



Good to Great:
Preparing Our Students for a
21st Century World

Strategic Plan, 2013-2016

Critical thinkers. Engaged learners. Global Citizens.

Penseurs critiques. Les apprenants engagés. Citoyens du monde.

Pensadores críticos. Estudiantes comprometidos. Ciudadanos del mundo.

辩证性思考者 专注学习者 世界公民

Académie Lafayette

VISION

Académie Lafayette is a national leader in language immersion and global studies education, empowering our students to reach their full potential and make a difference in the world.

MISSION

Our mission is to bring together a diverse community of students and an international teaching staff to develop critical thinkers, global citizens and engaged-learners through immersion in world languages and cultures.

VALUES

Excellence - We value high expectations, rigorous academics, and hard work. We challenge and support each student, enabling them to reach their full potential.

The Joy of Learning - We provide a supportive and engaging environment where learning comes naturally.

Caring Community – Our committed teachers and families support each other, and are willing to do whatever it takes to help every child succeed.

Character – Our students learn the value of service, honesty, and respect for others. We expect the adults in our school community to teach this by example.

Diversity - We appreciate differences and work to attract and welcome all into our school community.

Accountability - We demand responsibility for results.

Transparency - We openly share our practices, outcomes, and decision-making.

Introduction and Executive Summary

October 2013

We live in an increasingly interconnected world, where the global village is here and now; where our problems, both national and international, are more complex than ever. Our world is competitive. The bar on what kind of education it takes to compete is high. Change is rapid, ever-accelerating. Diversity is the new normal.

That is our 21st century world. Our students are counting on us to prepare them to succeed in that world. And we are counting on them to be ready for that world, because they are our future.

To succeed in the 21st century, our students must have a strong, basic education in the traditional subjects of math, communication arts, science, and social studies. But they also need much more than that. They must become critical thinkers and life-long, engaged learners who have a global outlook, are able to communicate in multiple languages, and adapt quickly to change. They must understand and respect differences and know that citizenship brings rights and responsibilities.

At Académie Lafayette, preparing students for the 21st century is our mission. This strategic plan will move Académie Lafayette from good to great by achieving objectives within the following goals over the next three years:

- Student Achievement
- Excellence in Teaching
- School Culture
- Finance and Facilities
- Community
- Governance
- Growth

By carrying out this strategic plan, our students will:

- Achieve fluency in French and English by 8th grade, and proficiency in a third language
- 90% will meet state proficiency standards in math, communication arts, and science
- Grow academically more than one grade level each year as measured by standardized tests
- Become critical thinkers and engaged learners through the rigorous International Baccalaureate Middle Years Program (IBMYP)
- Perform service learning and appreciate its importance as an obligation of citizenship
- Learn from a collaborative and highly qualified international teaching staff
- Learn in a safe and secure educational environment
- Benefit from enhanced use of technology in the classroom
- Participate in a variety of extracurricular and enrichment activities
- Be part of a student population whose diversity reflects that of Kansas City
- Be in a school governed by an effective, focused, and transparent Board of Directors
- Have the opportunity to continue their education at Académie Lafayette through high school, as we expand our program to serve grades 9-12 in a rigorous college preparatory, global studies and International Baccalaureate high school.

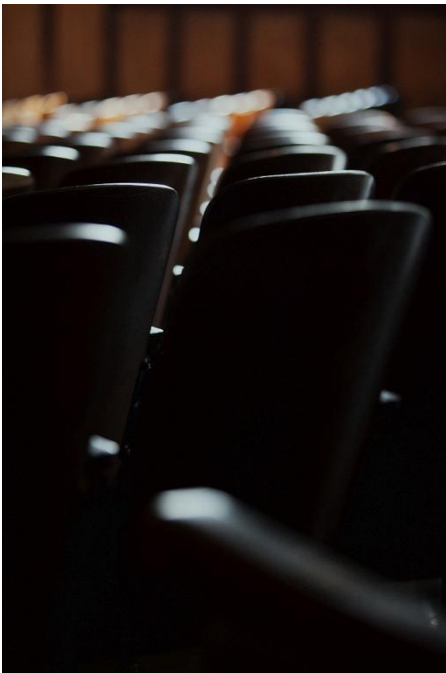
This plan sets forth our vision, mission, and values. It spells out the actions that will be taken to drive school improvements. The school community is committed to successfully carrying out this plan and will work together to achieve these strategic goals. Every single stakeholder of this school – board of directors, administration, teachers, staff, parents, community-supporters – has responsibilities in this plan.



Background: School History and Context

Académie Lafayette is a K-8 French Immersion charter school, incorporated in 1999 as the first charter school in the state of Missouri. A tuition-free, publicly funded school, it is governed by a board of directors and is led by head of school, Mr. Elimane Mbengue. The international teaching staff, many of whom are native-French speakers, hail from ten different countries around the globe. The teaching staff is highly experienced, with 69% having advanced degrees. Using language immersion, a unique educational model, the school consistently earns among the top academic scores in the state.

The student population is drawn from across the entire Kansas City, Missouri school district. The makeup of our student body closely reflects the makeup of Kansas City, with roughly 35% percent of an ethnicity other than white. Twenty-five percent of students qualify for free or reduced lunch.



