

***5 Year Continuous Improvement Plan 2014-2019 DRAFT**

Short Term Goals (To achieve within 1-2 years)

Long Term Goals (To achieve within 3-5 years)

Green Indicates Progress Towards Goal

Philosophy Statement

Xavier's philosophy rests in the vision of a thorough classical education which is embodied in the following statement:

No nobler training exists but that which cherishes the good, the beautiful, and the true, thus producing disciples of knowledge and lovers of wisdom.

“...for then our youth shall dwell in a land of health, amid fair sights and sounds, and receive good in everything; and beauty, the effluence of fair works, shall flow into the eye and ear, like a health giving breeze from a purer region, and insensibly draw the soul from the earliest years into likeness and sympathy with the beauty of reason.” ~Plato's *Republic*

Mission Statement

Xavier Charter Schools are dedicated to providing a classical, intellectually rigorous, content-rich, liberal arts education, preparing students to excel in every duty and guiding them toward wisdom and virtue.

Classical Education is defined as teaching by the same educational principles and toward the same educational pursuits as the ancients. To do so is known as the Trivium, Latin for “the three roads”. The three classical subjects are called Grammar (Elementary years), Logic (Middle School years), and Rhetoric (High School years). Levels of development in the classical sense are Knowledge, Understanding, and Wisdom. The picture is that human beings have three areas of mental capacity: one for gathering up information (*Knowledge*), a second for arranging the information in a logical order (*Understanding*), and a third for putting this information and this ordering to practical use (*Wisdom*). These three capacities are mutually dependent upon each other, but have a logical and developmental order between them. They all develop at the same time, from birth, yet they each pass through periods of intensive development until they finally meet each other and work harmoniously together. Classical Education weaves the subjects of literature, history, language, art, music, dance, math and science together to formulate a student's foundation in cultural literacy.

Xavier Charter School's classical mindset of training a virtuous population is supported by a high-energy, high-expectation program known as Great Expectations. Pillars of Character are taught through literature, poetry, prose, quotes, and writing with the end goal of equipping leaders of tomorrow through training of the body, mind and spirit.

Body: The atmosphere of the school and the classrooms will reflect mutual respect so that students will feel empowered to take risks necessary for growth and learning. Mistakes will be seen as opportunities to learn and all ideas will be valued.

Teachers will possess positive attitudes necessary to shape and facilitate learning in the classroom through encouraging, believing in the students, caring and requiring excellence in every detail.

Mind: We will seek to challenge every student all of the time through a coherent and orderly classical education curriculum.

We will have high expectations of our students, and our teachers will possess knowledge and skill necessary to assist students in achieving those high expectations.

Students will learn to value knowledge for knowledge's sake.

Spirit: Students will develop the self-respect and discipline necessary to allow them to achieve their personal goals and to become active, responsible members of their communities.

Xavier's uniqueness will be exemplified by:

- The consistency of the instruction models used throughout K-12. Starting with direct instruction in the lower grades and progressing through to Socratic Teaching, concept development, synectics and inquiry models; students will be able to recognize instructional models from grade to grade. Instruction will have the appearance of a spectrum, rather than a patchwork quilt. Students will be able to take those instructional techniques and incorporate them into learning strategies.
- The consistency of the cultural/climate expectations. Behavioral standards are the same for each classroom and teacher throughout the school.

Strategic Goal 1: Xavier Charter School will recruit, employ, develop and retain a highly qualified workforce which will help achieve the mission and goals of our school.

Short Term Goals:

- 1.1.1 The Organizational structure at Xavier Charter School will be clearly defined with continued communication.
- 1.1.2 Meaningful engagement of the faculty in the achievement of the mission and goals of XCS will be encouraged by providing opportunities to serve on committees and ad hoc task forces.
- 1.1.3 The framework of a Professional Development Plan for Certified Staff will be assessed and evaluated annually.
- 1.1.4 The Framework for a Mentor Program for newly hired Certified staff will be in place. Ongoing
- 1.1.5 Prioritize Certified staff salaries during the budget process to target a level above the State of Idaho salary scale. (Choose to bonus rather than increase salaries until career ladder is set and proven. Offer a total compensation package that either matches or exceeds the salaries within Twin Falls School District.)
- 1.1.6 Identify colleges and universities that can offer classically trained/liberal arts teachers and create a presence and relationship with them. Work directly with Department Heads as recruitment contact and attend job fairs.

