



Lillie May Carroll Jackson Charter School Strategic Plan

(2023-2026)

<p>Our Mission:</p> <p><i>To offer a supportive 21st-century learning environment for scholars to reach their maximum potential through rigorous academic coursework, character development, and leadership opportunities.</i></p>	<p>Our Vision:</p> <p>The Lillie May Carroll Jackson School envisions a world where all young women, regardless of their background, have the skills, tools, and qualities to develop as leaders in their communities and the world.</p>
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Introduction

At Lillie May Carroll Jackson Charter School, our commitment to educational excellence has led us on a transformative journey. We are dedicated to providing a nurturing 21st-century learning environment that empowers scholars to realize their fullest potential through rigorous academics, character development, and leadership opportunities. As we continue to evolve, we draw upon our four guiding principles: "High-Quality Work," "Deeper Instruction," "Authentically Engage Parents and the Community as Partners," and "Ensuring Legacy and Long-Lasting Impact." Among these, "High-Quality Work" serves as our guiding North Star, illuminating our path forward.

Why is prioritizing "High-Quality Work" of paramount importance? Because these principles are not just words; they are the bedrock of our commitment to transformative education. "High-quality Work" symbolizes our pursuit of excellence, while "Deeper Instruction" enriches our students' learning experiences. "Authentically Engaging Parents as Partners" underscores our dedication to a place-based education, and "Ensuring Legacy and Long-Lasting Impact" reflects our commitment to fiscal responsibility and sustainability.

By placing "High-Quality Work" at the forefront, we recognize that the work for excellence permeates every facet of our educational model. It becomes the touchstone that guides our curriculum, instructional methods, assessment practices, and the very culture of our school. "Deeper Instruction" is how we empower our students to attain excellence, diving into subjects with depth and sophistication to create work that reflects their true potential.

These principles are interwoven, guiding us toward unparalleled educational excellence. They form the foundation upon which we build, enabling our students to unleash their full potential and ensuring the enduring legacy of our institution.

Overall Goals:

1. **High-Quality Student Work:** Improve student work quality so the average jump rope grade on graded work is 80% or 3.0 across subjects within three years through enhanced curriculum, improved instructional strategies, effective targeted interventions, and increased parent, community, and student partnership.
2. **5-Year Charter Renewal:** Secure a 5-year charter renewal by the end of the 2025-26 academic year through comprehensive contingency planning involving the entire school community. This will require that we have increased academic outcomes, increased enrollment, maintained high attendance, and have clear structures to support student learning.
3. **Student Enrollment Growth:** Achieve an enrollment of 250 students by the start of the 2025-26 academic year by leveraging marketing initiatives, alumni engagement, partnerships, and empowering students as advocates.
4. **EL Education Credential:** Attain the EL Education Credential by the end of the 2025-26 academic year, enhancing instructional quality and involving parents, community organizations, and stakeholders. This will require we outpace school district student growth, have made valuable growth in helping students master foundational knowledge and skills, create high-quality work, and develop strong character.



Guiding Questions:

1. (Mission) How can we offer a supportive 21st-century learning environment for scholars to reach their maximum potential through rigorous academic coursework, character development, and leadership opportunities and support students' development as leaders of their learning who embody the ideals of Lillie May Carroll Jackson?
2. (Vision) How can we work to build a world where all young women, regardless of their background, have the skills, tools, and qualities to develop as leaders in their communities and world?
3. How do we build coherence, placing the right balance between what is critical and urgent?
 - a. What is **Critical** to our mission and vision?
 - b. What is **urgent** for the next three years?
 - c. *What is the alignment between the critical and urgent?*

Guiding Principles:

