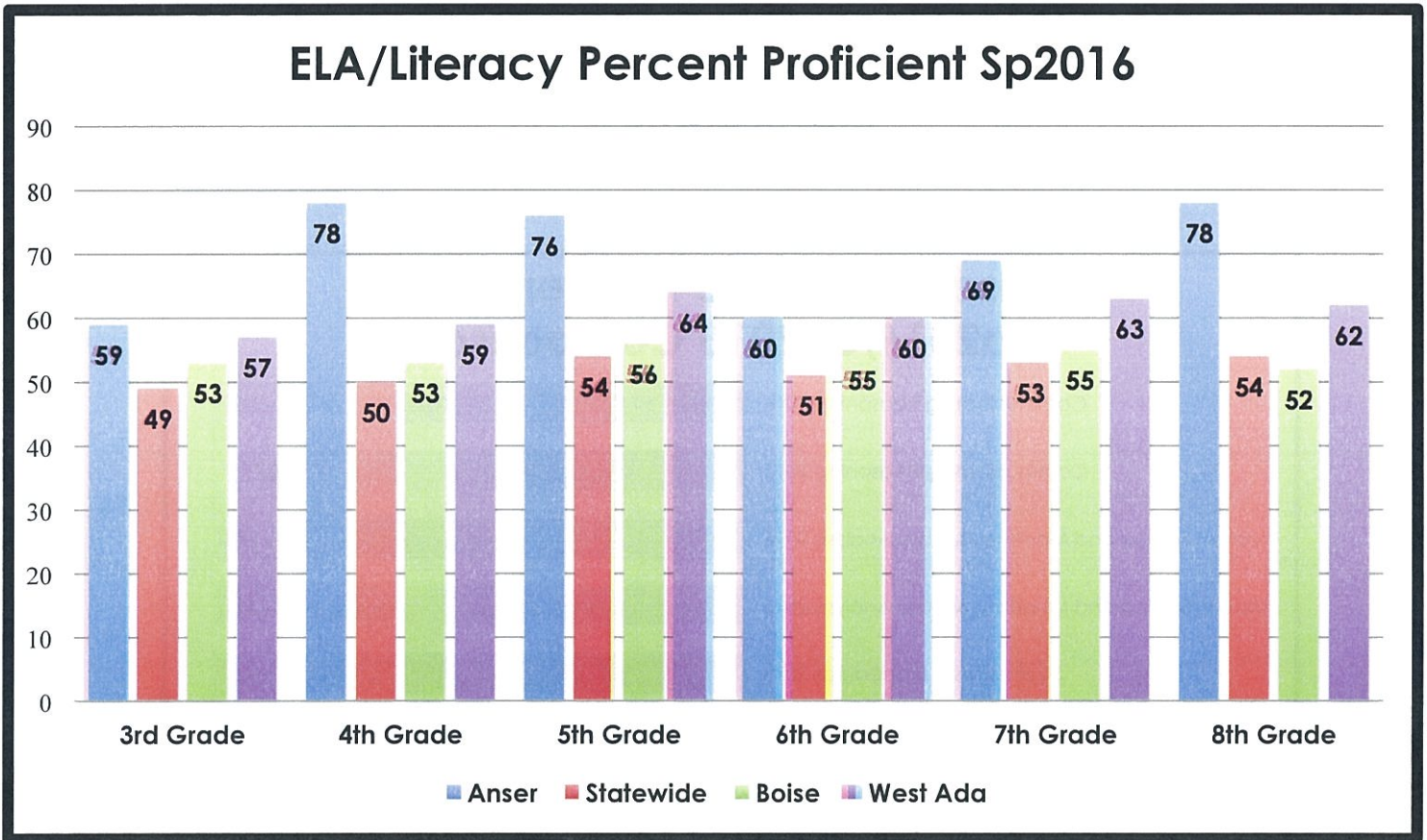


Anser 4th Grade Mathematics Sp2016/Sp2015 Comparison



COMPARATIVE ANALYSIS:

This table compares Anser 3rd-8th grade students to other 3rd – 8th grade students enrolled in the Boise School District, West Ada School District, and the state.



