



2021-2026 STRATEGIC PLAN

Preparing Leaders for Today and Tomorrow.

DAYTONLEADERSHIPACADEMIES.COM

TABLE OF CONTENTS

Executive Summary....3

History.....5

Priority One.....6

Priority Two.....7

Priority Three.....8

Priority Four.....9





EXECUTIVE SUMMARY

Dayton Leadership Academies (DLA) has achieved the vast majority of the goals and objectives of the 2015-2020 Strategic Plan. Due to decades of triumphs and dedication of the school's leaders, Board of Directors, teachers and staff, Dayton Leadership Academies is a well-established, expertly led, and effectively governed public school option for the students and families of Dayton and the surrounding communities. This newly updated strategic plan will be useful to the public, school leaders, Board of Directors, and supporters as the plan considers the present-day status of the school and the anticipated needs of the future. Thus, the 2021-2026 Dayton Leadership Academies Strategic Plan includes a small but adequate focus on current and future priorities and goals that will drive the governance and daily work of The Board of Directors and School Leadership Team for the next five-year period.

The content of the plan reflects the following: In the fall of 2020, the board, school leadership, and staff, with external facilitation, began a process of review and reflection that has resulted in the priorities outlined in this plan. The priorities and accompanying goals contained within are strategic, concise, intentionally few, outward facing and include both school specific as well as governance-focused priorities. Once the strategic plan has been adopted, the school leader's role is to draft a set of action steps in the form of a school improvement plan aimed at addressing each priority and related goal. The DLA school improvement plan will be updated annually.

EXECUTIVE SUMMARY

In order to address the needs we have identified in this plan, we will focus on the following:

PRIORITY 1: Increase Academic Achievement.

DLA will continue to meet the needs of our students so that they achieve personalized goals and enter high schools prepared to excel.

PRIORITY 2: Achieve the DLA mission.

To create the leaders of tomorrow, at DLA we strive to hold ourselves, our students, and our families to unwavering high expectations for excellence and do so with compassion and a spirit of joyful celebration.

PRIORITY 3: Develop the DLA team as leaders.

The DLA team will perform at the top of their field and will serve as models in the community, state, and nation.

PRIORITY 4: Engage all Board of Directors to lead.

The board will continue to govern effectively and lead the school through its own commitment to serve.



HISTORY OF DAYTON LEADERSHIP ACADEMIES

Dayton Leadership Academies (DLA) was originally founded in 1999 by the Dayton Business Committee that partnered with Edison Learning to establish what was known as the DLA Dayton Liberty Campus. The following year, a second building was opened as the Dayton View Campus. In 2012, the partnership with Edison Learning ended and since then the school has been locally governed. It also merged from two campuses to one: The Dayton View Campus. The school has been successfully renewed by its authorizer, The Fordham Foundation, at the end of each charter term.

The school has had four leaders in its 20+ years; its current school leader has been with DLA since 2016. Enrollment has fluctuated as the population of Dayton mirrors the challenges faced by many mid-west communities that have seen economic instability and loss of industry. Originally, each school served over 1,000 students and families. Today's enrollment holds steady at approximately 500 students in grades K-8 after increasing enrollment by 35% over a span of three years.

Leadership and the Board have tackled academic achievement challenges presented to the school with courage and frank acceptance that improvement is needed and has begun to reap the rewards of turnaround efforts. In 2016, DLA received the Momentum Award from the State of Ohio for its 2015-2016 state test scores. In 2018, it earned a B rating on the state report card for K-2 academic results. In 2019, not only did DLA celebrate 20 years of service to students and families of Dayton but it also earned a B rating in Progress and Gap Closing on the state report card.

While 2020 and 2021 were unique years for all schools, the COVID19 worldwide pandemic has not distracted Dayton Leadership Academies from its important work. With laser focus it has reviewed past challenges and successes, and is charting a new path forward. In the creation of this strategic plan, it looked at its academic track record, ability to deliver on the school's original mission, and reflected on an ever-increasing need for leadership in schools and in communities everywhere. The strategic planning process has contributed to the model going forward.

The school's governance board and leadership acknowledge the academic performance of the school is still a work in progress. As the school prepares to emerge from the challenges of COVID19 and enters its third decade, it is a perfect time to consider a new course of action as articulated in the school's Two-Year Learning Recovery Plan. Given that there is a greater need than ever for strong leadership as students and families begin to recover from the impact of the pandemic, the Learning Recovery Plan introduces the school's new adoption of The Leader in Me Framework. The Leader in Me Framework addresses all aspects of the school's newly adopted mission with attention to school culture, academics, and leadership development. Thus, the school will continue its important work to make the school more leadership development focused, academically accountable, joyous, and public about its successful approaches that support the whole child. The school aspires to be leaders - for its students, community, and the world beyond.

The 2021-2026 Strategic Plan sets out a small set of priorities "the what" and a school improvement plan that supports the strategic plan with "the how" is being developed.

