



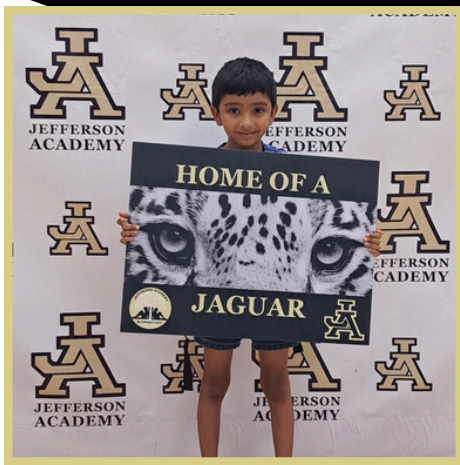
# Strategic Plan

2024-2027

Jefferson Academy Charter School



[WWW.JAJAGS.COM](http://WWW.JAJAGS.COM)



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# FOREWORD

## LOOKING TO THE FUTURE

Jefferson Academy's success is rooted in a culture of achievement and excellence, which runs deep and is reflected throughout our schools and programs. Our Mission and Vision lay the bedrock for serving the families in our community and preparing all of our students for a successful and fulfilling post-secondary life.

The Jefferson Academy Board of Directors provides strategic direction to help shape the future of our schools and programs, while honoring Jefferson Academy's legacy of academic rigor and character development. The focus areas within the four strategic pillars - connected community, talented team, successful students, and financial fortitude - underpin key factors for supporting continued accomplishments in an ever-evolving educational environment.

As Jefferson Academy writes its next chapter, staying true to its Mission and Vision will enable future leaders to provide students with opportunities to pursue their interests and aspirations, whether they continue their studies in institutions of higher education, obtain professional and vocational certifications, or join the workforce. Bringing a community of students, teachers, families, and staff together to support the tenets of this strategic plan will ensure Jefferson Academy remains a leader in K-12 education in Colorado and in the nation.

Jefferson Academy continues to be attentive to the needs of our community and provide multiple pathways to success. We look forward to the future with excitement for Jefferson Academy, its students, families, and staff!

The Jefferson Academy Board of Directors  
May 2024



# BACKGROUND & CONTEXT

## WHERE WE BEGAN

Jefferson Academy (JA) began as an idea in April 1993 by a group of parents wishing to become proactive in their children's education. E.D. Hirsch's Core Knowledge Curriculum was chosen to be the guiding force to this back-to-basics, highly rigorous approach to learning. This grassroots organization began with word-of-mouth discussions. The group then distributed flyers within the community to recruit other parents who wished to participate in the founding of a Core Knowledge Charter School. In May 1994, JA was approved by the Jefferson County Board of Education, making it one of the first charter schools in Colorado.



### OUR MISSION

The mission of Jefferson Academy is to help students attain **their** highest academic and character potential through an academically rigorous, content-rich educational program.

### OUR VISION

We envision a community of parents, teachers, students, and educational and business leaders working together to create a learning environment that engenders academic achievement, growth in character, and the love of learning, resulting in responsible, productive citizens.

### OUR VALUES

We stand confident and unwavering in our Mission and Vision.

We communicate with candor, kindness, and respect.

We are responsible for ourselves and accountable to each other.

We value learning through growth.

We embrace new ways to introduce, explore, and understand.

We are invested in educational partnerships and intellectual curiosity.

We promote a supportive environment for the safety and well-being of our community.



# HISTORY

JA began with two half-day kindergarten classes and one round of grades first through sixth. In the following years, the school grew by one class per grade as the first kindergarten class moved up. The membership of JA parents voted to expand the Elementary in order to accommodate the waitlist, address financial challenges, and support the Secondary campus. In 1996, a junior high was added, and a senior high in 1998. The first graduation from JA High School was held on June 1, 2002. Since then, JA has grown in population and prestige.

JA is consistently rated among the best kindergarten through twelfth grade schools in the state of Colorado due to a dedicated Board of Directors, a talented and highly qualified administration and faculty, an invested family base, and motivated students.