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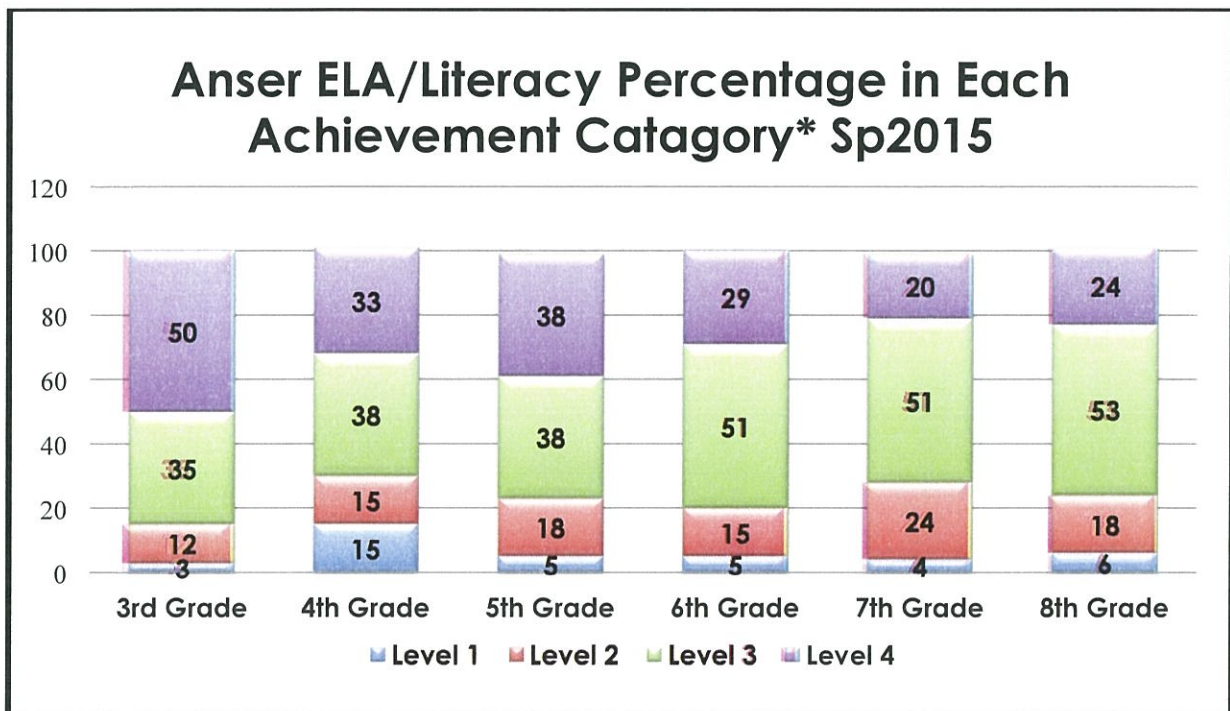
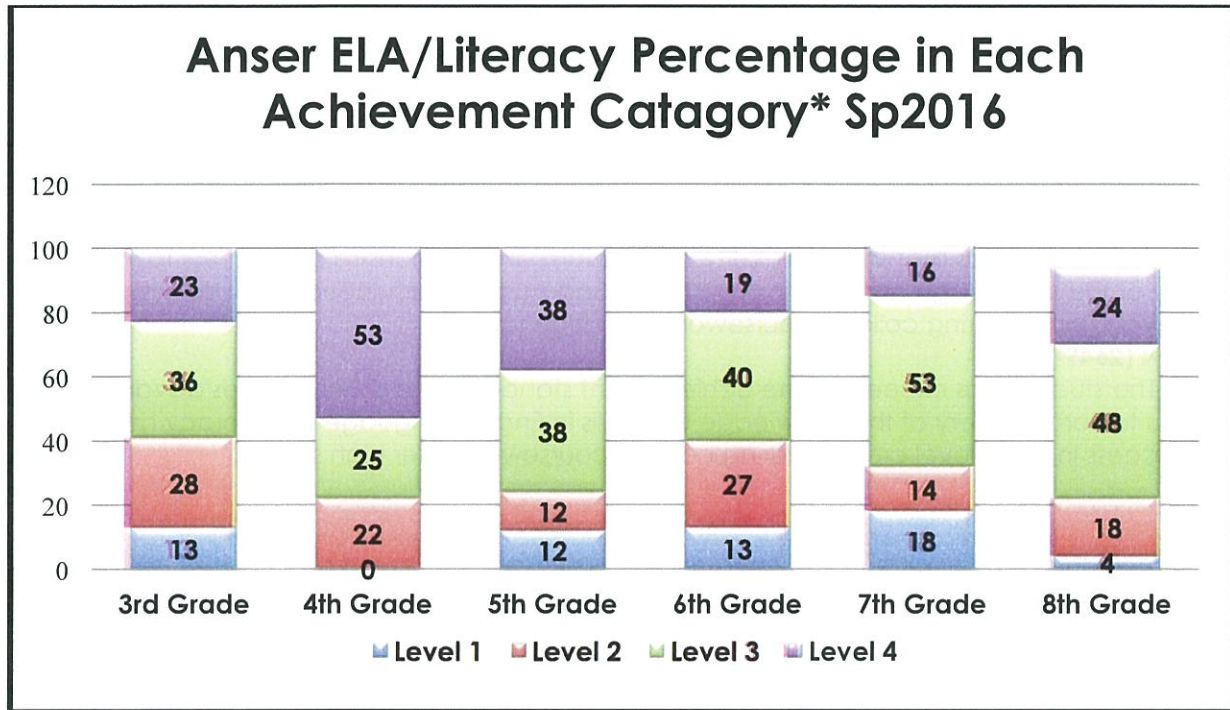
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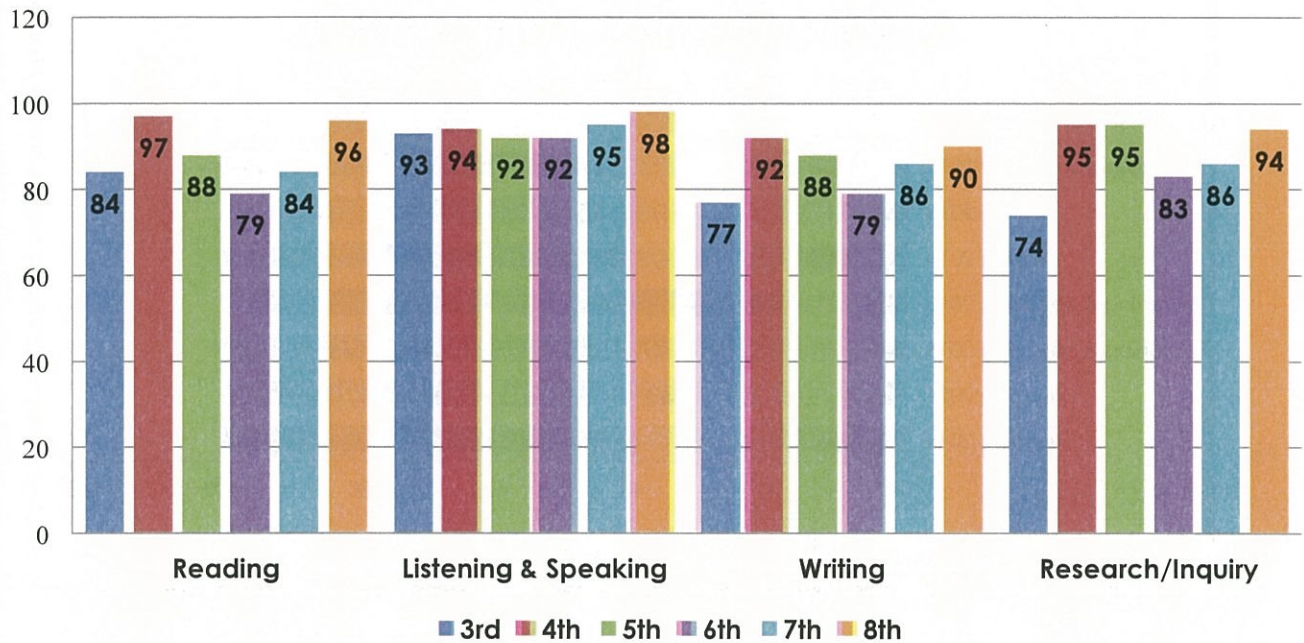
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Percentage in Each Achievement Category