Teachers will be actively recruited from local teacher fairs as well as institutions that are well versed in Classical Education and/or Liberal Arts Education.

Performance Measures:

- 1.1.1 The following documents are complete as of May 2018: Organizational Chart (including chain of command), and Job Descriptions for new positions for the Business Office. New key role positions will have a current job description.
- 1.1.2a Committee work opportunities presented to Faculty. Ongoing
- 1.1.2b Teacher/Staff Satisfaction and/or Teacher/Staff Engagement surveys completed annually each spring. Baseline surveys completed Spring of 2015. Ongoing

- 1.1.2c Recognition award for faculty made by the Xavier Board based on Xavier Charter School's vision and mission. **Monthly**
- 1.1.3 Written Professional Development Plan draft framework complete and presented to faculty for comment. **Updated annually. Ongoing**
- 1.1.4 Faculty Mentor Program completed for each school. **Assessed and updated annually.**
- 1.1.5a Certified Staff salaries target a level above the Idaho salary scale. Teacher Satisfaction and/of Teacher Retention of at least 85% in Logic and Rhetoric Schools by Fall 2016. **Ongoing-Hard to fill positions are offered a sign-on bonus**
- 1.1.5b Plan to target certified salaries in developing and planning. **Spring 2018**
- 1.1.6 A recruitment video will be produced to recruit teachers and it will be posted to the Xavier Charter School website. **Ongoing**

Long Term Goals:

- 1.2.2 *Prioritize and participate in student teaching programs as reasonably possible based on availability.*
- 1.2.3 *Increase Certified performing arts positions as enrollment and facilities allow/demand: Dance, Drama and Music positions. Ongoing*

Performance Measures:

- 1.2.1 *Continue relationships with constant communications; actively pursue as education graduates are available.*

Strategic Goal 2: Xavier Charter School will ensure an exemplary education for all students, K-12, by focusing on teaching a Classical Education curriculum, supported by interacting with one another as set out in an Xavier modified version of Great Expectations.

Short Term Goals:

- 2.1.1. Provide an exceptional education, K-12, utilizing a quality Classical Education Curriculum, exemplary instruction and model leadership that complies with all State and Federal education standards.
- 2.1.2a Classical Education Curriculum will be coordinated across grade levels for purposeful understanding. **Ongoing**
- 2.1.3. Promote opportunities for Character Development within curriculum. **Ongoing**
- 2.1.4. Determine the role of AP, Honors, and Dual Credit classes in the curriculum at XCS. **Ongoing**
- 2.1.5. Explore and implement a dedicated process to identify, assist and support struggling students to experience educational success so that they may have a perpetual love of learning. **Ongoing**
- 2.1.6. Define goals needed to develop a sustainable Rhetoric School within a Classical Education context. **Ongoing**
- 2.1.7. Establish Performance Certificate Mission Specific Goals by June 30, 2019 when current Performance Certificate expires. **Ongoing**
- 2.1.8 Address concerns caused by enrollment jumps from 3rd Grade class size to 4th Grade class size.
- 2.1.9 Explore the benefits and feasibility for kindergarten.

Performance Measures:

- 2.1.1a Aggregate score for all grade levels at XCS will be above the state average on the SDE Standardized Test and IRI for K-3. **Spring 2017: See attached for the scores for the SDE**

Standardized Test. The scores for the Spring 2017 IRI testing were a “at benchmark” percentage: K= *, 1st= 65.5%, 2nd = 85.7%, and 3rd = 66.1%; *No results were posted to the State website.