For additional details on our history, visit: [www.jajags.com/page/our-story](http://www.jajags.com/page/our-story).
















TOTAL STUDENTS, 1994

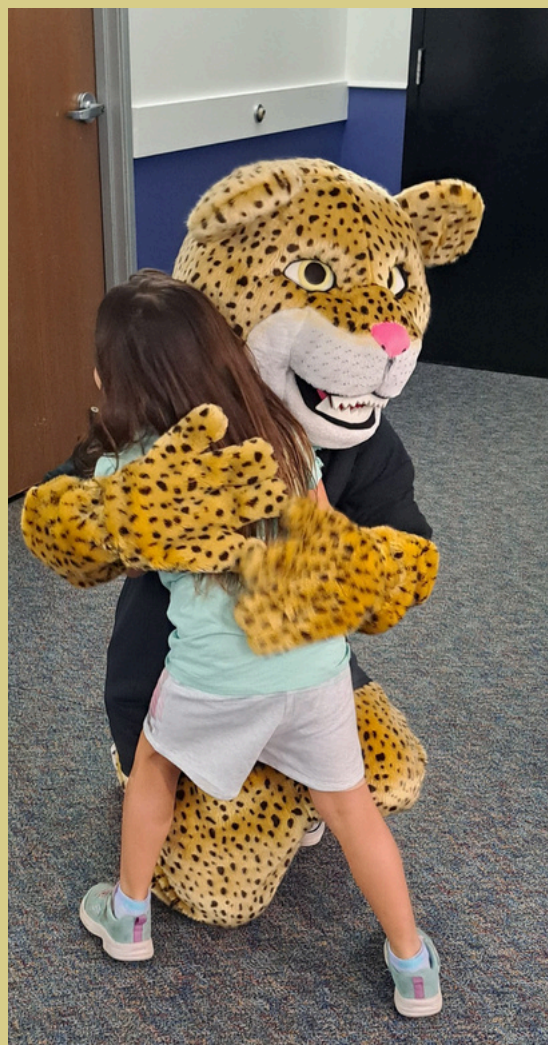


TOTAL STUDENTS, 2002



TOTAL STUDENTS, 2023

 <b>Jefferson Academy HISTORY</b>		
1994	JA was approved by the Jefferson County Board of Education, making it one of the first charter schools in Colorado.	
1996	The Junior High was added.	
1998	The Senior High was added. The first graduating class was 2002.	
2013	The new Secondary building opened on Reed Way in Broomfield.	
	JA expanded to include The Summit Academy Homeschool Enrichment Program.	
2018	The Summit Academy South opened a Littleton campus	
2019	The secondary campus expanded its facilities to include a new auxiliary gym and fine arts wing.	
	JA partnered with Hope House to help teen moms secure a GED or High School Diploma.	
2021	The Summit Academy South opened a Conifer campus.	
	The Summit Academy Westminster expanded its facilities.	
2023	The Summit Academy opened The Summit Academy Sports program for elite athletes.	
2024	JA expanded to add the Coal Creek Canyon K-8 campus.	
Learn more at <a href="http://jajags.com">jajags.com</a>		



## WHO WE ARE

We are made up of three schools and two programs, over six campuses:

- JA Elementary (PK-6)
- JA Secondary (7-12)
- JA Coal Creek Canyon (PK-8)
- The Summit Academy - Westminster (K-12)
- The Summit Academy South - Littleton (K-12)
- The Summit Academy South - Conifer (K-12)

**30**

years as a  
charter school

**275**

employees

**1215**

Summit  
homeschool  
students, K-12

**1525**

JA students,  
K-12



## WHERE WE EXCEL

During the strategic planning process, we identified four key areas where we excel: school culture, programs with choices, strong community, and financial stability. These areas are detailed in the SWOT Analysis.