Demand for the program is high. 120 new kindergarten students are admitted each year through open enrollment and a lottery. In the 2013 lottery about 1 out of 3 applicants were admitted. Attrition remains low, at 3-5% annually. Since we opened our doors in 1999, enrollment has steadily increased from 250 to 830 students. Académie Lafayette will reach a maximum, steady-state enrollment of 980 K-8 students in 2017.

Académie Lafayette now owns and operates two campuses. The Oak Street campus, located in the Brookside-Waldo area, is the home of grades 3-8. The Cherry Street campus, located in the midtown area of Kansas City between Troost and Gillham Streets, houses the K-2 students. The aging facilities require improvements including additional classrooms and office space within the next three years.

The success of the school is attributed to the exceptional staff, small class sizes, committed parents and the educational philosophy behind language immersion.

While student performance test results are good and the school is strong, there is still room for improvement.

The board of directors and school administrators believe that a comprehensive, multi-year strategic plan will take the school to the next level.

The Strategic Planning Process

In spring 2011, the board of directors began the process of developing a comprehensive strategic plan that would insure the school's continuing success, while accommodating significant growth in the student body. The process continued through 2013 with the help of professional facilitators and the Strategic Planning Committee (Committee). The committee included members of the board, faculty, staff and parents. The planning process involved all groups of stakeholders through many hours of deliberation and discussion about the School's accomplishments, areas of strength and weakness, and areas to grow.



Data from a “SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis” done by the Committee, student achievement results, annual program reviews done by our sponsor, ongoing work being done by the teachers and administration, and parent and teacher surveys identified the following areas that the Committee focused on in developing the strategic plan:

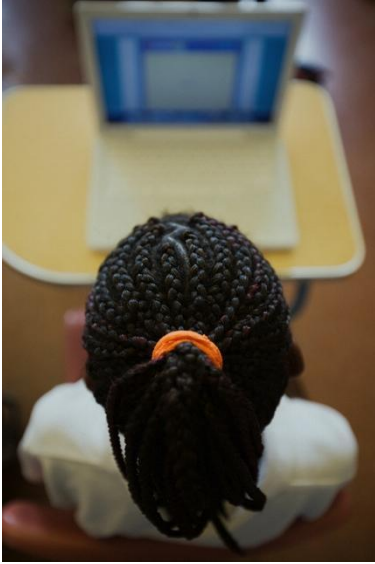
- Need for alignment on vision amongst board of directors, administration, staff, and parents
- Desire to increase academic rigor
- Stay true to immersion and stay French in our K-8 program
- Meet learning needs of students at all levels of achievement
- Map and align curriculum
- Provide classroom resources to support improved curriculum
- Implement Common Core curriculum
- Develop more standardized student assessment
- Improve and expand extracurricular program
- Develop a more robust citizenship and service program
- Increase collaboration and teamwork amongst staff
- Maintain the culture of “family”, involvement, and commitment as the school grows
- Provide better ongoing professional development to faculty related to best instructional practices
- Place a priority on maintaining and expanding student and staff diversity
- Improve communications with parents
- Increase overall awareness and marketing of the school to the wider community
- Use student achievement data effectively
- Solve space needs and improve playgrounds
- Infuse technology into instruction
- Build a board of directors that is capable and transparent
- Open an international high school
- Create a task force to look at replication

As a result of this analysis, the Committee developed goals, objectives, actions, and measures in the following key focus areas: (1) student achievement, (2) excellence in teaching, (3) school culture, (4) finance and facilities, (5) community, (6) governance, and (7) growth.

The strategic plan will drive the annual budget and operational plans. Progress toward achieving strategic objectives of the plan will be assessed and reported on to the community annually.

Goal 1: Student Achievement

Student achievement is the cornerstone of this plan. Ultimately all goals and strategies have been developed to support this outcome. The education of students and their demonstrated achievement in academic areas is the purpose of the charter school. It is the intent of this plan to continually improve academic results.



Académie Lafayette is unique in the Kansas City educational community. The rigor of the immersion academic program and the depth and richness of students' multicultural experience result in an international education. As business, government and community become increasingly global in nature, the knowledge and skills developed through the educational sequence are vital in shaping future leaders, decision-makers and citizens.

The academic achievement results for AL's middle school students are consistently among the highest in the state, despite the fact the tests are in English and our students are learning the test material in French:

A.L. 7th and 8th Grade MAP Test Results – State Rankings % of Students Proficient and Advanced

Year	Total Number of Middle Schools	A.L. State Rank, 7 th and 8 th Grade Math & Communication Arts Combined	A.L. State Rank, 8 th Grade Science
2009	605	11 th	8 th
2010	638	8 th	12 th
2011	617	4 th	4 th
2012	606	8 th	9 th

Academic proficiency is only one part of student achievement. Students must learn to be global citizens, critical thinkers, and engaged learners. The language immersion program and exposure to teachers from around the world do much to accomplish this. Teachers also employ instructional methods such as project-based learning that develop our students. Student travel in 6th and 8th grades also furthers this goal, but those trips need to be better integrated into the curriculum. A citizenship program emphasizes values education and a service learning program will be implemented soon.

Student Achievement

Goal: Académie Lafayette will offer a rigorous and challenging program that promotes academic excellence, service-learning and 21st century skills.

Objective 1: 90% of AL 8th grade students will score at the proficient or advanced level in the core subject areas of the Missouri MAP tests.

