

ODYSSEY CHARTER SCHOOL

STRATEGIC PLAN

2013 - 2015

Adopted by the Board of Directors

May 8, 2013

TABLE OF CONTENTS

INTRODUCTION AND MISSION STATEMENT	Page 2
1. GOALS RELATED TO FACILITIES PLANNING AND ACQUISITION	Page 3
2. GOALS RELATED TO FINANCING AND FUNDING FACILITIES	Page 6
3. GOALS RELATED TO EDUCATION AND CURRICULUM DEVELOPMENT	Page 8
4. GOALS RELATED TO EDUCATIONAL TECHNOLOGY	Page 15
5. GOALS RELATED TO FUND RAISING	Page 17
6. GOALS RELATED TO BOARD DEVELOPMENT AND GOVERNANCE	Page 21
7. GOALS RELATED TO ORGANIZATIONAL DEVELOPMENT	Page 24

INTRODUCTION

1. Most of the goals in this plan will be implemented beginning January 2013. As with all multi-year strategic plans, this document should be updated and “rolled out” every December commencing December 2013, deleting those goals that have been achieved, refining the continuing / ongoing goals, and adding new, agreed-upon goals for the next calendar year.
2. Under Responsibility, whenever responsibility is shared, the individual or committee listed first has *primary* responsibility, and the individual or committee listed second has *secondary* or supportive responsibility.
3. The Headmaster and Board President are assumed to be involved in almost every major decision but are included under Responsibility only when their involvement is *primary*, i.e., is listed first.
4. Some of the Goals suggested in this Plan under Timeline for Implementation will require additional funding or revenue to implement. Therefore, during the annual Spring budgeting process, the Board and Headmaster will need to ascertain the cost of the goals scheduled for implementation in the upcoming year and budget accordingly or modify certain goals in the next year’s Plan.
5. Some of the Goals suggested in this Plan are so simple or self-explanatory that there is no need to state any Objectives.
6. An Executive Summary, i.e., Goals only, should be posted prominently on the website.

CURRENT MISSION STATEMENT

The Mission of Odyssey Charter School is to prepare students for a lifelong enthusiasm for learning, develop a keen awareness of world citizenship and culture, and establish critical thinking and problem-solving proficiency through the added learning of the modern Greek language and mathematics focus.

SECTION 1
GOALS RELATED TO FACILITIES PLANNING AND ACQUISITION

OVERALL GOAL

To acquire facilities for the K – 12 expansion of Odyssey Charter School by identifying either open / available land or an existing facility appropriate for renovation, then successfully completing all state and local licensing requirements.

NOTE

The overall goal – and every goal of this section – is integrally related to those of Section 2 (Financing and Funding Facilities) which delineates activities which would *support* the capital requirements of this section with a combination of public funding, financing and contributed revenue.

GOAL 1

Finalize a purchase agreement for and settle on the acquisition of a property.

Timeline for Implementation: July 2013

GOAL 2

Complete the required Phase 1 environmental studies and the certified appraisal needed to meet county & state regulations, thus moving forward with financing negotiations.

Timeline for Implementation: November 2013

GOAL 3

Complete exploratory site and building design required to submit to New Castle County or local Land Use Authority for its initial approval.

Objectives:

- a. Seek extensive input and feedback on space utilization and interior design from Headmaster, faculty and staff. Evaluate and incorporate into design plans.

Responsibility: Architect / engineer, Executive Committee, Odyssey Project Manager

Timeline for Implementation: November 2013

GOAL 4

Complete – if necessary - required traffic count for DELDOT and submit with the design.

Responsibility: Architect / engineer

Timeline for Implementation: November 2013

GOAL 5

Obtain bank or bond financing for leasing and / or purchasing the selected property and construction. (See Section 2.)

Responsibility: CP Svahn Educational Services, Executive Committee, Odyssey Project Manager

Timeline for Implementation: November 2013

GOAL 6

Begin site work and Phase 1 construction of the elementary and middle schools.

Objectives:

- a. Identify and evaluate the options related to the cafeteria and food service in the new school(s). Incorporate as decided into the architectural design and construction costs.

Responsibility: Headmaster, architect / engineer, Executive Committee, Odyssey Project Manager

Timeline for Implementation: Within 18 months of Agreement of Sale

GOAL 7

Complete the construction of the elementary and middle schools and open for students in grades K-8.

Objectives:

Responsibility: Architect / engineer, Odyssey Project Manager, Executive Committee

Timeline for Implementation: Certificate of Occupancy within 12 months of beginning construction.

GOAL 8

Plan for and construct the high school and open for students in grade 9 at the same or a second site.

Responsibility: Expansion Committee, Executive Committee, Phase 2 architect / engineer

Timeline for Implementation: Begin construction fall 2015; complete in summer 2016. (Certificate of Occupancy for September 2016)

GOAL 9

Endeavor to develop and maintain a positive, mutually beneficial relationship with the residential community adjacent to any site selected for the school.