- 2.1.1b PSAT aggregate scores for all sophomores will be above the state average. Ongoing
- 2.1.1c Graduation rate (defined as number of students who successfully graduated from XCS divided by the number of students who attempted any part of their senior year at XCS that same year) will be at least 90%. Class of 2017 = 96% Ongoing
- 2.1.1d At least 75% of Juniors at XCS will be “college ready” in critical reading, mathematics, and writing skills on the SAT. College Ready Spring of 2017: Evidence based Reading and Writing=88% and Math=62% Ongoing
- 2.1.1e Aggregate score on the SAT for Juniors at XCS will be at least 1000. Spring 2017= 1124
- 2.1.1f Successful completion rate on Senior Compendium of at least 90%. Completion Rate: 100%; Ongoing
- 2.1.1g Develop a Dashboard to show all the data in the Performance Measures goals 2.1.1a-f. May 2018
- 2.1.2 Develop a curriculum map for all core classes for 7th – 12th grades. Fall 2018
- 2.1.3 Develop meaningful benchmarks for Character Development. June 2018
- 2.1.4. AP classes, Dual Credit, and Honors designation for classes will be determined before the Spring lottery. Ongoing
- 2.1.5a To track the success of the Literacy Plan with data results. Ongoing
- 2.1.5b Develop a checklist of basic training for Title I paraprofessionals. June 2018
- 2.1.5c Develop meaningful benchmark for Special Education students. June 2018
- 2.1.6a Continue to work with the building contractor to provide space for the Xavier Charter School. Ongoing
- 2.1.6b Recruit a Logic teacher for 7th -12th grades. Ongoing
- 2.1.6c Develop a plan to bring the STEM curriculum to Xavier Charter School by implementing it into the classical education. Ongoing
- 2.1.8 Assess financial options of the impact of adjusting the numbers for enrollment. December 2017
- 2.1.9 Research benefits and feasibility for kindergarten and present the results to the Board by Fall 2019.

Long Term Goals:

- 2.2.1 *Develop a strategy to incorporate scheduling of more elective classes.*
- 2.2.2 *Develop and implement a plan to sustain current enrollment numbers K-12.*

Performance Measures:

- 2.2.2a *Maintain current enrollment in Logic School (5-8). 100% Fall 2016. Ongoing*
- 2.2.2b *Maintain current enrollment in the Rhetoric School (9-12). Increased 12% from 2015 enrollment. Ongoing*
- 2.2.3 *Charter re-write complete, approved by XCS Board and submitted to PCSC by June 1, 2016. Completed*

Strategic Goal 3: Xavier Charter School will provide responsible stewardship of its financial resources and proactively pursue all resources necessary to meet current and future demands

Short Term Goals:

- 3.1.1 The financial resources that support the educational program at XCS will be managed in accordance with GAAP. Priority will be given to funding programs that align with the mission

- and vision of XCS. An adequate carryover, sufficient to provide for unexpected circumstances or to provide stability for bond investors, shall be maintained. Ongoing
- 3.1.2 Purposefully seek out and apply for grant opportunities to support the mission and vision of XCS. Ongoing
- 3.1.3 Review contracts and purchasing procedures on a regular basis to ensure best prices for XCS. Ongoing
- 3.1.4 Develop plan for facility funding that will provide long term sustainability for XCS. Ongoing
- 3.1.5a Participate in lobbying at the state level for increased funding for charter schools, increase in teacher base pay to attract more people to the profession.
- 3.1.5b Lobby to allow for highly qualified professionals who are not certified to enter the teaching profession (allows the “best and brightest” to teach in the classroom whether they are certified or not).
- 3.1.5c Lobby to allow for charter schools to participate in receiving funding from local bond levies.
- 3.1.6 Engage in an energy audit of the XCS facility, perhaps through Idaho Power, in order to increase efficiency and cost savings.

Performance Measures:

- 3.1.1a Annual audit of XCS will have no major findings. Completed with an unmodified opinion for fiscal years 2013-14, 2014-15, and 2015-16. Ongoing
- 3.1.1b General Fund carryover will never fall below the amount required by our bonding agency. Ongoing
- 3.1.2 Grant revenue awarded to XCS will be at least \$50,000. June 2018 Grant revenue for 2016-2017 = \$28,160.90
- 3.1.3 Increases in the annual amounts for vendor contracts and purchase of classroom supplies will not exceed 5% from year to year OR commensurate with increases in enrollment.
- 3.1.4a Develop a sustainable plan for expansion and function of space.
- 3.1.4b The Phoenix Fund will operate in achieving the goals of the mission and vision of Xavier Charter School.
- 3.1.4c Hire and fund a Director for the Phoenix Fund. June 2018
- 3.1.5 The Xavier Board will have an annual meeting with its local legislators to discuss education issues. Ongoing
- 3.1.6 Present energy audit report to the Xavier Board. January 2018

