

MACDOWELL

PREPARATORY ★ ACADEMY

ANNUAL PLAN 2021-2022



**4201 Outer Drive
Detroit, MI 48221**

Macdowell's Mission

The mission of MacDowell Preparatory Academy is to instill in its scholars the **skill** and **will** to prepare them for success in college and in life.

Macdowell's Vision

MPA scholars maximize their potential and achieve success in every area of their lives.

Our scholars come to school excited about their future and own their own learning. They will maximize their potential and achieve success in every area of their lives.

Our faculty is passionate, knowledgeable and accountable for creating an environment where scholars enthusiastically learn.

Our parents, guardians, and community are actively supporting our children's dreams and the work of our school.

We Believe...

In providing a quality education for all students.

Each student is important and valued.

Every child needs structure and guidance.

In transparency and integrity.

In providing leadership opportunities for staff and students.

In fostering good healthy reciprocal relationships.

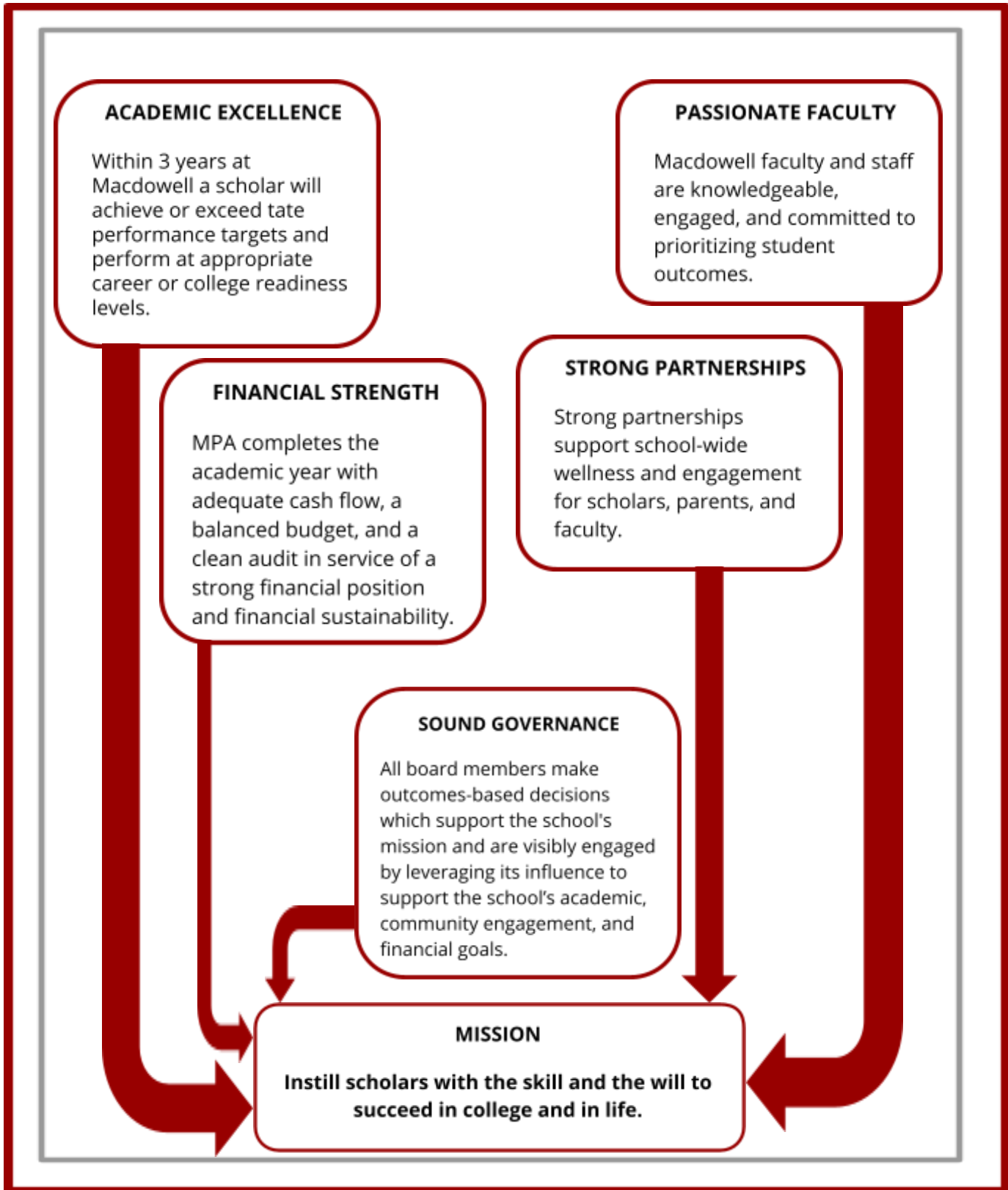
In student, school, and community engagement.