**SCHOOL CULTURE**



**PROGRAMS WITH CHOICES**



**STRONG COMMUNITY**



**FINANCIAL STABILITY**



# GUIDING PRINCIPLES OF ACADEMIC RIGOR

**To foster a lifelong commitment to learning.**

**To enhance a respect for diversity of thought  
and perspective.**

**To build fundamental knowledge using the  
Core Knowledge curriculum.**

**To develop high-performing leaders ready for  
post-secondary opportunities.**

**To set high expectations that challenge students  
intellectually, academically, and personally.**

**To create meaningful and personal  
connections to academic work.**

**To hold staff, students, and parents accountable  
to JA's Mission, Vision, and Core Values.**

**To uphold a learning community that values  
academic growth and embraces  
intellectual curiosity.**





# STRATEGIC PLANNING



## APPROACH

The JA Board of Directors use a strategic planning framework that begins with the Mission and Vision of JA. While these two components of the framework may adapt or shift in their emphasis over time, they are intended to be largely constant.



## ANALYSIS

Conducted every three years, a SWOT analysis (Strengths-Weaknesses-Opportunities-Threats) is an internal and external assessment of the school. From an internal perspective, the analysis considers the school's achievements, capabilities, and gaps. From an external perspective, the analysis considers outside factors that help or hinder the school in fulfilling its Mission, including funding, laws or regulations, and organizations with whom the school interacts.



## IDEA REDUCTION

The input to the SWOT analysis includes survey data, Colorado Measures of Academic Success (CMAS) and other test results, financial projections, faculty and staff perspectives, and best practices. In developing the SWOT analysis, the Board identifies and considers many valid strengths or weaknesses. Through an unbiased process called "idea reduction", these areas are collectively reduced to a set that focuses the Board and the Administration on the factors that most impact fulfillment of the school's Mission and Vision at that point in time.



# SWOT ANALYSIS



## STRENGTHS

### Mission, Vision, and Values:

JA's Mission, Vision, and Values have continuously resulted in strong academic student achievement and programs.

### Multiple Pathways:

JA provides for multiple pathways for student and family success through a variety of supporting initiatives.

### Strong Teams:

JA employs a strong administrative team and is governed by a dedicated, engaged, and collaborative Board of Directors

### Outstanding Teachers:

JA develops and supports outstanding teachers at all campuses.

### Creative Programming:

JA provides students with stellar choices through creative programming.



## WEAKNESSES

### Focus on Growth:

While the majority of JA students consistently show strong achievement, focus on growth could further support our community, including high achieving, gifted and talented students, and students who have individual education or 504 plans.

### Strengthen Programming:

Although JA remains committed to the Core Knowledge Curriculum and College Preparation, it could further strengthen its academic programming by working on clearly articulated grading, common expectations, and additional pathways to success.

### Parents and Community:

JA would benefit from stronger and more consistent parent and community engagement.

### Outreach and Communication:

JA would benefit from a marketing, outreach, and communication plan that provides insights to the community in the best way possible.

# SWOT ANALYSIS, CONTINUED



## OPPORTUNITIES

### Coal Creek Canyon:

The Coal Creek Canyon campus provides an additional programmatic opportunity to serve students and the Jefferson County community.

### Explore:

JA should research new opportunities, such as Pre-K programming and potentially bringing an additional 6th grade to the Secondary campus, in order to expand support of our families.

### Invest:

JA would benefit from creating a strategic vision for investment in facilities which will further bolster innovative programming options.



## THREATS

### Fewer Students:

Shrinking enrollment in the Jeffco school district is a potential threat to enrollment at all levels and programs.

### Systemic Barriers:

The difficulty of entering the 6th grade is a barrier to Secondary enrollment, as well as the perception that other school options have a stronger college preparatory programs, are additional areas that can be remedied.

### Careful Expansion:

Programmatic expansions can threaten the charter Mission and Vision if not carefully planned and monitored.

### Future Plans:

Staff turnover and limited succession planning for Board and leadership positions could result in inconsistent instruction or lack of forward progress toward success.