Strategic Goal 4: Xavier Charter Schools will effectively communicate the schools' mission and vision and allow stakeholder involvement in an effort to build support in our community

Short Term Goals:

- 4.1.1 Purposefully and effectively articulate the Xavier Charter School Vision and Mission to XCS Faculty/Staff Team, students, stakeholders and community.
- 4.1.2 Develop a relationship with Administration and Staff at other charter schools in Idaho and other states that share a common mission, vision, or values with Xavier Charter School. Ongoing
- 4.1.3 Develop and maintain a school-wide social media campaign. Ongoing
- 4.1.4 Develop a more effective parent survey tool that measures stakeholder satisfaction, knowledge of Xavier’s mission and vision, etc. The aggregate findings of this survey will be reported to the Board. Ongoing

Performance Measures and Benchmarks:

- 4.1.1a Present the XCS Mission to our internal community (teachers, staff, students and stakeholders) in our Newsletter, on the school's forms, on our internet website, in teacher blogs, and in our students and faculty handbooks. **Ongoing**
- 4.1.1b Communicate Vision and Mission utilizing Strategic Marketing Plan. **Ongoing**
- 4.1.1c XCS Student Council actively involved in educating peers. Possible venues include school assemblies or the Student Council webpage. **Ongoing**
- 4.1.1d Increased XCS Faculty/Staff Team satisfaction by June 2018 compared to baseline data from May 2015.
Increased XCS student satisfaction by June 2018 compared to baseline data from 2015.
Increased XCS stakeholder satisfaction by June 2018 compared to baseline data from 2015.
Increased community approval by June 2018.
- 4.1.1e Create marketing XCS brochure for visiting parents, students, and community members. **Completed**
- 4.1.1f Compare the increased enrollment and Waiting List between May 1, 2015 and May 1, 2017.
- 4.1.2 Annually send XCS Team to other exemplary schools like Renaissance Arts and Sage International Schools.
- 4.1.3 Increased communications and satisfaction among stakeholders and community. **Ongoing**
- 4.1.4a A new survey tool will be developed by the Xavier Administration by the Spring of 2018.
- 4.1.4b The new survey tool will be administered once a year after it has been developed. **Ongoing**

Long Term Goals:

- 4.2.1 *Develop a relationship with Administration and Staff at other charter schools in the United States that share a common mission, vision or values with Xavier Charter School.* **Ongoing**

Performance Measures:

- 4.2.1 *Send XCS Team to Ridgeview Charter School in Colorado. Travel proposal will be presented to the Board by May 2018.*

Strategic Goal 5: Xavier Charter Schools will develop fundraising and marketing strategies that are driven by the mission, vision and values of the school

Short Term Goals:

- 5.1.1 Develop Strategic Marketing Plan that is in alignment with the XCS Vision and Mission.
- 5.1.2 Develop Strategic Fundraising Plan that is in alignment with the XCS Vision and Mission.
- 5.1.3 Maintain the Xavier Charter School Phoenix Fund.

Benchmarks

- 5.1.1a Develop a marketing committee to support the mission and vision of Xavier Charter School.
- 5.1.1b The marketing committee will review the Marketing Plan with XCS Xavier Board twice a year once established.
- 5.1.2a The Phoenix Fund will present a master fundraising plan to XCS Xavier Board by June 2018.
- 5.1.2b The Xavier Administration will create a fundraising plan and calendar to manage and schedule minor fundraisers for Xavier Charter School. This calendar will be made available to Xavier Stakeholders and it will detail the purposes of the various fundraisers.

