Berkshire Arts & Technology Charter Public School
Goals for “Scaling the Mountain: A Strategic Plan for 2020-2024”

The mission for Berkshire Arts & Technology Charter Public School is rich and guiding in all that we do:

BART Charter Public School prepares students for college by promoting mastery of academic skills and content with a strong foundation in arts and technology. The School provides middle and high school students in Berkshire County with an educational community that regards everyone, including teachers and parents, as lifelong learners.

Employing this mission as a guide, we also need a strategic plan describing what we will do to strengthen and advance the institution. Let us consider generally what we want for the School and posit the following foundational elements to take BART boldly through its first two decades of educating Berkshire County students —

- A liberating, college-preparatory, academic environment that provides for students and employees alike intellectual challenge, professional development and exploration, and personal growth;
- Dedication to the education of the whole child that supports the child’s intellectual, emotional, social, and physical maturation;
- A school that embodies the best of contemporary educational knowledge, thought, and practices, including a reliance on data-driven teaching and learning in support of advancing student achievement;
- A vibrant, inclusive school that embraces diversity and individuality yet shines by the devotion of students, faculty and staff, and families to their BART and home communities;
- An educational experience that brings the world into BART and BART into the world; and
- A strong, resilient, and multi-element financial base from which resources will enable students’ academic success and professional distinction and employees’ professional development and refinement.

BART is an extraordinary institution with strong, essential characteristics, among them quality of teaching, close relationships between students and teachers, good preparation for post-secondary education, data-informed decision-making, and education of the whole student;

and with recognition of challenges such as

determining continually how best to educate the whole student, addressing public perception of charter public schools, accommodating ever better the needs of diverse learners, and working with a declining school-age population in Berkshire County.

Emphasis in this strategic plan is on advancing and raising the profile of the School and its academic program, on diversifying the BART community, and on solidifying and broadening the institution’s financial foundation. We will, in the years 2020 to 2024, concentrate on pursuit of

<table>
<thead>
<tr>
<th>Academic Achievement and Exceptionalism</th>
<th>Diversity of Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Strength and Resilience</td>
<td>Connecting BART</td>
</tr>
</tbody>
</table>

To achieve these goals, we will pursue a series of strategic and tactical objectives, each objective comprising a series of actions. Associated with each action are measurable outcomes and timeframes.
THE ABSTRACT

Promote Academic Achievement and Exceptionalism  BART will be recognized as an exemplar of academic excellence within the Commonwealth—characterized by superior academic and artistic performance and an indefatigable, life-long drive by its community’s members to explore, to discover, and to have fun reaching new heights.

Ensure Financial Strength and Resilience  BART will ensure its financial strength and resilience by building an enrollment management program to attract and retain students, by establishing an advancement program that links donors to the School via annual and special events, targeted fundraising, and special initiatives, and by rededicating itself to securing grants and gifts from regional and national organizations.

Enhance the Diversity of Community  Comprising individuals from diverse and varied communities, BART will celebrate the diversity of its students and establish itself as a whole community (students, families, faculty, and staff) committed continually to remaking itself as richly diverse, accepting, and embracing of all.

Connect BART to the Region and Beyond  The reach and effect of BART will be increased by formally establishing linkages between the School and other institutions, by providing robust connections between the School and its constituencies, and by strengthening its position as a visible regional resource of academic, educational, and cultural significance.

THE GOALS and OBJECTIVES

I. Promote Academic Achievement and Exceptionalism

BART will be recognized as an exemplar of academic excellence within the Commonwealth—characterized by superior academic and artistic performance and an indefatigable, life-long drive by its community’s members to explore, to discover, and to have fun reaching new heights.

A. Create an Academic Master Plan (AMP)

1) Establish student learning outcomes for BART students in each grade level
2) Define AMP elements (integrated core, elective, and enrichment experiences) and relationships among the elements
3) Determine the optimal academic schedule(s) to facilitate learning within the AMP and ensure students attain the student learning outcomes
4) Join BART curricular elements to colleges’ courses and sequences by concurrent and/or dual-enrollment arrangements
5) Establish curricular extensions by partnerships with other institutions

B. Secure and dedicate financial resources to support the AMP

1) Establish professional development fund for faculty and staff
2) Establish field trip fund
3) Create fund to pay all annual costs for students’ advanced-course assessments and college entrance exams

C. Close the achievement gap to ensure that all BART students have the opportunity to pursue a college education

1) Employ appropriate data practices to identify student gaps and build remediation
2) Provide direct instruction around non-academic skills needed for school success
3) Improve college financial awareness among BART families
4) Provide scaffolded instruction that opens advanced courses to all students

D. Develop a system to increase college-degree completion by BART graduates
   1) Enhance existing research-based early warning indicator dashboard that will aid in identifying 9th graders at risk for not persisting in college
   2) Create a system of interventions for students identified as unlikely to persist in degree completion
   3) Ensure BART graduates will continue to persist into their second year of college at a rate above the national average
   4) Ensure BART graduates will have by 2030 a six-year degree-completion rate at least equivalent to national averages

DII. Hire, develop, and retain exceptional faculty and professional staff
   1) Target annually individual faculty and staff salaries to exceed the average of those in surrounding districts
   2) Establish set of structures for employees to facilitate equitable annual salary enhancements that include cost-of-living and possible merit-based elements
   3) Establish relationships with other institutions to support visits by BART teachers and staff members for observations and professional development

DII. Extend and enhance BART’s instructional/performance/community space
   1) Build BART virtual classrooms (“Synch Rooms”) for connecting with the world as well as for online courses and learning
   2) Explore build-out of additional BART instructional/performance/community spaces
   3) Renovate teacher spaces to combine regular and special education faculty and staff

II. Ensure Financial Strength and Resilience
   BART will ensure its financial strength and resilience by building an enrollment management program to attract and retain students, by establishing an advancement program that links donors to the School via annual and special events, targeted fundraising, and special initiatives, and by rededicating itself to securing grants and gifts from regional and national organizations.