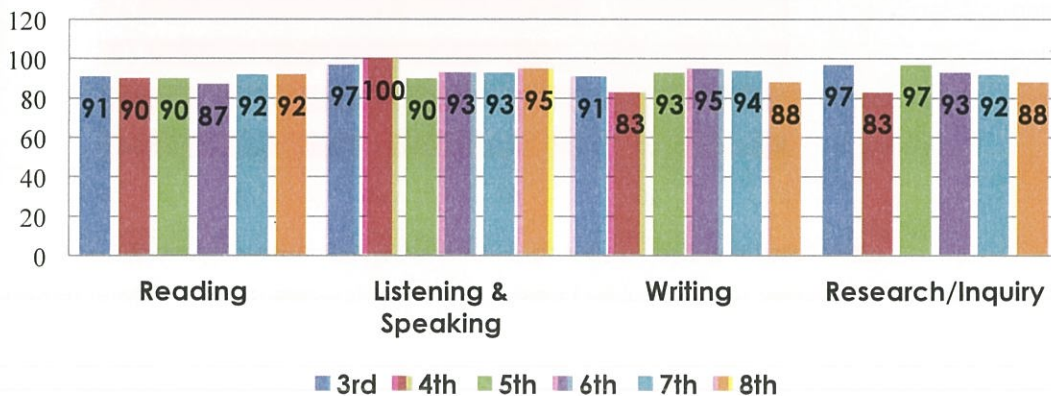
Anser ELA/Literacy Average Percentage* in Each Claims Achievement Category Sp2016