- I. **Strive to Foster High-quality work that shows evidence of:**
 - A. Complex Innovation and Creativity: Encourage complex innovation and creativity that embraces diverse perspectives, challenges assumptions, and explores multifaceted solutions and technologies to empower girls as critical thinkers and problem solvers.
 - B. Craftsmanship fostered in a Safe and Supportive Environment: Cultivate a safe and supportive environment where girls are valued, respected, and encouraged to develop their talents and skills with craftsmanship, fostering their sense of belonging, individuality, pride, excellence, and breathtaking personal growth in their work.
 - C. Authenticity: Work exemplifies students' original and creative thinking, reflecting their genuine voice while embracing professional formats and standards, bridging academic standards with real-world matters, infusing purpose and community impact, and often extending its reach beyond the classroom audience.
- II. **Strive to Cultivate Deeper Instruction Through:**
 - A. **Empowered** Student-Centered Excellence: Empower and uplift our scholars, enabling them to take charge of their education and reach their maximum potential through rigorous academics, character development, and leadership opportunities.
 - B. Joyful **Engagement**: Cultivate a joyful environment that celebrates girls' diverse identities and experiences, ensuring open access to opportunities and resources that foster growth.
 - C. **Challenging** Academics: Provide culturally responsive and relevant educational programs that foster academic excellence, preparing girls to become leaders in their own learning, communities, and the world.
- III. **We are committed to Authentically engaging parents** and the community as partners.
(Authentically engage parents and community as partners garnering a sense of partnership through belonging)
- IV. **We work to ensure the Long-Lasting Impact of our legacy**: Maintain fiscally responsible practices that safeguard the school's financial sustainability, ensuring its enduring legacy and ability to impact future generations, including our future, current, and alumnae cohorts of girls in Baltimore positively.

Our Promise to Students

A Future Shaped by Excellence, Growth, and Achievement
A Commitment to Every Student's Success

In aligning with Lillie May Carroll Jackson Charter School's strategic goals, our promise to each student encompasses not just academic excellence and personal growth but also a commitment to achieving key milestones that will shape the future of our school and its community. Here's what we promise to achieve for and with our students by 2026:

- I. 1. High-Quality Student Work and Academic Growth
 - A. We Promise Enhanced Academic Performance: We will raise our average student grade across all subjects to 3.0, signifying a steadfast commitment to improving the quality of student work through enhanced curriculum and effective teaching strategies.
 - B. We Promise Comprehensive Growth: Attaining the EL Education Credential will be a testament to our efforts in helping students master foundational knowledge and skills, create high-quality work, and develop strong character.
- II. Building Our School Community
 - A. We Promise Enrollment Growth: We aim to grow our student body from 200 to 250 by the 2025-26 academic year, expanding our impact and embracing more students into our learning community.
 - B. We Promise Enhanced Community Engagement: Through marketing initiatives, alumni engagement, and partnerships, we will strengthen our school community, empowering students as advocates and active participants in our growth.
- III. Deepening Connections with Families and the Community
 - A. We Promise Inclusive Engagement: We will increase family and community involvement in our school's activities and governance, targeting a 30% rise in active participation.
 - B. We Promise Community-Centered Learning: At least 60% of our students will engage in community-based learning experiences, connecting their education with real-world applications and community needs.
- IV. Securing Our School's Future
 - A. We Promise Stability and Growth: We aim to secure a 5-year charter renewal by the end of the 2025-26 academic year. This will be achieved by enhancing academic outcomes, increasing enrollment, maintaining high attendance, and establishing clear structures to support student learning.
 - B. We Promise Community-Centered Planning: Comprehensive contingency planning involving the entire school community will be our approach to ensure a secure and prosperous future for our school.

Your Future, Our Commitment

This promise reflects our strategic goals and a pledge to each Lillie May Carroll Jackson Charter School student. By 2026, we envision a school where every student achieves academic success and grows as an individual equipped for future challenges. Our commitment is to provide an educational journey filled with achievements, fostering a generation ready to lead and excel in all aspects of their lives.

Executive Summary of Three-Year Strategic Plan

Over three transformative years, Lillie May Carroll Jackson Charter School will journey through the stages of "Engaging with Authenticity," "Empowering Craftsmanship," and "Challenge with Complexity." This plan outlines an ambitious roadmap guided by a commitment to authentic engagement, deeper learning, and sustainable growth. Each dimension of the school community will play a distinct role in shaping the future trajectory of the institution.

Parents and Community

We aim to establish a model for authentic collaboration, elevating the school's commitment to engaging parents and the community as partners in our students' education. We ensure every child receives holistic support by building authentic foundations, strengthening partnerships, and advancing together by fostering meaningful connections, promoting open communication, and nurturing parent and community involvement in school governance and educational initiatives.

Teachers and Staff

Our goal is to enhance the effectiveness of our instructional model by fostering authentic collaboration, refining teaching practices, and ensuring consistency in our approach. Through collaborative efforts with teachers and staff, we aim to create engaging learning environments where every student is prepared for high school by developing their skills, character, and ability to produce high-quality work. We are committed to actively involving teachers and staff in shaping our students' educational journey, with the support of parents and the community every step of the way.