- **Tactics and Actions: Curriculum and Planning**
 - *Curriculum alignment to Missouri Learning Standards*
 - *Coherent yearly planning and curriculum mapping*
 - *Collaborative lesson/unit planning*
- **Tactics and Actions: Instruction and Assessment**
 - *Use best practices in immersion education and teaching content areas*
 - *Continuous use of data for problem-solving and improvement*
 - *Individual student goal-setting and monitoring of performance*
 - *Building systematic intervention plan*
 - *Develop a standard-based grading system with biweekly (every two weeks) standard-based assessment and timely feedback*
- **Tactics and Actions: Teacher Support**
 - *Provide need-based professional development in key areas: Common Core (Missouri Learning Standards), instructional best practices, classroom management*
 - *Annual evaluation: quarterly observation and timely feedback for all teachers*
 - *Establish collaboration with clear expectations between 5th and 6th grades teams*
 - *Collaborative process and budgeting for the acquisition of textbook and technology resources*

Objective 2: 80% of AL 5th grade students will score at the proficient or advanced level in the core subject areas of the Missouri MAP tests.

- **Tactics and Actions: Curriculum and Planning**
 - *Curriculum alignment to Missouri Learning Standards*
 - *Coherent yearly planning and curriculum mapping*
 - *Collaborative lesson/unit planning*
- **Tactics and Actions: Instruction and Assessment**
 - *Use best practices in immersion education and teaching content areas*
 - *Continuous use of data for problem-solving and improvement*
 - *Individual student goal-setting and monitoring of performance*
 - *Building systematic intervention plan*
 - *Develop a standard-based grading system with biweekly (every two weeks) standard-based assessment and timely feedback*
- **Tactics and Actions: Teacher Support**
 - *Provide need-based professional development in key areas: Common Core (Missouri Learning Standards), instructional best practices, classroom management*

- *Annual evaluation: quarterly observation and timely feedback for all teachers*
- *Establish a collaboration with clear expectations between 2nd and 3rd grades teams*
- *Collaborative process and budgeting for the acquisition of textbook and technology resources*

Objective 3: 70% of AL 2nd grade students will score above the 50th percentile in reading and math on the NWEA Spring tests.

- **Tactics and Actions: Curriculum and Planning**
 - *Curriculum alignment to Missouri Learning Standards*
 - *Coherent yearly planning and curriculum mapping*
 - *Collaborative lesson/unit planning*
- **Tactics and Actions: Instruction and Assessment**
 - *Use best practices in immersion education and teaching content areas*
 - *Continuous use of data for problem-solving and improvement*
 - *Individual student goal-setting and monitoring of performance*
 - *Building systematic intervention plan*
 - *Develop a standard-based grading system with biweekly (every two weeks) standard-based assessment and timely feedback*
- **Tactics and Actions: Teacher Support**
 - *Provide need-based professional development in key areas: Common Core (Missouri Learning Standards), instructional best practices, classroom management*
 - *Annual evaluation: quarterly observation and timely feedback for all teachers*
 - *Offer regular targeted support to struggling 2nd grade students in core academic subjects*
 - *Collaborative process and budgeting for the acquisition of textbook and technology resources*

Objective 4: Classes in grades 2-8 will gain an average of 1.25 grade levels of growth each year as measured by the NWEA spring tests.

- **Tactics and Actions: Curriculum and Planning**
 - *Curriculum alignment to Missouri Learning Standards*
 - *Coherent yearly planning and curriculum mapping*
 - *Collaborative lesson/unit planning*
- **Tactics and Actions: Instruction and Assessment**
 - *Use best practices in immersion education and teaching content areas*
 - *Continuous use of data for problem-solving and improvement*
 - *Individual student goal-setting and monitoring of performance*
 - *Building systematic intervention plan*
 - *Develop a standard-based grading system with biweekly (every two weeks) standard-based assessment and timely feedback*
- **Tactics and Actions: Teacher Support**
 - *Provide need-based professional development in key areas: Common Core (Missouri Learning Standards), instructional best practices, classroom management*
 - *Annual evaluation: quarterly observation and timely feedback for all teachers*
 - *Offer regular targeted support to struggling students in core academic subjects*

- *Collaborative process and budgeting for the acquisition of textbook and technology resources*

Objective 5: Académie Lafayette Middle School will file Application B to become an authorized IB Middle Year Program and begin offering Mandarin or Spanish as a third language to every student.

- **Tactics and Actions: Planning**
 - *AL will hire and train an IB MYP Coordinator*
 - *Organize information meetings for all stakeholders*
 - *Develop an implementation plan with a calendar of teacher training and a three-year budget*
 - *Train at least one teacher for each subject area by December 2014*
 - *Application A will be filed by February 2015*
 - *Application B will be filed by April 2016*
 - *Hire a Mandarin and Spanish teacher by February 2014*
 - *Develop a Mandarin and Spanish course outline by May 2014*

Objective 6: Académie Lafayette will offer and rich and varied extracurricular program.

- **Tactics and Actions: Planning**
 - *Develop an extracurricular activity feasibility plan to assure its self-sustainability*
 - *Hire an after school coordinator to manage all aspects of the program by May 2014*
- **Tactics and Actions: Implementation**
 - *Develop and market a quality after school program*
 - *Hire the necessary instructors in various areas of interest*
 - *Launch the after school program*

Objective 7: Every teacher will integrate technology in the classroom to accelerate learning and student proficiency in all subjects.