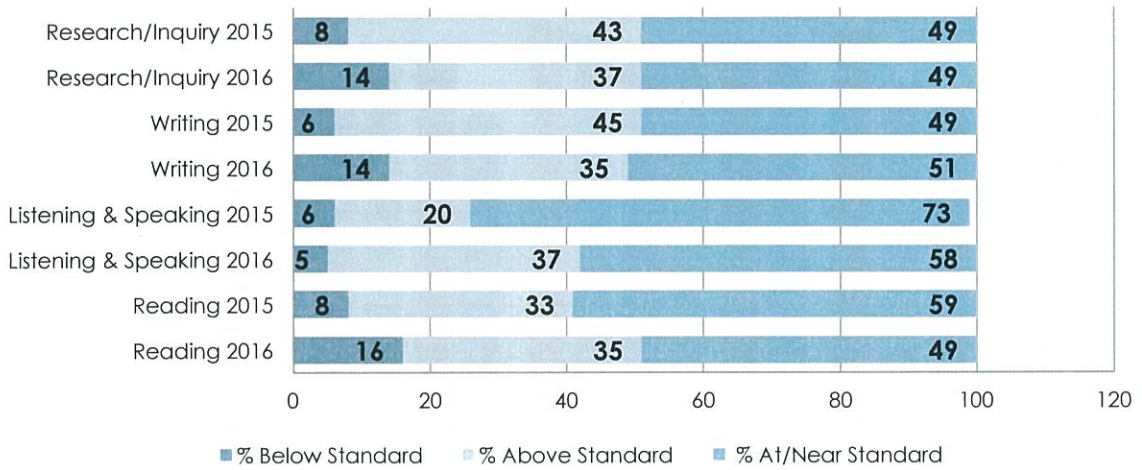
*Average Percentage Explanation

This data was established by combining the percentage of at/near standard data and the percentage of above standard data for each grade level at Anser Charter School.