School Leadership Team

Our objective is to deepen and effectively support the ongoing development of strong expeditions and high-quality instruction while fostering students' development of "Home" Qualities. By enhancing clarity and communication, strengthening leadership and operational effectiveness, and elevating instructional quality and outcomes, we endeavor to optimize teaching and learning, promote joyful student and staff engagement, and drive high-quality outcomes through effective collaboration and continuous growth, with active involvement of parents and the community.

CEO

Our CEO, building upon the legacy of leadership and stewardship left by our outgoing CEO, will continue to foster the growth of the Board of Directors and Leadership Team as an effective engine for cohesive and transformational change. Grounding and stabilizing LMCJ traditions while simultaneously propelling us forward into continued growth, the CEO will ensure the organization exhibits shared values, mission, and vision. By empowering the leadership team, strengthening community ties, and preparing for the next decade, the CEO will shape a vibrant future for Lillie May Carroll Jackson Charter School, actively engaging parents and the community in our ongoing journey of growth and excellence.

Lillie May Board of Directors:

The Lillie May Board of Directors, comprising dedicated members from various backgrounds and expertise, will focus on enhancing governance effectiveness, elevating financial sustainability, and driving strategic initiatives that prepare us for our 10th anniversary. Through the Executive, Finance, Development, and Program Committees, the Board will actively foster the goals outlined in our three-year task chart, ensuring alignment with our mission and vision. By leveraging the collective expertise of these committees, we aim to transition from forming to norming, establish robust frameworks for growth, and solidify our role as an anchor in our community.



Engaging Parents and Community as Partners

Goal: Establish an Exemplary Model for Authentic Collaboration, elevating the school's commitment to engaging parents and the community as vital partners in our students' education, ensuring every child receives holistic support.

2022-23: Building Authentic Foundations

- Re-establish a welcoming and inclusive environment that values diverse perspectives, focusing on increasing parent attendance at student celebrations.
- Continue the monthly family engagement event series encouraging active participation and dialogue among parents, students, and staff.
- Transition the school's weekly newsletter to provide relevant information and resources for parents and the community.
- Implement a social media strategy that promotes open communication and showcases student achievements.
- Nurture the parent representative to the Board of Directors to enhance parent involvement in school governance.
- Reflect and build a process for addressing and resolving complaints effectively, ensuring a transparent and fair system.

2023-24: Strengthening Partnerships

- Integrate parent and community involvement into students' advocacy and community initiatives, emphasizing their partner roles.
- Enhance open communication channels, including social media, to foster meaningful connections and shared educational goals.
- Increase parent attendance at student academic events, creating authentic opportunities for parents to collaborate with the school.
- Collect data regarding parent attendance at scholar presentations.
- Strengthen the PTA as a platform for parent involvement and collaboration with school leadership.

2024-25: Advancing Together

- Provide consistent support and resources to parents and community members to empower them as partners in their child's education, including guidance on navigating the school system.
- Conduct assessments to ensure that 75% of our parents and community partners demonstrate proficiency in actively engaging in their child's educational journey.
- Ensure that all school initiatives have clear ties to advocacy and community work, nurturing students' development and fostering a sense of belonging for parents and the community.
- Leverage alumni engagement and partnerships with nearby employers to expand parent and community involvement opportunities.
- Establish a formal mechanism for parents to provide feedback and suggestions, creating a collaborative feedback loop between the school and parents.
- Monitor and measure the impact of these initiatives through regular surveys, assessing parent and community satisfaction and engagement levels.

Teacher

Overall Goal: Deepen the Deeper Instruction model by engaging in quantifiable and consistent practices, ensuring integrity and expanded impact. Aim for every student to develop a comprehensive portfolio of High-Quality Work in each core subject, demonstrating mastery.

2022-23: Deepening Authentic Collaboration

- Expeditionary Learning Integration: Incorporate expeditionary learning principles in at least 75% of lesson plans each semester, focusing on real-world relevance and student engagement.
- Reflective Practice Sessions: Conduct bi-monthly reflective practice sessions, with at least 80% teacher participation, to refine instructional strategies.
- Collaborative Development Meetings: Participate in monthly collaborative sessions to exchange best practices on expeditionary learning, with documented takeaways and implementations.