- **Tactics and Actions: Planning**
 - *Set up a technology committee to oversee the school technology plan*
 - *Create a comprehensive technology plan for the acquisition and replacement of hardware*
 - *Create a technology line item in the school budget for acquisition and maintenance of hardware and software*
 - *Equip every classroom with current technology*
- **Tactics and Actions: Training**
 - *Conduct a teacher-needs assessment*
 - *Implement professional development in technology integration*
- **Tactics and Actions: Implementation**
 - *Develop, update and communicate the school technology policy and procedures to all stakeholders*
 - *Integrate technology in lesson planning and instruction*
 - *Develop a data management strategy to assure that relevant data is accessible to all teachers and staff*
 - *Incorporate technology integration into the teacher evaluation process*

Objective 8: Every division will develop and implement an integrated service-learning initiative that fosters caring and responsible members of the community.

- **Tactics and Actions**

- *Each division will propose a service project to be shared with all faculty*
- *Communicate the projects with the AL community*
- *School counselor/social worker to present classroom guidance lessons on citizenship*
- *Establish a citizenship committee to oversee and coordinate the schoolwide citizenship/service-learning program*
- *Provide training and support to every teacher on the integration of citizenship and service-learning in his or her daily daily projects*
- *Promote the AL citizenship and service-learning projects to the larger community*

Goal 2: Excellence in Teaching

Excellence in education can only be achieved with a team of teachers sharing a common motivation and who advance a school culture that inspires their students and nurtures their talents. Such teachers must be competent, committed, able to work collaboratively, and embrace the mission and vision of the school.

To ensure the continued vitality of Académie Lafayette, it is necessary to recruit excellent new teachers and retain accomplished, experienced teachers.

It is also important to cultivate teams to develop the curriculum, collaborate on new initiatives, and offer exciting educational projects to the students.

The unique nature of our immersion program and international teaching staff presents some challenges in recruiting, developing, and retaining outstanding teachers. Recruiting abroad takes longer and costs more than recruiting locally. Teachers come to Académie Lafayette with widely different backgrounds, experience, and training. This strategic plan provides direction for implementation of strong teacher mentoring, staff orientation, and faculty professional development.



Excellence in Teaching

Goal: Recruit, develop and retain a highly qualified faculty that strives for excellence in teaching.

Objective 1: Académie Lafayette will recruit certified teachers who strive for excellence in education.

- **Tactics and Actions: Requirements**

- *Ensure that all newly hired teachers, except English, are fluent in French at the native level with some proficiency in English*
- *By May of 2014, ensure that all newly hired teaching staff are certified (in US or home country) in the subject/grade level they are hired to teach*
- *Seek to fill positions with teachers with a minimum of three years of experience*
- *Current teaching staff not certified in Missouri or country of origin will be given three years, beginning August 2013, to fulfill certification requirements*

- **Tactics and Actions: Process**

- *Faculty will submit "intent to return" forms no later than March 15*
- *Start to actively recruit for open positions by March 15*
- *Publish open positions on French education websites*
- *Include teachers/staff in the interview team for the purpose of hiring new teachers*

Objective 2: Académie Lafayette will support teachers in reaching excellence in education.

- **Tactics and Actions: Supporting teaching**

- *Develop a new pay scale for non-certified teachers to encourage pursuit of certification*
- *Newly-hired teachers will be supported through a mentoring system for at least two years*
- *Teachers with a "basic" evaluation score will have a mentor and/or observe classes on a regular basis*
- *The administration will create a schoolwide Professional Development Plan to give teachers opportunities to learn and/or exchange teaching best practices*
- *Each teacher will have an individual professional development plan and set personal goals for improvement with specific steps to accomplish those goals. The plans will be mutually agreed upon with the administration and support best practices in teaching the age level they are instructing*
- *Develop and implement a common vision of what it means to be a teacher at AL*
- *Each teacher is required to observe at least four colleagues a year and provide feedback*
- *Every teacher will be provided with the necessary resources needed to properly do his/her job.*

Objective 3: Académie Lafayette will retain teachers who demonstrate excellence in education.

- **Tactics and Actions**

- *Offer competitive compensation compared to Kansas City and surrounding area schools*
- *Foster a positive and collaborative work environment*
- *Provide planning time to all teachers*

- *Provide teaching staff with merit pay bonuses based on performance evaluations*
- *Provide leadership opportunities to current employees*
- *Promote a culture of transparent decision-making process*
- *Evaluate every teacher on a yearly basis*

Goal 3: School Culture

High-performing schools have a culture of high-expectations for everyone in the school community. They are places where people want to work hard and do their very best; where everyone is constantly seeking to improve. Great schools build that kind of culture by nurturing the commitment and engagement of teachers, parents, and students. At great schools:

- Students are eager to attend school. They perceive that adults in the school care sincerely about them and about their success and feel a personal connection to the adults at school. Students feel safe physically and emotionally, and know that the adults in the school do whatever is necessary to create a safe and comfortable learning environment. Students believe they can succeed academically, and that their hard work will help them down the road.
- Teachers believe they are part of a team that is making a powerful difference in the lives of students. They are proud of their team of colleagues; they believe that their colleagues are proud of them. Everyone contributes, shares, and learns. Disagreements are resolved promptly and professionally. Teachers believe their administrators care sincerely about them, and see administrators as sources of support and leadership who are skillful enough and caring enough to help them achieve excellent learning results.
- Parents believe that educators care about their child and that they perceive potential in their child and work to maximize that potential. Parents feel welcome at school, and believe that educators consider them to be strong, positive partners in the education of their child. Parents feel that their concerns, insights, and contributions to the school are appreciated by educators.