   A. Develop a clear and consistent BART market presence
      1) Develop consistent and coordinated marketing and communication plans
      2) Bring identifiable brand consistency to all BART-created or -sanctioned publications, website(s), messaging, and products

   B. Establish an Enrollment Management Program that Ensures 100% Enrollment
      1) Define and establish Enrollment Management Team
      2) Target annually a year-opening enrollment ≥ 105% of enrollment cap
      3) Target annually enrollment on snapshot date (15 Feb) of 100% of enrollment cap

   C. Maintain and develop the Board of Trustees
      1) Conduct ongoing cultivation of prospective Trustees informed by seasonal examination of Board and School needs
      2) Ensure that ≥ thirteen (13) Trustees always comprise the Board of Trustees
      3) Provide regular Board education for Trustees and annual orientation for new Trustees
      4) Review the Board’s governance structure to ensure that it and associated process(es) support the business and mission of the School

   D. Manage long-term institutional debt in a manner that strengthens the School’s operations
1) Accelerate payoff of $0.5+M remaining construction-related debt to reduce debt service
2) Re-finance $2.0M loan with favorable fixed-rate and loan term

E. Develop multi-element advancement enterprise
   1) Establish donor recognition program
   2) Establish Annual Giving Target of $60k/year
   3) Continue/develop BART signature events
   4) Pursue semi-restricted gifts that support general categories of need

III. Enhance the Diversity of Community

Comprising individuals and whole communities, BART will celebrate the diversity of its students and establish itself as a whole community (students, families, faculty, and staff) committed to continually remaking itself as a richly diverse, accepting, and embracing community.

A. Establish the BART Teaching Fellowship
   1) Define the one-year “Teaching Fellowship” incl duties, responsibilities, benefits
   2) Secure multi-year funding to support the Fellowship

B. Establish the Creative Leaders in Residence Program (CLRP)
   1) Define the CLRP
   2) Establish the CLRP Advisory Council
   3) Schedule at least one (1) CLR each semester
   4) Secure funding to support the CLRP

C. Ensure digital equity for all students
   1) Develop a 1:1 plan to provide each student access to a dedicated laptop computer
   2) Provide students in-school and in-home access to the internet
   3) Provide each student digital skills training

D. Establish the BART Diversity Council
   1) Issue charge from the BART Executive Director
   2) Develop member selection system to ensure the Diversity Council reflects the BART community
   3) Establish Diversity Council fund to support activities and initiatives that promote and advance the increase of diversity among the School’s faculty and staff
   4) Concentrate coordinated institutional activity on increasing diversity within BART

E. Establish the position of Director of Diversity
   1) Define the position of Director of Diversity
   2) Design with the Principal and Executive Director policies and procedures that facilitate position searches with diverse applicant pools
   3) Design with the Principal employee professional development sessions that address regularly issues of diversity and inclusivity
   4) Serve as Co-Chair of the Diversity Council

IV. Connect BART to the Region and Beyond

The reach and effect of BART will be increased by formally establishing linkages between the School and other institutions, by providing robust connections between the School and its constituencies, and by strengthening its position as a visible regional resource of academic, educational, and cultural significance.

A. Ensure BART’s visible participation in community events, organizations, and movements
1) Promote use of the School for appropriate community activities and events
2) Sponsor community-based initiatives
3) Encourage participation by BART employees in governance and operation of other mission-aligned organizations
4) Secure appointments by senior administrators and Trustees as board members/advisors for regionally prominent mission-aligned organizations

B. Strengthen the relationship between BART and the School’s alumni/ae
   1) Explore internship or career shadow connections between alumni/ae and current BART students
   2) Establish within the BART Alumni Group a Student Connections Committee

C. Promote employment opportunities among regional educational institutions
   1) Create digital periodic announcement among regional HR directors of BART (and other) employment opportunities
   2) Work with local business association(s) and regional educational institutions to create “accompanying companion” message board

D. Orient BART families to and involve them with the School
   1) Provide periodic general and grade-specific orientation to new BART families
   2) Host ≥ one (1) BART family community event each school year
   3) Work with the BART Community Family Advisory Council to refashion the CFAC into a proactive family-school action and advisory group

E. Establish connections with regional arts, cultural, and educational institutions
   1) Create BART “family days” within “[free] community days” at regional institutions
   2) Build formal agreements with regional institutions to provide BART-specific fieldtrip learning and experiential learning excursions
   3) Create formal events at BART and at regional institutions to celebrate student learning, achievement, and creativity