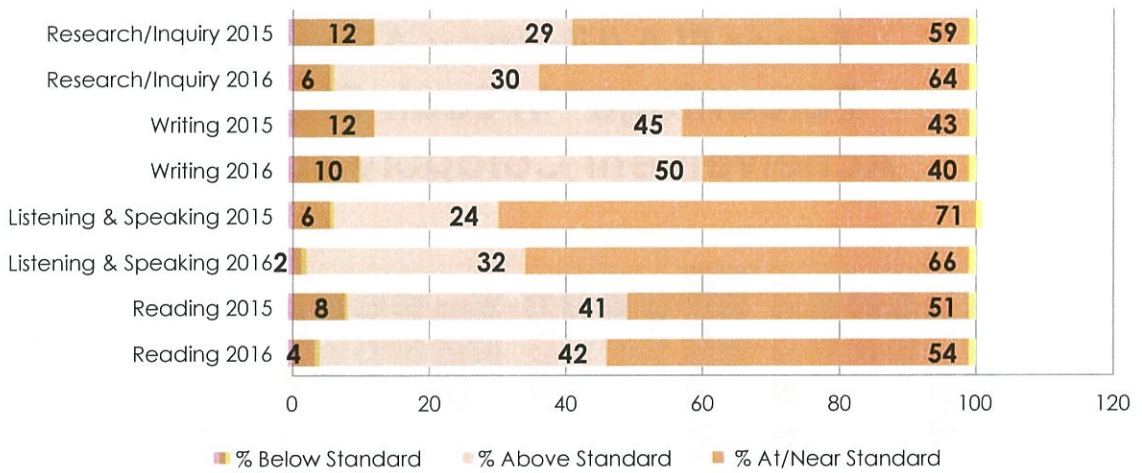
Anser ELA/Literacy Average Percentage* in Each Claims Achievement Category Sp2015



Anser 7th Grade ELA/Literacy Sp2016/Sp2015 Comparision



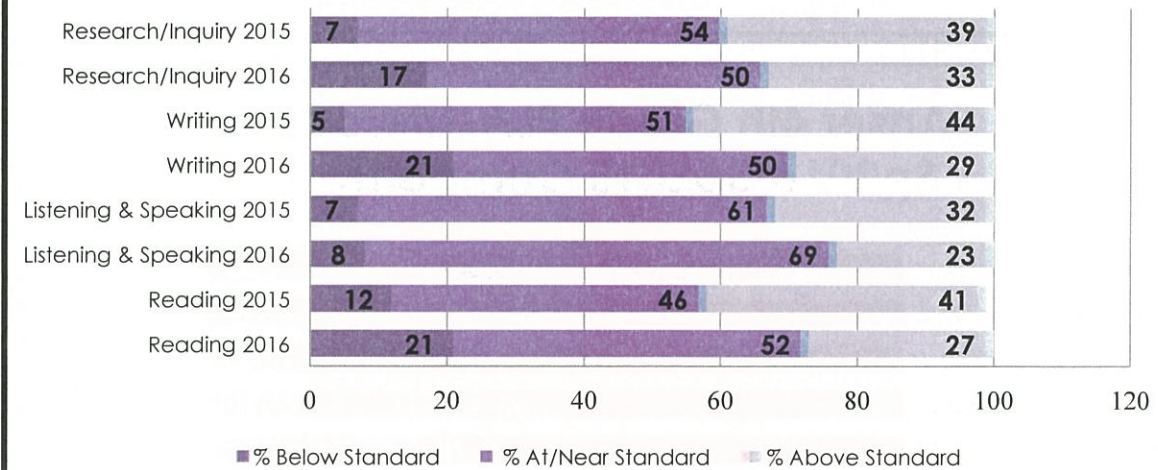
Anser 8th Grade ELA/Literacy Sp/2016/Sp2015 Comparison



Anser 5th Grade ELA/Literacy Sp2016/ Sp2015 Comparison



Anser 6th Grade ELA/Literacy SP2016/Sp2015 Comparison





Anser Charter School

IDAHO STANDARDS ACHIEVEMENT TEST 2016 & 2015 COMPARISON: GRADES 3-8

ENGLISH LANGUAGE ARTS/LITERACY

Average Percentage in Each Claims Achievement Category