In providing an environment where the whole child is supported and feels comfortable and able to open up.

Table of Contents

Macdowell's Mission, Vision, Beliefs	2
2021-2022 Goals	4
Academic Excellence	5
Passionate Faculty	8
Financial Strength	10
Strong Partnerships	12
Sound Governance	14

GOALS 2021-2022



ACADEMIC EXCELLENCE

GOAL: Within 3 years at Macdowell, a scholar will achieve or exceed state performance targets and perform at appropriate career or college readiness levels.

Objective #1: Implement a board-approved plan for assessments, data collection, and communication that tracks student progress across multiple measures, ensuring stakeholders (families, partners, teachers, board) can lend their voice to support academic success.

Measure 1.1: MPA academic leaders collect diagnostic and benchmark assessment data using Dean's List, Power Schools, IReady, and internal tracking systems for attendance, scholar wellbeing, partnerships and extracurricular experiences, family needs, and other qualitative data that elevates scholar and family experiences, on a consistent schedule throughout the school year.

Measure 1.2: Student attendance is tracked and communicated to families (weekly); teachers (weekly); the board (monthly); and partners (quarterly). The Academic Leadership Team reviews enrollment data, state accountability metrics, GPA, attendance, stories, and any other relevant data with the board monthly to offer an accurate picture of scholars' progress. Reports on where Macdowell stands in comparison to city, state, and national averages are included.

Measure 1.3: MPA Academic Leaders provide quarterly reports on teachers' professional development, teacher observation and coaching, and student progress goals to the board.

Measure 1.4: The Board and school Leadership Team track student performance in comparison to state and national performance and allocate resources to support students' progress toward the stated objectives.

Measure 1.5: Average scholar attendance exceeds the statewide average at the end of the 2021-2022 school year.

Measure 1.6: Wellness Teams conduct weekly calls to scholars with attendance below 95% to maintain 95% attendance for all scholars.

Measure 1.7: The Leadership team works with teaching staff to identify classroom needs to inform the budget process.

Objective #2: Improve student performance so that 100% of scholars are scoring in the 75th percentile within three years at Macdowell. Faculty, staff, board, and families support scholar growth at an appropriate pace based on their individualized learning needs throughout the school year.

Measure 2.1 At the end of the 2021-22 school year, all Macdowell scholars maintain an in-person or hybrid (depending on virtual/in person guidance) attendance rate of 95%.

Measure 2.2: The MPA Academic Leadership Team establishes a plan for classroom safety that allows Macdowell to confidently welcome all scholars to the classroom in September 2021.

Measure 2.3: MPA Academic Leadership team redesigns curriculum and systems to align with the goal of academic achievement at the 75th percentile.

Measure 2.4: The MPA Academic Leadership Team ensures compliance with the Michigan Continuous Improvement Plan (MICIP), assuring educational programming is aligned with goals and all content areas (English/language arts, math, professional development) are current by September 1, 2021.

Measure 2.5: Every teacher uses outdoor space one day per week minimum, and documents their plans for use in teacher plans.

Measure 2.6: All 5th and 8th grade scholars complete a capstone project that includes a documentation component (written, recorded, etc.).

Objective #3: Everyone in the Macdowell community--scholars, families, staff, leadership, and board--understands why they are in school and what their role is in nurturing scholar success.

Measure 3.1: Scholars own their own goals by defining a WHY statement (mission statement) for their Macdowell experience.

Measure 3.2: 100% Scholars own their own learning, identifying and setting their own goals by the first week of the second semester.

Objective #4: Macdowell scholars and their families demonstrate a love of, and passion for, the education and community they experience at Macdowell Preparatory Academy.

Measure 4.1: The Principal and Dean of Scholars & Culture implement a scholar wellbeing plan for every scholar by the end of the 2021-22 school year.

Measure 4.2: Beginning in the second semester, a scholar presents to the board every month, sharing their WHY statement, goal, and an understanding of how they have obtained the skill and will be successful in life.