2023-24: Strengthening Deeper Instruction

- Student-Centered Methodologies Implementation: Apply student-centered and differentiated instructional methodologies in 85% of classroom activities.
- Peer Review Participation: Engage in at least four peer walkthroughs and reviews per academic year, providing and implementing feedback for instructional enhancement.
- Curriculum Co-Creation Contribution: Actively contribute to curriculum documentation and refinement, aiming for at least 90% alignment with high-quality standards and grade-level expectations.
- Professional Development Active Participation: Attend all scheduled professional development sessions, focusing on deeper instruction techniques, with a target of implementing at least two new strategies per semester.

2024-25: Elevating Impact and Consistency

- Student Portfolio Development: Guide 100% of students in developing comprehensive portfolios of High-Quality Work, with at least 70% achieving mastery level per set standards.
- Professional Learning Communities Engagement: Actively participate in professional learning communities, implementing at least one best practice per quarter into teaching.
- Enhanced Expeditionary Learning Activities: Design and implement at least two in-depth expeditions per academic year that meet engagement and real-world complexity criteria.
- Innovative Teaching Adaptation: Adapt teaching methods to promote higher levels of learning in at least 80% of lessons, ensuring alignment with advanced standards and real-world connections.
- High-Quality Work Protocol Application: Consistently apply high-quality work protocols in classroom activities, aiming to meet or exceed 75% of student work meeting or the set advanced standards.

School Leadership Team

Overall Goal: Deepen and effectively support the ongoing development of strong expeditions and high-quality instruction while fostering students' development of "Home" Qualities and aiming for a substantial reduction of distracting behaviors and behavioral consequences and increased joyful student and staff engagement in meaningful and challenging learning.

2022-23: Enhancing Clarity and Communication

- Refine School Practice Audit: Re-assess current school practices involving all staff, aiming to enhance clarity in roles and responsibilities by 30% based on survey feedback.
- Refinement Action Plan: Update and execute an action plan focused on identified improvement areas from the audit by the end of Q2.
- Monthly Open Forums: Maintain monthly open forums, ensuring 100% leadership team participation and 90% staff attendance to foster open communication.
- Role Clarity Measurement: Conduct surveys post-initiative implementation to measure improvements in role clarity, targeting a 20% increase in positive responses.

2023-24: Strengthening Leadership and Operational Effectiveness

- Optimize Cross-Functional work: Evaluate and enhance the effectiveness of existing cross-functional work, to improve operational efficiency by 20%.
- Administrative Process Improvement: Refine administrative workflows to increase time efficiency, aiming for a 15% reduced administrative time for teachers.
- Enhanced Attendance Monitoring: Improve the existing attendance monitoring system to increase student attendance rates by 10%.
- Expand Restorative Practices: Strengthen the restorative practices program, ensuring 100% staff participation and incorporating student feedback for improvements.
- Targeted Professional Development: Implement targeted professional development sessions with specific objectives based on prior year outcomes, achieving 95% staff participation.
- Increased Community Engagement: Build upon existing community engagement initiatives, aiming for a 25% increase in parent and community involvement.

2024-25: Elevating Instructional Quality and Outcomes

- Focused Teacher Development: Intensify the teacher professional development program with specific focus areas identified from previous years, impacting 90% of the teaching staff.
- Collaborative Instructional Workshops: Host and refine quarterly collaborative workshops with parents and the community, aiming for actionable feedback and strategy implementation.
- Leadership Team Development: Conduct regular leadership team development sessions, focusing on the integration and effectiveness of new educational strategies.
- Reflective Practice Enhancement: Establish a system for monthly reflective practice sessions, with the objective of 100% staff participation and documented instructional improvements.
- Rigorous Expedition Review: Enhance the expedition review process to meet high-quality standards in 100% of cases.
- Collaborative Planning Optimization: Increase the effectiveness of bi-weekly collaborative planning sessions, aiming for demonstrable improvements in alignment between staff and leadership goals.

CEO

Goal: Foster Growth of the Board of Directors and Leadership Team as an Effective Engine for Cohesive and Transformational Change. Ground and stabilize LMCJ traditions in a way that exhibits shared values, mission, and vision, and uphold meaningful traditions that foster a sense of belonging, pride, and repetition that breeds predictability among students, staff, and families.

2022-23: Understanding and Learning About the Organization

- Conduct a comprehensive review of the organization's financial landscape to identify opportunities for greater fiscal responsibility.
- Collaborate with the board to present a successful charter renewal to BCPS (Baltimore City Public Schools), showcasing the school's commitment to its mission and vision.
- Foster transparency by regularly communicating financial updates and stewardship efforts with the school leadership team and board. This includes establishing a transparent communication channel to engage the school community in key developments and changes.
- Develop a clear understanding of the organization's strengths, weaknesses, opportunities, and threats (SWOT) through collaboration with the board and leadership team.