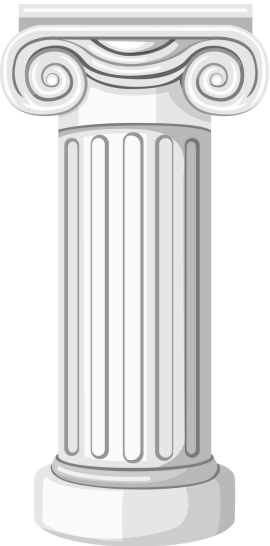
# SUCCESSFUL STRATEGY AND GOAL SETTING

In approaching the 2024-2027 strategic planning process, the JA Board of Directors considered fundamental priorities for the continued success of JA. The Board aligned on four strategic pillars, which lay the foundation for operational and tactical goals, to be defined and executed by the JA Executive Director and Principals, respectively. Said otherwise, the strategic pillars will help guide JA in the next three years and beyond.

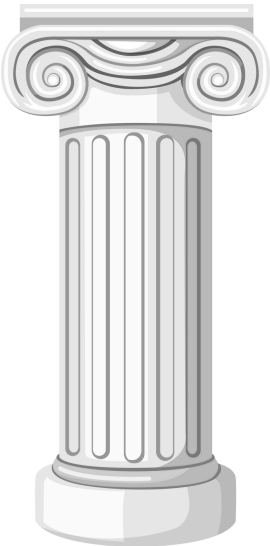
The JA Board also identified focus areas within each pillar to provide a roadmap for the JA Executive Director, who in collaboration with the Principals, will develop detailed, measurable operational and tactical goals to achieve meaningful positive direction in each of the four areas. These goals will be presented to the JA Board for review and approval by October 2024. The JA Executive Director will report to the JA Board periodically on the progress of operational and tactical goals.

## STRATEGIC PILLARS

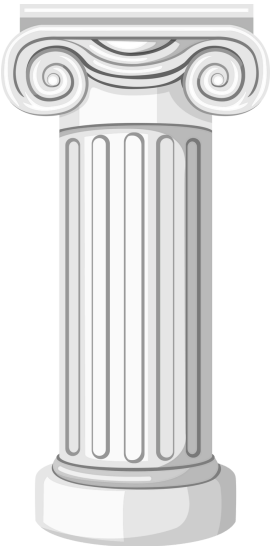
SUCCESSFUL  
STUDENTS



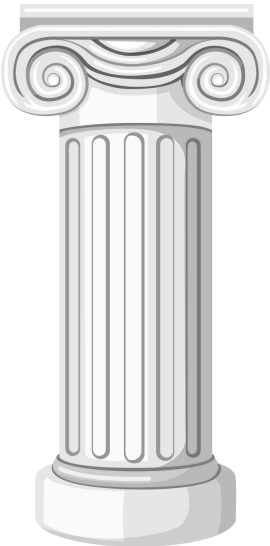
TALENTED  
TEAM



CONNECTED  
COMMUNITY



FINANCIAL  
FORTITUDE



## SUCCESSFUL STUDENTS

### WHAT THIS MEANS TO OUR COMMUNITY

“

I think this is a cool goal. It shows that JA really cares about their students and gives us the best learning environment. I'm happy to be at this amazing school.

”

Student

JA will help students attain their highest academic and character potential through academically rigorous, content-rich educational programs; a culture of belonging and inclusivity; and facilities that inspire and support a creative learning environment.

### FOCUS AREA A

Prepare students for post-graduation success by offering them tools and skills to thrive in a dynamically evolving world.

### FOCUS AREA B

Provide high quality and rigorous curricular and co-curricular options.

### FOCUS AREA C

Celebrate whole student success and resilience.