Measure 4.3: Beginning in the second semester, scholars participate in subcommittees, helping to inform the decision making of the board.

PASSIONATE FACULTY

GOAL: Macdowell faculty and staff are knowledgeable, engaged, and committed to prioritizing student outcomes.

Objective #1: All teachers become competent in implementing an asset-based approach to scholar academic success and scholar behavior.

Measure 1.1: 100% of the Leadership Team completes the Unbound Ed program by June 30, 2022, and the Leadership Team regularly communicates learnings and practices to all teachers. All staff complete the required survey. For those who were not able to attend the training, recordings will be made available.

Measure 1.2: 100% of teachers show evidence of proficiency in equitable practices and an understanding of the teacher support systems in the school, as measured by the pre- and post-impact survey.

Measure 1.3: Staff complete 72 hours of professional development annually.

Measure 1.4: Each teacher receives academic coaching and classroom observation throughout the school year to build an open-door culture of support for scholar academic and behavior. Supervisory and organizational structure is communicated to every team member.

Measure 1.5: Every scholar and family receives at least one positive phone call home from a faculty member during the school year.

Measure 1.6: 100% of teachers contribute their voice to improving teaching and school outcomes through the performance review process, quarterly coaching meetings, and professional development.

Measure 1.7: Passionate Faculty subcommittee recruit one teacher to the subcommittee by June 30, 2022.

Measure 1.8: Use an asset-based tool to review data during data digs and professional development PLC's.

Objective #2: Faculty and staff wellbeing is prioritized and resourced.

Measure 2.1: The Board and Leadership team design and implement a survey to collect information on faculty and staff wellbeing quarterly.

Measure 2.2: Leadership Team includes a Wellness component to each teacher's individual development plan to attend to teachers' overall wellbeing and ability to do their work well.

Measure 2.3: Develop and communicate a process or regular touchpoints for faculty to share information with leadership. Faculty and staff know how to share concerns, celebrations, and get support.

Measure 2.4: Two staff gatherings are held during the year to foster relationships and celebrate achievements.

Measure 2.5: The Leadership Team institutes a Wellness Block in all teacher schedules.

Measure 2.6: By December 31, 2021, develop a Staff Sunshine Committee dedicated to celebrating successes and gratitude throughout the year.

Objective #3: 90% of high performing faculty and staff are retained year to year to increase organizational stability and positive scholar academic and behavioral experience.

Measure 3.1: Leadership Team includes a measurement for high performing faculty in performance evaluations.

Measure 3.2: Macdowell is fully staffed 100% with talented and passionate people by September 30, 2021, using strategic and competitive talent management.

Measure 3.3: The 2021-22 exit survey includes space for teachers to share professional goals and request preferred placement for the following school year.

Measure 3.4: The Director of Instructional Learning develops an onboarding process for new staff that is clear, consistent, joyful, and mission-aligned, with ongoing coaching and support available.

Measure 3.5: All teachers are fully certified in their areas of practice by June 30, 2021.

Measure 3.6: A budget is created with an established communication plan for staff to receive financial support for professional development.

FINANCIAL STRENGTH

GOAL: MPA completes the academic year with adequate cash flow, a balanced budget, and a clean audit in service of a strong financial position and financial sustainability.

Objective # 1: Improve recruitment practices and grow the student population to ensure strong funding.

Measure 1.1: By the end of the school year, exceed the 2021-2022 enrollment goal.

Objective #2: Create an environment where scholars and staff can thrive by maintaining 15% fund balance or 60 days on hand (whichever is greater).

Measure 2.1: Develop a board-approved plan that addresses data collection, analysis and stakeholder access to data by September 2021.

Measure 2.2: In October 2021 and April 2022, the Leadership Team surveys scholars and staff to identify current resources that allow staff and scholars to thrive and additional resources needed, tracking response rate as a sign of engagement.

Measure 2.3 Each month, the board receives a cash flow report as part of their monthly financial report.

Objective #3: Maintain a healthy fiscal position and provide scholars with the resources they need to be successful.

Measure 3.1: 100% of scholars have access to learning materials by December 2021.

Measure 3.2: Enrollment staff include a screening question in the enrollment process to assess student's access to technology and reliable internet and create a plan for supporting those who need additional resources.

Objective #4: Operate with lean and financially sound business practices.

Measure 4.1: Financial statements are reviewed monthly in the Financial Strength Subcommittee.

Measure 4.2: The Leadership Team provides professional development for staff to ensure they understand the purchase requisition process and procedures by September 30, 2021.