School Culture

Goal: Create a school environment that is clearly defined and conducive to learning.

Objective 1: The environment will foster and support French-immersion education at Académie Lafayette.

- **Tactics and Actions**

- *Create a celebration week where students study and present cultural information about Francophone countries. This can be concurrent with the week of An Evening in Paris gala*
- *Create a physical environment that supports French-immersion. All student-directed or student created posters, signage, and/or communications, except for safety related information, must be in French*

Objective 2: The environment will be safe and nurturing to support learning at Académie Lafayette.

- **Tactics and Actions**

- *Establish and implement a school safety plan that all AL community members follow*
- *All concerns about the campuses, both inside and outside the buildings, will be prioritized and addressed using established standard operating procedures*
- *Provide an aesthetically pleasing environment that is clean, well maintained and conducive to learning.*
- *Implement a character education program that supports acceptance of all the diverse backgrounds that make up our AL community.*

Objective 3: The environment will nurture students to develop a passion for lifelong learning at Académie Lafayette.

- **Tactics and Actions**

- *Teachers design collaborative thematic units that combine the core subjects with support classes, focused on a common theme*
- *Teachers create assignments and classroom experiences that allow students to demonstrate critical thinking skills and participate in hands-on learning*
- *Students in grades 3 thru 8 will have one mini-project per year focused on a grade-level learning unit and presented in a manner the student chooses. At the end of this unit per grade, there will be a presentation outside the school day, inviting the community to come and view their work.*
- *Create one interactive bulletin board at each campus where students are encouraged to participate in a problem-solving situation in any subject.*

Objective 4: The environment will support active collaboration and open communication at Académie Lafayette:

- **Tactics and Actions**

- *Continue the "conseil d'ecole" whose main goal is to collaborate actively and reflect on common concerns from all stakeholders*
- *Strive to ensure that the school environment is one where all families and visitors feel welcome*
- *Communicate with families through the weekly newsletter, which will contain articles from school leaders, PTSO, and board of directors*

Goal 4: Finance and Facilities

Responsible use of resources ensures long-term viability of the school. The school's financial goals focus on sound business practices and strategic use of resources to fund prioritized expenses.

Despite variances in state funding, Académie Lafayette protects core essentials of our program: small classes, competitive teacher salaries, free door-to-door transportation, and expanded academic support program for struggling students. In 2009, the program expanded by increasing kindergarten enrollment to 120 students per year. To house these students, a low-cost purchase and renovation of a second campus opened in August 2013 and now houses 355 of the 830 students.

Funding for these essentials was possible because of (1) low facility/debt service costs; (2) economies of scale on non-teaching costs; (3) increased fundraising; (4) deferred and underfunded capital projects, teaching resources, technology, new program initiatives, and cash reserves/endowment.

Because of these measures, the independent financial auditor and sponsor both applaud the overall financial management and fiscal responsibility of the school, but they both strongly recommend that a substantial increase of cash reserves.

Both facilities, although purchased, have been financed under favorable terms. Outstanding debt of approximately \$3.8M remains but the debt service as a percentage of total expenses was less than 5% in 2012-2013.



The two campuses are in good shape but need renovation, including new boilers and window repair at Oak Street, improvements to the Cherry Street play area, and a long list of capital improvements at Cherry Street.



In addition to improvements to the existing facilities, an expansion to add classrooms and some office space will be completed within the next three years to support the projected full-capacity student and staff population of 985. A \$3.5M capital campaign is ongoing to fund significant portions of these expansion and renovation needs.

Finances and Facilities

Goal: Use the institution's financial resources and provide facilities to achieve excellence in teaching and learning and to meet the school's growth needs, while simultaneously increasing long-term financial sustainability and private funding.

Objective 1: Revenues will be used to achieve excellence in teaching and learning.

- **Tactics and Actions**

- *Ensure alignment between the operating budget and the strategic plan by providing funding in annual budgets to achieve all strategic initiatives in the plan*
- *Include teaching resources and instructional materials in the annual budgets beginning in 2013-2014*
- *Consistently provide technology improvements in annual budgets*

Objective 2: Facility improvements will be made that will serve the needs of the Académie Lafayette program.

- **Tactics and Actions**

- *Create a master plan that includes scheduled maintenance to both campuses as well as benchmarks for campus maintenance*
- *Complete by fall 2015 approximately \$2.4M in facility improvements including a six classroom expansion at Cherry and a list of prioritized improvements at Oak*
- *Make improvements to the playground at the Cherry Street campus*
- *Install new boilers and renovate windows at the Oak Street campus*
- *Design and build secure entry and additional office space at the Oak Street campus*

Objective 3: Long term sustainability will be improved from its current state (as of May 2013) and implemented.

- **Tactics and Actions**

- *Meet all financial covenants required by bond/mortgage holders*
- *Build financial reserves in annual operating expense by including cash reserve payments in the annual operating budget*
- *Prepare and communicate an annual budget scenario that does not rely on grant dollars for operations so stakeholders understand the minimum activity that can be executed based on existing resources*

Objective 4: Increase private funding.