2023-24: Embedding Traditions and Shared Values

- Collaborate with the school leadership team to define clear norms and expectations aligned with shared values, mission, and vision. Then, lead efforts to integrate these norms and values into daily operations and decision-making processes, fostering a cohesive and aligned culture.
- Work with the school leadership team to implement two annual arts-integrated expeditions, providing the necessary resources, professional development, and support for teachers and administrators.
- Implement transparent communication practices, setting clear goals and tracking progress using key performance indicators (KPIs).
- Support leadership team clarity by implementing decision-making matrices like MOCHA, PTR, and a shared evergreen calendar.
- Collaborate with the board to develop and track progress toward strategic plan goals.

2024-25: Celebrating Achievements and Preparing for Renewal

- Conduct a comprehensive analysis of student achievements, academic outcomes, and character development over the past decade to identify areas of excellence and opportunities for improvement.
- Engage with the school leadership team, teachers, parents, and the board to gather insights and reflections on the organization's journey, focusing on how it aligns with shared values, mission, and traditions.
- Collaborate with the school leadership team to draft a comprehensive strategic plan for the next phase, outlining clear goals, strategies, and key performance indicators (KPIs) that align with the organization's mission and values.
- Develop a targeted professional development plan for the school leadership team to enhance leadership skills, adaptive strategies, and alignment with organizational values.
- Work closely with the board to identify innovative governance approaches that ensure strategic alignment, proactive anticipating challenges, and seizing opportunities for transformative change.
- Facilitate a process to revisit and revive original traditions tied to the organization's founding intentions, infusing them with contemporary relevance and meaning.
- Implement dynamic assessment tools and data-driven strategies to continuously monitor progress toward the strategic plan's goals, fostering a culture of adaptability and responsiveness.

Board

Goal: Board 2.0: Forming to Norming - **Stabilizing and growing** our organization in a way that supports our students, fosters our educational model, and allows us to be an anchor in our community.

2022-23: Facilitated onboarding of a new leadership team

- Facilitated Onboarding of New Leadership Team: Successfully onboarded a new leadership team, including a CEO and School Principal, to stabilize the school amidst leadership changes and pandemic-related challenges.
- Transition from Forming to Norming: Fostered a shift from forming to norming within the board, leadership team, and the entire school community, promoting collaboration and commitment.
- Enhance Operational Effectiveness: Took initial steps to enhance the school's overall operational effectiveness, laying the groundwork for future growth and success.

2023-24: Enhanced Board-Level Financial Transparency and Systems:

- Conduct a thorough review of key financial roles and responsibilities, ensuring they are well-defined and aligned with best practices.
- Establish a transparent financial reporting process for the board, including regular updates on financial health and key performance indicators.
- (Re-)Formalize the Committee Structure: Redefine and formalize the committee structure to ensure it fully supports the organization's strategic goals and mission.
- Complete New Board Member Training: Develop and implement a comprehensive training program for new board members within their first three months of joining.
- Conduct a Board Retreat: Organize a retreat for the board to discuss strategic priorities, roles, and goals for the upcoming year.
- Ensure Consistent Membership Engagement: Implement strategies to track and improve board meetings and committee session attendance records.
- Encourage Board Giving: Develop a campaign to encourage all board members to contribute financially to the school to achieve 100% participation in annual giving campaigns.
- Enhance Board Member Engagement: Promote and track board member attendance at designated LMCJ events, aiming for total attendance at a minimum of two annual events.

2024-25: Strategic Vision Building:

- Prepare for the 10th Anniversary Celebration: Organize and execute a successful 10th-anniversary celebration event with positive feedback from participants and stakeholders.
- Strong Renewal Preparation: Develop and execute a comprehensive renewal preparation plan, ensuring a well-structured and complete renewal application package.
- Prepare for New Strategic Plan 2030: Develop a detailed plan for the upcoming strategic planning process, indicating readiness for future strategic initiatives.
- Implement Arts-Integrated Expeditions: Implement a defined number of arts-integrated expeditions per year, tracking successful execution and student engagement.
- Achieve 5th Grade Enrollment: Achieve the target enrollment of 5th-grade students in three sections, ensuring classroom capacity and appropriate student-teacher ratios.
- Conduct Facility Assessment: Conduct an assessment of the school's facilities, identify improvement and expansion areas, and develop a prioritized implementation plan.