Objectives:

- a. Meet on a regular or as needed basis - with a mutually agreed-upon agenda - with the community and / or community leaders during the site planning and approval process as well as after the opening of the school.
- b. Develop, present to and discuss with the community a list of ways neighbors could benefit from the presence of a new school: off-hour use of the fields and track, free use of meeting rooms, as a polling place, etc., etc.

Responsibility: Headmaster and Communications Committee

Timeline for Implementation: Ongoing, once new site is identified

GOAL 10

Identify and implement interim school facilities for any period of time during which permanent facilities are not ready for occupancy.

Responsibility: Expansion Committee, then the full Board

Timeline for Implementation: Begin construction fall 2015; complete in summer 2016. (Certificate of Occupancy for September 2016)

SECTION 2
GOALS RELATED TO FINANCING AND FUNDING FACILITIES

OVERALL GOAL

Identify, then successfully secure the resources necessary to finance the construction of the new school with manageable debt.

NOTE

The overall goal – and every goal of this section – is integrally related to those of Section 1 (Facilities Planning and Acquisition) which delineates activities for acquiring the land and facilities to be paid for by the revenue development activities of this section.

GOAL 1

Produce projected cash flow models using estimated design cost for Phase 1's elementary school, middle school and gymnasium.

Responsibility: CP Svahn Educational Services, Executive Committee

Timeline for Implementation: By September 2013

GOAL 2

Submit financing application(s) to financial institution(s), preferably securing a single source for subordinated debt. Submit application for bond issue.

Objectives:

a. Identify financial / lending institutions that specialize in Subordinated Debt. Negotiate with one or more until a favorable conclusion is reached.

Responsibility: CP Svahn Educational Services, Treasurer, Executive Committee

Timeline for Implementation: Within six months of November 2013

GOAL 3

Close on financing, construction financing and permanent financing with either a commercial bank or through bond financing.

Responsibility: Executive Committee

Timeline for Implementation: As soon as possible after November 2013 (see Goal 2)

GOAL 4 (See also Section 5, Fund Raising.)

Submit applications to Longwood, Welfare, Rodel, and other foundations for a combination of philanthropic grants and favorable loans. (Total \$ TBD)

Objectives:

- a. Meet with the directors of the aforementioned and other foundations to update them, present the strategic plan, outline next steps and discuss potential support.

Responsibility: Key officers, Headmasters, consultant

Timeline for Implementation: Immediately after financing is approved.
(November-December 2013?)

- b. Revise, update, format as required, and submit by the stipulated deadlines.

Responsibility: Consultant, President, Headmaster

Timeline for Implementation: March 2014 or every six months thereafter.

SECTION 3

GOALS RELATED TO EDUCATION AND CURRICULUM DEVELOPMENT

OVERALL GOAL

To provide the environment and the resources to nurture and support the intellectual, behavioral, cultural, and emotional development of students equipped to be competitive, collaborative and contributing citizens of the world.

Headmaster's Note Regarding the Overall Goal

The overall goal of this section is the continued improvement of teaching and academic achievement. Typically the first step in the development of a strategic plan would involve a comprehensive, bottom-up planning process by all the major stakeholders to validate the need for improvement and clarify the purposes of the plan. The next step would be the alignment at all levels of the organization where the action steps are necessary. Thirdly, members of the organization would analyze all the formative and summative results. The fourth step would involve continuous improvement based on those assessments. The last step is evaluating the process, making the adjustments, and then repeating the cycle.

In the future, recommendations related to this critical section will offer a more standardized analysis of Odyssey's achievement patterns based on disaggregated state testing results matched with the school's stated mission and goals. This approach to strengthening Odyssey's educational mission will then focus on a *where we are now, where we are heading, and how we will get there* approach.

GOAL 1

Based on the achievement of this section's goals in 2012, initiate a broader, more inclusive planning process for Odyssey's educational components in 2013 – 2014.

Objectives:

- a. Invite the involvement of all Odyssey staff in appropriate areas of the 2013 – 2014 planning process. Structure the process to maximize everyone's involvement and suggestions.

Responsibility: Headmaster, Administration, consultant

Timeline for Implementation: Fall 2013 (Entire Plan is reviewed and updated.)

- b. Align action at all levels for improvement and clarify purpose. Assess organizational performance, review the vision and mission statements. Analyze Formative and Summative Student Achievement Results.

Responsibility: Headmaster, Administration, Faculty, consultant. Review by Board.

Timeline for Implementation: November – December 2013

GOAL 2

Through the development and provision of a high quality curriculum, all students will achieve or exceed proficiency standards in all core content areas on local and state assessments.

Objectives:

- a. Align the entire curriculum with the national K – 5 Common Core Standards.