- **Tactics and Actions**

- *Recruit and maintain board members with previous board and fundraising experience who have greater reach and influence within the Kansas City philanthropic community*
- *Maintain an active Advisory Council to keep past leaders and fundraisers engaged at an important, relevant level*

- *Increase community awareness of and engagement with Académie Lafayette by building a speaker's bureau and ambassador group, holding regular campus tours and open houses, and ensuring that the school is represented in key civic organizations*
- *Build a culture of philanthropy and increase internal, recurring gifts among parents, staff, students, and grandparents through a systematic annual giving program*
- *Invite external gifts through board member solicitation, including major gifts (\$2,500 or greater) and planned gifts (life insurance, trust, or will) from individual, corporate and foundation donors*
- *Develop a robust grant solicitation calendar based on programmatic needs of the school as expressed by administration and staff*
- *Complete the \$3.5 million Give to Grow capital campaign pursuant to Académie Lafayette's vision, mission, goals, and strategic plan.*

Goal 5: Community

A diverse, highly engaged and supportive parent community has always been an essential part of Académie Lafayette. Parents, teachers, and stakeholders generously give of their time, talent, and financial support. Both parents and staff are passionate, dedicated and have a strong sense of community. Rapid growth and the separation of the school into two campuses have challenged this long-held strength.

Stakeholder and constituent engagement and a diverse student body are key components of Académie Lafayette's mission as exemplified in its charter provisions and school policies. The diversity of our student body, while still one of the most diverse in Kansas City, has decreased over time. Resources to reverse this trend has been effective over the last two years as reflected in the increasing diversity of the applicant pool for incoming kindergarten classes. These trends are illustrated by the following chart:

Percent Minority and Free and Reduced Lunch students **Demographics - %**

	State	KCMO	A.L - Total	A.L - K in 2013
White	83	58	65	62
Black	12	30	28	33
Hispanic	4	10	4	4
Asian	1	2	3	1

The greater Kansas City community is somewhat aware of Académie Lafayette's success, but that knowledge is not widespread, and there are misconceptions about the school. One is that we are a private school. Another misconception is that we are a neighborhood school. A third is that we have a very small minority population. None of that is true. There is also a general lack of understanding about language immersion education and its benefits.



Community

Goal: Create a school community that is engaged, supportive, caring and diverse.

Objective 1: The school community will be more culturally and economically diverse.

- **Tactics and Actions**

- *Attract a student applicant pool each year that reflects the diversity of Kansas City, MO*
- *Increase minority parent participation on school and social activities and committees*
- *Increase minority students' visibility in the community by creating student ambassadors*
- *Develop a cultural calendar to increase student awareness and appreciation of diversity and improve global literacy*
- *Funds will be allocated in the operating budget for diversity and cultural difference trainings*
- *Parent leaders and staff will attend training in diversity and cultural differences*
- *Create and maintain a diversity committee comprised of representatives of all stakeholders*

Objective 2: The school's internal community will be more engaged and supportive.

- **Tactics and Actions**

- *To improve shared understanding and commitment to expectations among all parties, each family will attend a parent-school conference and sign a parent-school covenant at the start of each academic year*
- *Develop clear descriptions of parent classroom volunteer roles and fill positions from parent body*
- *Increase opportunities for community-building within grade levels*

Objective 3: Inform the external community about Académie Lafayette student achievements and engage them to support the school.

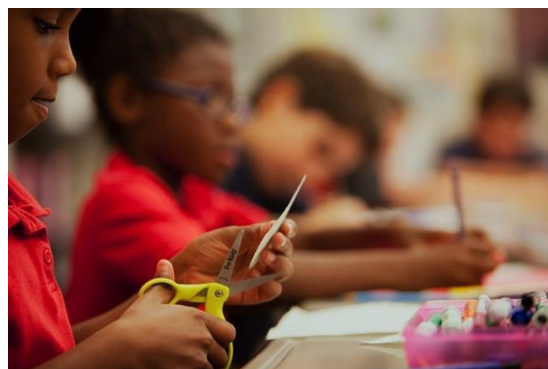
- **Tactics and Actions**

- *Create new volunteer opportunities for community members, with special emphasis on diverse populations*
- *Invite community members to student performances and presentations*
- *Develop and implement a marketing plan that accurately reflects the school's performance, demographics, and student and/or alumni successes*
- *Design and incorporate service-learning components into the Académie Lafayette curriculum*

Goal 6: Governance

Académie Lafayette is governed by a Board of Directors. Under the school's charter and by-laws, the Board shall be composed of from 7-11 members. The by-laws and charter also specify how board members are selected. There are two parent-elect board members and the remaining members are appointed by the board and serve three year terms.

The primary functions of the board are to establish strategic direction, establish policy, track academic performance against school goals, hire, evaluate, and hold accountable the head of school, and ensure financial sustainability.



The Académie Lafayette Board of Directors currently has nine members.