Appendix

Theory of Action

Engaging Parents and Community as Vital Partners: At the heart of our educational journey is the engagement of our parents and the broader community as essential partners. Their involvement is fundamental to our commitment to excellence and empowerment. For our students to consistently produce high-quality work, it must be true that parents and the community are fully integrated into our mission. They offer valuable perspectives, resources, and support that enrich the educational experience, ensuring it is culturally responsive, relevant, and rooted in authenticity.

1. Craftsmanship in a Safe and Supportive Environment: They contribute to cultivating a safe and supportive environment where our girls are valued, respected, and encouraged to develop their talents and skills with craftsmanship. This nurturing atmosphere fosters a profound sense of pride, excellence, and personal growth.
2. Collaborative Partnerships to Elevate Complexity: Lillie May Carroll Jackson Charter School actively embraces collaborative partnerships with parents and community members to elevate the complexity of our educational approach. Together, we bring diverse perspectives, challenge assumptions, and co-create multifaceted solutions and technologies that empower our girls as critical thinkers and problem solvers. These partnerships foster a rich and intricate learning environment, preparing our students for the complexities of the 21st century.
3. Authentic Collaborative Partnerships: Parents, community organizations, and stakeholders actively foster authentic, collaborative partnerships. Their genuine connections with the school promote shared goals and mutual respect, ensuring our educational mission is deeply rooted in the broader community.

If we connect our engaged community to our staff, they can more collectively foster a climate that nurtures a supportive 21st-century learning environment for scholars. Their dedication empowers students to create high-quality work consistently:

1. Craftsmanship in a Safe and Supportive Environment: Cultivate a safe and supportive environment where girls are valued, respected, and encouraged to develop their talents and skills with craftsmanship, fostering their sense of pride, excellence, and personal growth.
2. Complex Innovation and Creativity: Encourage complex innovation and creativity that embraces diverse perspectives, challenges assumptions, and explores multifaceted solutions and technologies to empower girls as critical thinkers and problem solvers.
3. Authentic Collaborative Partnerships: Foster authentic, collaborative partnerships with parents, community organizations, and stakeholders invested in girls' success in urban

education, creating meaningful and genuine connections that promote shared goals and mutual respect.

Then, the CEO, in support of and in collaboration with school leadership, must support and develop staff to provide scholars with a learning environment that create:

1. **Empowered Student-Centered Excellence:** Empower and uplift girls in an urban setting, enabling them to take charge of their education and reach their maximum potential through rigorous academics, character development, and leadership opportunities,
2. **Joyful Engagement:** Cultivate a joyful environment that celebrates girls' diverse identities and experiences, ensuring equal access to opportunities and resources that foster growth, and
3. **Challenging Academics:** Provide culturally responsive and relevant educational programs that foster academic excellence, preparing girls to become leaders in their communities and the world.

Consequently, The Board, in collaboration with the CEO, must actively engage in the following specific actions to foster and ensure an organization that:

1. **Offers a Supportive 21st-century Learning Environment Rich in Meaningful Complexity:** Reviewing and approving strategic initiatives aimed at enhancing the school's learning environment, such as curriculum enhancements, technology upgrades, and facility improvements. Advocate for budget allocations to support complexity in educational programs and ensure students have access to the latest resources and technology. Monitor and evaluate the implementation of educational programs and their impact on student learning outcomes.
2. **Fosters Authentic, Collaborative Partnerships:** Leading efforts to establish and nurture authentic partnerships with parents, community organizations, and stakeholders. Actively participating in community events, school forums, and open dialogues to strengthen the school's relationship with the community. Facilitating collaboration between the school and external partners, leveraging their resources and expertise to enhance the educational experience.
3. **Ensures Legacy and Long-Lasting Impact:** Taking an active role in monitoring the school's financial health, including regularly reviewing budgets, financial reports, and long-term financial planning. Exploring and supporting sustainable fundraising initiatives to secure the school's future and maintain its financial sustainability. Engaging in strategic planning discussions focused on the school's long-term vision and goals to ensure its enduring legacy and positive impact on future generations.