PRIORITY 1:

INCREASE ACADEMIC ACHIEVEMENT /MEET AND/OR EXCEED AUTHORIZER GOALS

Academic achievement is the primary focus of DLA and internal and external achievement targets are set. Given the unique circumstance of recovering from the challenges placed on the school, its students, its staff, board, and authorizer, the following academic priorities attempt to reflect the authorizer's and Board's current but evolving academic expectations.

PRIORITY 1 GOALS:

- ☒ Achievement Goal 1: Meet the sponsor contract requirements annually with an increase in the number of academic indicators met
- ☒ Achievement Goal 2: Meet the majority of the school's internal academic goals annually with continual improvement in proficiency.
- ☒ Achievement Goal 3: School will be in the top 25% of the Dayton K-8 local market schools on the ODE report card rating by the end of 2026.



PRIORITY 2:

ACHIEVE THE DLA MISSION

As part of the strategic planning process, a review of the original mission was conducted by the board, the leadership team, and a representative committee of staff and parents. Part of the examination included a reflection on the current state of leader development and its impact on achieving the original mission of the school. While the original mission served the school well in startup and turnaround, it became clear that a refined mission could more directly support the development of students, drive our team's work, and describe what makes the school unique.

ORIGINAL MISSION:

We educate and nurture each child to perform at his or her highest academic ability in a school culture of pride and excellence.

As the school has developed over time, certain unique hallmarks have become more developed and important to the work of the school. A school culture of pride and excellence became better defined as a school culture of joy and achievement. As DLA attempted to nurture each child, it emerged that social/emotional support for students was necessary to ensure academic achievement for all students. Academic achievement will remain a priority for the school but greater articulation of its instructional methods and best practices of incorporating personalized goals will be expanded. And, while the school has always included leadership initiatives, a deeper development of leadership programs is in line with and fitting for a "leadership academy".

Going forward, Dayton Leadership Academies' success will be driven by its newly adopted mission:

Dayton Leadership Academies challenges students to thrive and become leaders for today and tomorrow through a culture of unwavering support based on personalized goals, challenging academics, and partnerships with family and community.

PRIORITY 2 GOALS:

Mission Goal 1:

By the end of 2023, 100% of students will have fully articulated individual goals and leader portfolios used regularly by students and teachers to guide instruction and student leader development.

Mission Goal 2:

By 2026, the Leader in Me Framework will be fully implemented with integrity. Specifically:

- By June 2022, train 100% of all staff on the Leader in Me Framework.
- By end of school year 2023, 100% of students are actively embodying Leader in Me Habits as measured by surveys and observations.
- By end of school year 2024, there will be consistent school-wide implementation of Leader in Me as measured by surveys and observations.
- By end of school year 2025, DLA will earn Leader in Me school designation status: Leader in Me Lighthouse Certification



PRIORITY 3:

DEVELOP DLA TEAM AS LEADERS

Dayton Leadership Academies will support the leadership potential of its staff as leaders, of its students, as leaders in their school, and as leaders in the field of education. DLA acknowledges that students cannot succeed without the support of a highly skilled and dedicated staff who put academics and social/emotional learning on the same plane. DLA needs its teachers to be the most informed and prepared leaders of today and for tomorrow. To that end, DLA has and will continue to invest in professional development and teacher advancement to attract and retain the best teachers in the region.

PRIORITY 3 GOALS:

Development Goal 1:

Within three years of employment at DLA, 100% of all teachers will be rated as Skilled or above on the teacher evaluation rubric.

Development Goal 2:

Eighty percent of teachers will move up one performance level or stay Skilled on the teacher evaluation rubric annually, with further review and evaluation of experienced teachers.

Development Goal 3:

By 2023, twenty percent of teachers will serve as cooperating teachers for undergraduate teacher candidates.

Development Goal 4:

By 2024, twenty percent of teachers and other staff will plan and lead in house professional development.

Development Goal 5:

By 2025, ten percent of staff members will be presenting at regional, state, and national education conferences.



PRIORITY 4:

INCREASE BOARD IMPACT

DLA has earned a new path forward due in part to the competence, skill, and leadership provided to the school by the Board of Directors. No longer is the school a start-up nor is it in crisis trying to hang onto its charter. Leadership is steady and committed. Board governance of Dayton Leadership Academies is stable and competent. Board members have remained in place and have demonstrated strong commitment to the school. Strong financial oversight and monthly governance routines are strengths of the board. Seizing on the current stability of the board, efforts to expand the board's role and raise community awareness of the school will increase the board's accountability for its own impact and results.

PRIORITY 4 GOALS:

Board Goal 1:

By October 1, 2021, the Board community engagement committee will develop a yearlong public relations plan that includes resources and strategies to increase DLAs' public profile and brand awareness.

Board Goal 2:

For the 2021-2022 school year, the Board will develop and resource four new partnerships that address emerging needs of the students, families, community, teachers, or leadership of the school.

Board Goal 3:

Beginning in the 2021-2022 school year, annually the Board will collectively raise \$10,000 to support student and school needs identified in conjunction with school leadership and the parent community.

Board Goal 4:

By July 2023, the Board will add two new Board member seats and will fill them to expand to a seven-member board.



Preparing Leaders for Today and Tomorrow.

DAYTONLEADERSHIPACADEMIES.COM