<i>Name</i>	<i>Profession</i>	<i>Board-elect or parent elect?</i>	<i>Tenure on Board</i>	<i>Parent?</i>
<i>Dave Cozad, Pres</i>	<i>Attorney</i>	<i>B</i>	<i>6 yrs</i>	<i>Y</i>
<i>Michael Zeller, V-P</i>	<i>Public Television Executive</i>	<i>B</i>	<i>10 yrs</i>	<i>Y</i>
<i>Pam Gard, Sec</i>	<i>Realtor</i>	<i>B</i>	<i>10 yrs</i>	<i>N</i>
<i>Margaret Anderson</i>	<i>Educator</i>	<i>B</i>	<i>1 yr</i>	<i>N</i>
<i>Chad Phillips</i>	<i>Enterprise Architect</i>	<i>B</i>	<i>4 yrs</i>	<i>Y</i>
<i>Jon Otto</i>	<i>Attorney</i>	<i>B</i>	<i>3 yrs</i>	<i>Y</i>
<i>Harriet Plowman</i>	<i>Community Volunteer</i>	<i>B</i>	<i>1 yr</i>	<i>N</i>
<i>Marvin Lyman</i>	<i>Consultant</i>	<i>P</i>	<i>.1 yr</i>	<i>Y</i>
<i>Joe Langle</i>	<i>Engineer</i>	<i>P</i>	<i>1 yr</i>	<i>Y</i>

The board will oversee and ensure full implementation of this plan.

Governance

Goal: Build a board of directors that continues to be transparent, effective and focused on achieving the mission and vision of Académie Lafayette.

Objective 1: The board will focus on AL's mission and vision.

- **Tactics and Actions**

- *Develop a metric scorecard that tracks Académie Lafayette's progress in achieving its strategic goals*
- *Assign a board member responsibility for tracking strategic plan goals*
- *Review the scorecard and monitor progress toward achievement of goals*
- *Hold the board and administration accountable for achieving strategic plan goals*

Objective 2: The board will recruit and engage others to strengthen board membership.

- **Tactics and Actions**

- *Recruit two new members and maintain a minimum of nine members*
- *Membership shall represent diverse backgrounds and skill sets and recruit new members who are civic leaders in the Kansas City community*
- *Review the policy on length of individual board member terms*

Objective 3: The board will effectively manage board functions.

- **Tactics and Actions**

- *Create a comprehensive new board member orientation and planning handbook*
- *Prepare an annual board calendar that sets a month-by-month schedule of regular matters that need to be reviewed*
- *Hold an annual planning retreat to review the implementation of the strategic plan and to conduct and evaluate the performance of the board*
- *Coordinate board member training as needed*
- *Retain a paid staff member/consultant to provide administrative support to the board*

Objective 4: The board of directors will be transparent.

- **Tactics and Actions**

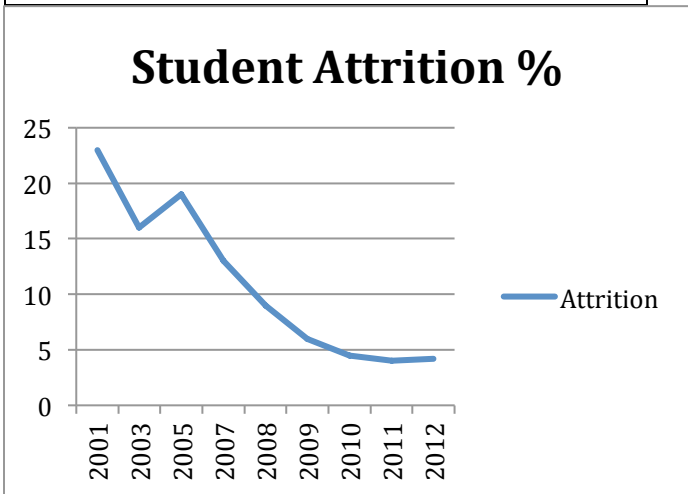
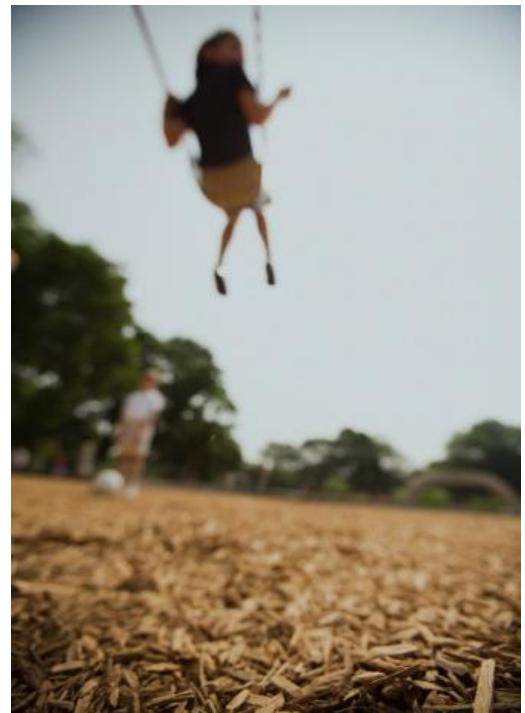
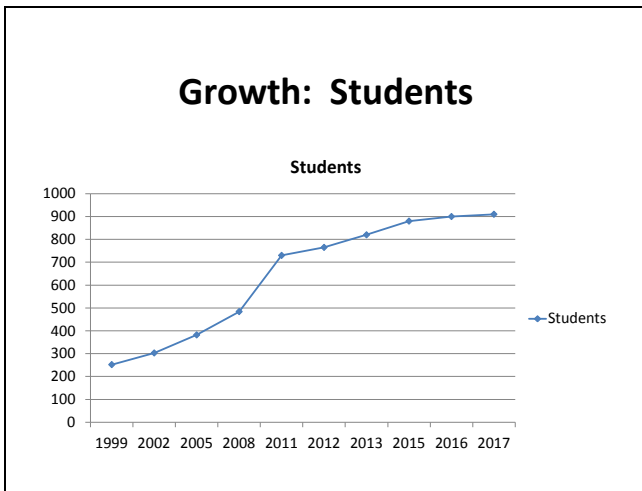
- *Develop a communications strategy to proactively and regularly communicate to Académie Lafayette stakeholders the progress of strategic plan implementation*
- *Ensure the school website contains the school charter, by-laws, and all board adopted policies within 48 hours after adoption*
- *Share the annual board calendar and publish the annual report on the state of the school*
- *Conduct paperless monthly meetings where non-confidential materials are projected for all to see at the meeting and posted online with the meeting minutes*
- *Submit a summary update after each monthly meeting in the school weekly newsletter within the week the meeting occurs.*