Definitions

Traditions: In the context of a charter school, a tradition can be defined as a recurring practice, activity, or event that holds special significance and is passed down from one generation of students, staff, or community members to another. Traditions in a charter school often embody the school's values, culture, and identity. They can help foster a sense of belonging, create a shared experience, and strengthen the school community.

Traditions can take various forms, including:

1. **Celebratory Events:** These are recurring events anticipated and celebrated by the school community. Examples include annual school-wide assemblies, talent shows, multicultural festivals, or spirit weeks.
2. **Grade Promotion Ceremonies:** Graduation ceremonies mark a significant milestone in a student's academic journey. The rituals, speeches, and traditions associated with graduation can become deeply ingrained and memorable experiences for students and their families.
3. **Commemorative Activities:** These activities are designed to honor and remember specific individuals, events, or achievements. For instance, a charter school may hold an annual memorial to honor a beloved teacher or commemorate a significant historical event.
4. **Rituals and Symbols:** Certain rituals or symbols can become embedded in a charter school's culture. It could be a daily morning assembly, reciting a school pledge or motto, or displaying a specific emblem or mascot representing the school's spirit and identity.
5. **Service Projects:** Engaging in community service or service-learning projects can become a tradition in a charter school. It instills a sense of social responsibility and civic engagement, and the school community may participate in specific service activities year after year.

It's important to note that traditions can evolve as the school community changes and grows. They often reflect the values and aspirations of the charter school and contribute to its unique identity and sense of heritage.

References

[Best Practices for Improving Middle Schools](#) [Middle School Scheduling](#) [Can you fix middle school by getting rid of it?](#) [AMLE](#) Previous Strategic Plans: [2017-2019](#)

These are our tools	Traditions	More to study
<p>Education Program that supports the needs of our school</p> <p>LMCJ Academic Schedule with Extended Day</p> <p>EL Education</p> <p>Assessment, IReady, MAP Tests</p> <p>New Humanities Curriculum</p> <p>Co-Teaching in Special Education</p> <p>Interventions: Zearn, Amplify, Algebra I</p> <p>Character Development</p> <p>Programming</p> <p>Crew program</p> <p>Home Target Use</p> <p>Comprehensive School</p> <p>Leadership Team</p> <p>Improved and continuous work planning</p> <p>New Building</p> <p>Jump Rope</p>	<p>Lillie For Life Program</p> <p>Scholar Led Conferences</p> <p>Celebrations of Learning</p> <p>Standard-based Grading</p> <p>LMCJ Instructional Approaches</p> <p>Home</p> <p>Kwanzaa Fair</p> <p>Passage Portfolios</p> <p>Blue Shirt for 8th Graders</p> <p>Lillie Passing Ceremony</p>	<p>What is the legacy of Lillie May Carroll Jackson</p> <p>What is the future of East Broadway East Neighborhood</p> <p>Create a partnership network map</p> <p>How have we embraced our role as a school educating black girls</p> <ul style="list-style-type: none"> - Intentional professional development <ul style="list-style-type: none"> - Book conversation - Cultivating an environment in which our girls recognize themselves - Developing a staff in which our girls recognize themselves - What does it mean to educate black girls <p>Need to know the ses make-up of school</p> <p>Our Assessment system and its alignment with our outcome goals</p> <p>The way we organize and the intentions of our Crew Structure and its alignment with academic outcomes</p>