Measure 4.3: All contracts over \$2,500 are reviewed through the Financial Strength Subcommittee.

Measure 4.4: Macdowell completes a clean audit with no material weakness by October 31, 2021.

STRONG PARTNERSHIPS

GOAL: Strong partnerships support school-wide wellness and engagement for scholars, parents, and faculty.

Objective #1: Create meaningful partnerships that bring value to the overall program and align with the needs of scholars and faculty.

Measure 1.1: By October 31, 2021, the Leadership Team implements a needs assessment to determine greatest areas of interest for enrichment and extracurricular opportunities.

Measure 2.1: The Leadership Team plays an active role in engaging external partners for academic success, wellness, and self-care.

Objective #2: Engage partners in actively supporting scholars' academic success.

Measure 2.1: The board reviews all partner relationships annually, identifying partners' strengths and strategically inviting partners to participate in subcommittees.

Measure 2.2: By October 31, 2021, the Strong Partnerships sub-committee finds a way to engage with parents, staff, or scholars on a quarterly basis.

Measure 2.3: Board actively invites families to engage in school events, with 60% of families attending school events during the 2021-22 school year.

Objective # 3: Establish partnership goals and implement a partnership engagement plan.

Measure 3.1: Board hires an External Relations Officer by September 30, 2021.

Measure 3.2: Leadership Team maintains updated communications on the website and social media throughout the 2021-22 school year.

Measure 3.3: Establish key messaging and deputize partners with messages that support Macdowell scholars' goals, cultivating a digital presence that engages scholars, faculty, staff, key stakeholders and the public.

Objective #4: Macdowell graduates continue to have academic and career success in middle school, high school, and beyond.

Measure 4.1: By June 30, 2022, the board develops a system for tracking scholars' success and outcomes post-Macdowell.

Measure 4.2: The External Relations Officer works with the Strong Partnerships Subcommittee to develop an alumni program to engage and track alumni over time, enrolling 100% of 8th graders by the end of the 2021-22 school year.

Measure 4.3: The Dean ensures 100% of 8th graders take the PSAT, working with The MPA Academic Team to link PSAT information to SAT scores of alumni.

SOUND GOVERNANCE

GOAL: All board members make outcomes-based decisions which support the school's mission and are visibly engaged by leveraging its influence to support the school's academic, community engagement, and financial goals.

Objective #1: Monitor and provide oversight of a board-approved plan that addresses data collection, analysis and stakeholder access to data using a dashboard reporting system throughout the school year.

Measure 1.1: Implement the dashboard report system by October 31, 2021.

Measure 1.2: Board members are familiar with dashboard system input and review it monthly in advance of board meetings.

Measure 1.3: The MPA Academic Team conducts comparison findings on city, state, and national averages and provides monthly reports to board.

Measure 1.4: Board receives data on scholar achievement (quarterly), faculty engagement (quarterly), and financial performance (monthly) throughout the school year.

Objective # 2: Provide an updated calendar of events scheduled one month in advance and board notified of the calendar of events.

Measure 2.1: An updated calendar is shared with the board on a monthly basis by the External Relations Manager.

Objective # 3: Board members meet all performance expectations outlined in Board Performance Policy and conduct effective meetings as outlined in meeting agendas.

Measure 3.1: During the 2021-22 school year, board members maintain 75% attendance at monthly board meetings.

Measure 3.2: All board members are actively engaged in at least one subcommittee meeting once monthly.

Measure 3.3: 100% of board members actively serve as MPA ambassadors in fundraising, friendraising, and visibility raising.

Measure 3.4: Every teacher receives an outreach from a board member during the 2021-22 school year.

Objective # 4: Develop a board succession plan.

Measure 4.1: By December 2021, the board creates a board succession plan policy.

Measure 4.2: Develop a director transition plan by April 30, 2022.

Measure 4.3: Approve a succession plan and identify new board members to join for the coming year by April 2022.

Objective # 5: Implement plan for charter school reauthorization.

Measure 5.1: Review external partners and hire a consultant to work with the board on reauthorization.

Measure 5.2: Adhere to the timeline for reauthorization and roles, with reauthorization completed by June 2022.



**TRANSFORMING THE FUTURE,
TOGETHER**

This report was prepared by NEW.

1100 N. Main St., Suite 100

Ann Arbor, MI 48104

(734) 998-0160

info@new.org

www.new.org