Performance Measures:

- 5.1.1a Increased XCS Faculty/Staff Team satisfaction with Marketing by June 2018.
Increased XCS student satisfaction with Marketing by June 2018.
Increased XCS stakeholder satisfaction with Marketing by June 2018.
Increased community approval by June 2018.
- 5.1.1b Maintain enrollment and Waiting List at 80% of capacity. **Completed**
- 5.1.2a Pursue grant opportunities that are in alignment with our charter, educational model and operating needs. Track awarded grants. **Ongoing**
- 5.1.2b Pursue grant opportunities that will subsidize our performing arts and extracurricular clubs. Track awarded grants. **Ongoing**
- 5.1.2c Explore the option of hiring a part time or full time executive director for the Xavier Foundation.

Long Term Goals:

- 5.2.1 *Present Phoenix Fund Development Strategic Plan to XCS Xavier Board by Spring 2018.*
- 5.2.2 *Actively seek out a Sponsor to help purchase/build the new classroom space with branding opportunity (i.e Albertson's Stadium).*

Strategic Goal 6: Xavier Charter School will provide and manage the district's facility in accordance with programmatic needs and best management practices

Short Term Goals:

- 6.1.1 Perform an annual review and make necessary revisions to the comprehensive Safety Plan that promotes a continued safe school environment to be presented annually. **Ongoing**
- 6.1.2 Develop an in-depth, multi-year maintenance plan for the XCS facility that will ensure that the building will provide a safe and appropriate learning environment for students. **Ongoing**
- 6.1.3 Develop Critical Needs Assessment for Expansion and support of the curriculum. **Ongoing**
- 6.1.4 Develop and update a Safety Plan for all facilities annually. **Ongoing**
- 6.1.5 Review Food Services.

Performance Measures:

- 6.1.1a Crisis management plan present in every classroom prior to the start of each academic year. **Ongoing**
- 6.1.1b Training for staff and students on utilizing the crisis management plan is done at least once per semester. **Completed and ongoing**
- 6.1.2 Comprehensive maintenance plan/rotation for XCS facilities presented to Board annually.
- 6.1.3a Assess enrollment trends and strategically plan for the development of facilities, such as an Auditorium or classroom space, that align with the mission and vision of XCS reviewed annually. **Ongoing**
- 6.1.3b Develop a functioning library that is enclosed. **Ongoing**
- 6.1.4a Annually review a safety plan for traffic issues that includes stop signs, flashing crosswalks, or traffic lights etc. **Ongoing**
- 6.1.4b Pursue a safety grant by working with the City of Twin Falls and the Transportation Department. **Ongoing**
- 6.1.5 Review the source selection, grant selection, and federal funding for food services by Fall 2018.

Long Term Goals:

6.2.1 Continue to explore the possibilities of replication.

Performance Measures:

6.2.1 Reach following thresholds before replicating:

Fully Developed Rhetoric Curriculum

Master Schedule

High Performance across Grammar, Logic, and Rhetoric schools

Standardized Operations Book

Bond 10-year mark (2025)

Access to levies or other funds

Research other charters as to why other charters have not replicated when they have a long waiting list

Xavier Charter School ISAT Percent Proficient

English/Language Arts (ELA)

Class of	2015		2016		2017		Grade (Spring 2017)	Idaho Comparison	Idaho Comparison
	Grade (Spring 2015)	Idaho	Xavier	Idaho	Xavier	Idaho			
2019	8	52	68	54	75	10	+16	+21	+27
2020	7	51	75	53	74	9	+24	+21	+32
2021	6	49	65	53	70	8	+16	+17	+16
2022	5	52	61	50	67	7	+9	+17	+14
2023	4	46	42	53	65	6	-4	+8	-4
2024	3	48	73	49	70	5	+25	+21	+20
2025				49	68	4		+19	+17
2026						3			+14

Math

Class of	2015		2016		2017		Grade (Spring 2017)	Idaho Comparison	Idaho Comparison
	Grade (Spring 2015)	Idaho	Xavier	Idaho	Xavier	Idaho			
2019	8	37	32	29	35	10	-5	+6	+14
2020	7	38	53	38	46	9	+15	+8	+15
2021	6	36	41	42	42	8	+5	0	-12
2022	5	38	53	40	56	7	+5	+16	+16
2023	4	43	39	39	41	6	-4	+2	-5
2024	3	50	68	46	70	5	+18	+24	+26
2025				51	73	4		+21	+12
2026						3			+20