## TALENTED TEAM

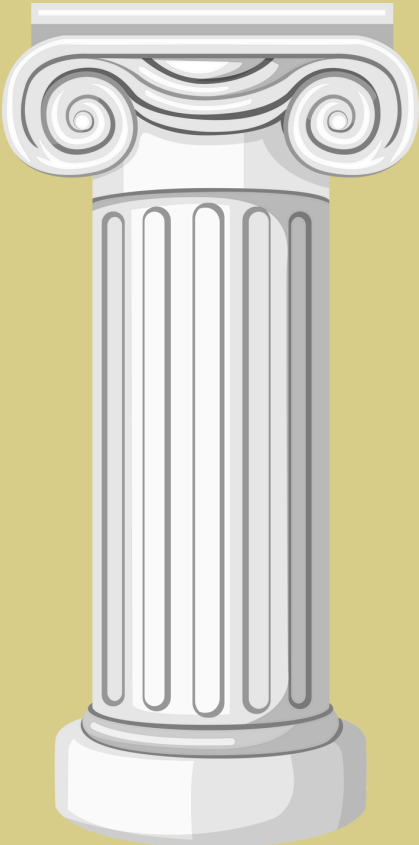
### WHAT THIS MEANS TO OUR COMMUNITY

“

Continuous improvement is vital in building a talented team within the school setting. The key to increased student learning is continuous adult learning that focuses on collaboration that develops highly effective teams that strives to do their very best, for not only students, but the colleagues they work alongside.

”

Principal



JA teachers and staff are the foundation of students’ success. JA will empower and enable its people through professional development and growth opportunities, a strong sense of belonging, and our commitment to attracting and retaining the best team possible!

### FOCUS AREA D

Attract and retain staff who embody the JA’s Mission, Vision, and Core Values.

### FOCUS AREA E

Expand investment in professional growth and development of our staff.



## CONNECTED COMMUNITY

### WHAT THIS MEANS TO OUR COMMUNITY

“A connected community fosters a positive and inclusive school culture that values diversity and promotes mutual respect.”

Teacher

JA envisions and supports a community of parents, teachers, students, and educational and business leaders who create together a culture that engenders growth in character and academic achievement, and the love of learning, resulting in responsible, productive citizens.

### FOCUS AREA F

Foster connected communities across and within our campuses and programs, and improve communication transparency and quality about JA initiatives.

### FOCUS AREA G

Increase family engagement in events, programs, and volunteer opportunities.





# FINANCIAL FORTITUDE

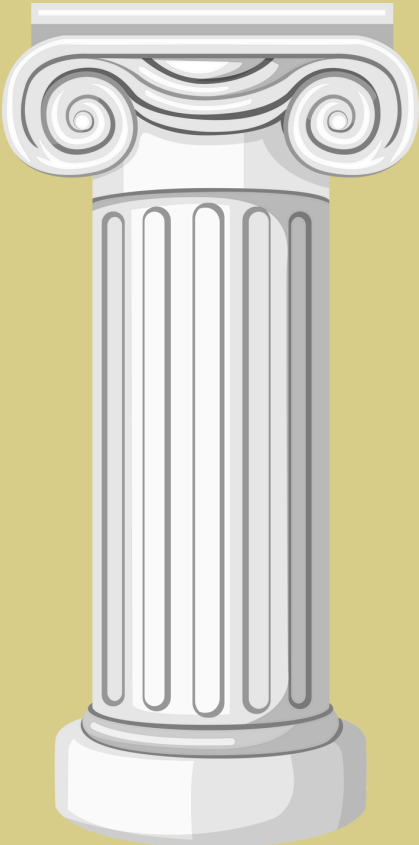
## WHAT THIS MEANS TO OUR COMMUNITY

“

This is all about maintaining an honest and stable financial plan. We are here to use our funding to better the community and provide the best possible education experience for tomorrow's leaders.

”

Business Manager



JA will deliver on its charter Mission and Vision by staying fiscally responsible and focused on financial strength.

### FOCUS AREA H

Create 5 and 10 year financial and facilities plans that provide sustainable, fiscally responsible incremental improvement to JA schools and programs.

### FOCUS AREA I

Create targeted and coordinated fundraising plans to support campus initiatives.