Goal 7: Growth

Prior to 2010, all students who applied to kindergarten were accepted. Beginning in 2010, each incoming kindergarten class was capped at 120 students. If more applications are received than spaces is available, students are chosen by lottery.

The number of applicants and the size of the wait list have grown each year since 2010. Approximately 50% of new applicants are admitted each year for kindergarten.

Attrition dropped steadily over the school's history from 2001 to 2010. From 2010-2012, attrition has remained steady at 4-5%. Based on enrolling kindergarten classes of 120 students per year, and with a 4-5% attrition rate a stable enrollment of approximately 980 students will be reached by 2017.



Enrollment and Class Size, 2013-2014

As of October 1, 2013

Grade	Students	Classes	Students/Class	State Guidelines – Minimum Standard	State Guidelines - Desired
K	120	6	20	25	20
1	117	6	19-20	25	20
2	118	6	19-20	25	20
3	115	5	23	27	22
4	106	5	20-22	27	22
5	78	4	18-20	30	25
6	69	4	15-18	30	25
7	64	3	20-22	33	28
8	45	3	15	33	28

High quality public high school options in Kansas City are limited. Most of our graduates go to private high schools or move to neighboring school districts. Often their ability to continue their language development is limited in those programs. AL families have expressed a strong desire for a high school option. A high school design task force with the necessary skill sets to evaluate the feasibility and plan for the launch of a high school program has been formed. This task force will provide a monthly written progress report to the board of directors.

In addition, there are plans to form a task force with the necessary skill sets to evaluate the feasibility and plan for the launch of another language immersion primary school program.

Growth

Goal: Pursue responsible growth that is consistent with Académie Lafayette's vision, mission, and values, achieves school improvement, enables financial sustainability and serves the needs of the community.

Objective 1: Continue to accept 120 kindergarten students annually.

- **Tactics and Actions**

- *After sibling acceptances, draw remaining names in lottery until 120 students are selected*

Objective 2: Continue to keep class sizes small.

- **Tactics and Actions**

- *Keep class size at 20 students or fewer in kindergarten and 1st grade, and 23 or fewer in grades 3 through 8*

Objective 3: Seek to expand the Académie Lafayette program to provide a high school option, by opening a college preparatory, International Baccalaureate and global studies high school.

- **Tactics and Actions**

- *Form a high school design task force with the necessary skill sets to evaluate the feasibility and plan for the launch of a high school program*
- *Collect and document parent, teacher and administrator input on design of high school program*
- *Secure funding for a school leader*
- *Recruit and hire a school leader*
- *Conduct national fact-finding studies to identify best practices at successful international/global studies high schools*
- *Pursue a capacity building grant for professional fundraising support to assist the DD in completion of \$3.5M capital campaign which includes \$1.4M for the high school*

Objective 4: Seek to expand the Académie Lafayette program through offering another k-8 language immersion school.

- **Tactics and Actions**

- *Form a task force with the necessary skill sets to evaluate the feasibility and plan for the launch of another k-8 language immersion school program*

STRATEGIC PLANNING TEAM

Dr. Margaret Anderson, Board Member
David Cozad, Board President
Shelly Doucet, Development Director
Rochelle Falk, Parent
Kristian Foster, Parent
Pam Gard, Board Member
Sarah Guthrie, Advisory Council Member
Katie Hendrickson, Dir. of Comm.
Marilyn Hynes, Faculty
Jason Klumb, Capital Campaign Chair
Begonya Klumb, Capital Campaign Chair
Leslie Kohlmeyer, Board Member
Jacque Lane, Finance Director
Joe Langle, Board Member
Elimane Mbengue, Head of School
Carlos McClain, Office Manager
Cathy Metcalf, Parent
Barbara Mullins, Parent & Facilitator
Kristi Odums, Parent
Jon Otto, Board Member
Chad Phillips, Board Member
Harriett Plowman, Board Member
Anne Post, Capital Campaign Chair
Terry Riley, PA President, 12-13
Eric Roskam, Curriculum Director
Heather Royce, Principal
Moulaye Seydi, Faculty
Janelle Sjue, PTSO President, 13-14
Carla Williams, Parent
Hugh Wooden, Parent & Facilitator
Mike Zeller, Board Member