Summary	SY 23: "Engaged with Authenticity"	SY 24: "Empower Craftsmanship"	SY 25: "Challenge with Complexity"
Community and Parents	<ul style="list-style-type: none"> Actively participated in school events, such as open houses, parent-teacher conferences, and community meetings. Volunteered time and resources to support school initiatives and projects that promote authenticity and shared values. 	<ul style="list-style-type: none"> Collaborate with school leadership to organize workshops and events celebrating student craftsmanship and achievements. Actively engage in arts-integrated expeditions by providing mentorship, resources, or expertise to enhance students' learning experiences. 	<ul style="list-style-type: none"> Support students in taking on challenging projects and real-world problem-solving activities. Participate in panels, discussions, or mentoring programs that encourage critical thinking, creativity, and the application of knowledge to complex issues within the community.
Teachers and Staff	<ul style="list-style-type: none"> Cultivated team culture with authenticity and individual growth. Engaged in reflection sessions and open communication 	<ul style="list-style-type: none"> Implement deeper instruction to foster growth of high quality work Established connections between expeditions and Active Citizenship 	<ul style="list-style-type: none"> Focused on high-quality work and portfolios Fostered continuous growth and collaboration through professional development
School Leadership Team	<ul style="list-style-type: none"> Audited practices for clarity of roles and responsibilities Increased visibility through open forums and authentic engagement 	<ul style="list-style-type: none"> Implement structured systems for quality instruction Focus on continuous learning, reflection, and skill-building by school community 	<ul style="list-style-type: none"> Fostered shared leadership practices and cross-functional collaboration Maintained high attendance and reduced suspensions
CEO	<ul style="list-style-type: none"> Joined the team and supported the path toward successful charter renewal Enhanced insights and organizational stewardship 	<ul style="list-style-type: none"> Ground traditions in shared values, mission, and vision Foster the implementation of two annual arts-integrated expeditions to fully realize the EL Educational model 	<ul style="list-style-type: none"> Gather and leverage data for renewal and strategic planning Empowered school leadership team for transformative change
Board of Directors	<ul style="list-style-type: none"> Facilitate onboarding of new leadership team for stability Enhanced systems for responsible stewardship 	<ul style="list-style-type: none"> Strengthen governance and committee roles for comprehensive engagement and support towards increasing schoolwide HQW 	<ul style="list-style-type: none"> Comprehensively assess committee roles and actions Facilitate bold vision for growth and effectiveness

Board Committee Actions

	SY 23: "Engaged with Authenticity"	SY 24: "Empower Craftsmanship"	SY 25: "Challenge with Complexity"	SY 26: "Challenge with Complexity"
Executive/ Governance Committee	<ul style="list-style-type: none"> Conduct Governance Training for New Leadership Team 	<ul style="list-style-type: none"> Develop Board Evaluation Process, Review Policies and By-Laws Review Strategy, Enhance Board Diversity 	<ul style="list-style-type: none"> Enhance Strategic Oversight, Begin to Plan 10th Anniversary Event Prepare for Succession, Establish Legacy Program, Develop Long-Term Outlook, Review Decade's Achievements 	<ul style="list-style-type: none"> Develop 10-Year Strategic Plan, Ensure Succession Planning, Coordinate Anniversary Celebrations, Review Governance Structure and Effectiveness
Finance Committee	<ul style="list-style-type: none"> Onboarding and integration of New Leadership Team and treasurer 	<ul style="list-style-type: none"> Fiscal Responsibility: Optimize budget, Establish financial dashboard, 	<ul style="list-style-type: none"> Identify Funding, Resources and opportunity conduct a financial risk assessment, Conduct 10-year review. 	<ul style="list-style-type: none"> Launch anniversary campaign. Long-term Financial Planning and Review: Develop 5-year forecast, explore investments, ensure financial stability,
Academic Achievement / Program Committee	<ul style="list-style-type: none"> Onboard New Leadership Team, Build Monitoring Systems, 	<ul style="list-style-type: none"> Implement Renewal Progress Monitoring Conduct In-depth Audit of Systems, Implement Monitoring of EL Education, Assessment Systems, and Scheduling Model 	<ul style="list-style-type: none"> Review Expedition Implementation, Review the Decade's Academic Developments, Begin Systematic Review of Support to High Needs Populations 	<ul style="list-style-type: none"> Academic Innovation and Future Vision: Integrate technology, expand extracurriculars, Prepare for post-charter renewal development, and Start future program dialogues.
Development Committee	<ul style="list-style-type: none"> Onboard New Leadership Team, Develop Committee 	<ul style="list-style-type: none"> Review and Optimize Donor Program, Organize Additional Fundraising Events, Expand Volunteer Program. 	<ul style="list-style-type: none"> Diversify Funding Sources, Grow Endowment, Expand Campaign Portfolio, Cultivate New Major Donors, Plan for 10-Year Anniversary Event 	<ul style="list-style-type: none"> Strengthen Endowment Growth Strategies, Enhance Major Donor Engagement, Plan and Execute 10-Year Anniversary Fundraising Campaign
Facilities Committee	<ul style="list-style-type: none"> Develop committee structure and guidelines 	<ul style="list-style-type: none"> Finalize committee structure and responsibilities Initiate planning for infrastructure assessment 	<ul style="list-style-type: none"> Conduct infrastructure assessment and develop improvement plan Oversee improvements, implement safety upgrades, Launch anniversary projects. 	<ul style="list-style-type: none"> Future-Ready Facilities and 10-Year Plan: Plan expansion, explore innovative designs, present 10-year development plan.