Responsibility: Headmaster, Administration, Faculty

Timeline for Implementation: January 2013 and ongoing

- b. All faculty will work collaboratively in PLC's to align instruction and identify grade/school level instructional needs.

Responsibility: Administration, Faculty

Timeline for Implementation: January 2013 and ongoing

- c. Use ongoing assessment data (e.g., MAP, DCAS, DIBELS) to identify students needing assistance with important elements of the curriculum and provide additional assistance to re-teach the content.

Responsibility: Administration, Faculty

Timeline for Implementation: January 2013 and ongoing

GOAL 3

Continue to offer and strengthen Odyssey School's Hellenistic culture through our educational model within the core content subjects of arts, humanities, math and sciences.

This will be accomplished primarily by developing standards similar to the ACTFL foreign language standards model, which will also enhance the proficiency of students in conversing, understanding and interpreting both written and spoken Greek.

Objectives:

- a. Align Odyssey's Greek Program with the Common Core Standards by creating and incorporating Greek educational content for part or all of the Core's subjects.

Responsibility for a – g: Curriculum Coordinator, Faculty, Headmaster, Board

Timeline for Implementation for a - g: Sequentially, but complete by June 2014

- b. Create a professional development plan that facilitates the faculty’s understanding and utilization of standards based instruction and instructional methodologies.
- c. Improve the FLES program by translating the Common Core Standards into objectives which can be measured and assessed through daily instruction.
- d. Similar to Goal 2, Objective b., reinforce the special need for *foreign language teachers* to identify which students require re-teaching and encourage those teachers to prioritize remedial efforts with those students.
- e. Establish and adhere to guidelines which assure that the most current FLES Curriculum Guide is an essential instructional element of Odyssey’s curriculum.
- f. Address the challenges of educating new and incoming sixth grade students arriving with limited exposure to modern Greek language (as well as students with special needs). To those ends, continue operation of the summer Greek language program and initiate a new class in modern Greek language for 6th grade students new to Odyssey.
- g. Continue to evaluate, modify, improve and evolve the FLES curriculum, especially as Odyssey expands into a middle and high school. Assign preliminary curriculum development work for 6th grade Greek language and Greek mathematics to members of the Greek staff.

GOAL 4

Establish a process by which as many Odyssey Greek teachers as possible become “highly qualified”.

Objectives:

- a. Continue to strengthen the requirements for candidate credentials for instructional positions by:
 - * establishing a certification requirement for “highly qualified” teachers and / or
 - * developing a Memorandum of Understanding with the Greek government emphasizing the need for the educational certification process.

Responsibility: Board, Headmaster, Administration
Timeline for Implementation: September 2013
- b. Use PLCs to determine staff development needs and annually budget continuing education funds to address those needs.

Responsibility: Headmaster, Administration
Timeline for Implementation: June 2013

- c. Complete all DPAS observations according to annual schedule.

Responsibility: Administration

Timeline for Implementation: June 2013

GOAL 5

Improve the faculty retention rate.

Objectives:

- a. Conduct a comprehensive salary and benefits survey of comparable charter schools in Delaware. Discuss findings and recommendations with the Board and proceed as decided.

Responsibility: Headmaster, Administration, Executive Committee

Timeline for Implementation: September 2013

- b. Conduct an exit survey to ascertain common reasons for teachers' resignations. Based on the commonality of that feedback, endeavor to address those issues.

Responsibility: Administration

Timeline for Implementation: July 2013

GOAL 6 (See also following section: Goals Related to Educational Technology.)

Enhance the effectiveness and the clarity of communication between parents, students, faculty, volunteers, mentors, the administration, and institutional and corporate partners by providing, then consistently utilizing both traditional and technological communication tools.

Objectives:

- a. Complete a comprehensive technology plan to enhance communication *between* and dissemination of vital information *to* Odyssey's constituencies.

Responsibility: Headmaster, Administration, Select Board Members, IT Team

Timeline for Implementation: October, 2013

- b. Evaluate, update, and then more heavily utilize the website.

Responsibility: Headmaster, Administration, Select Board Members, IT Team

Timeline for Implementation: August, 2013

- c. Communicate regularly to all constituencies, but especially parents and teachers, through Blackboard Connect *.

Responsibility: Headmaster, Administrative Staff

Timeline for Implementation: August, 2013

* Blackboard Connect is a mass notification service that utilizes both timely telephone and email messaging to everyone associated with Odyssey. All communications sent using this service are approved by the administration or designated staff.

- d. Write Headmaster's messages for PTO newsletter and website as requested.

Responsibility: Headmaster, Administrative Staff

Timeline for Implementation: August, 2013

- e. Conduct monthly coffees with parent community to provide informal communications with school community.

Responsibility: Headmaster, Administrative Staff

Timeline for Implementation: January 2013. Current and ongoing.

GOAL 7

Evaluate the financial viability of expanding the summer camp to three, then (possibly) more weeks. (The focus of this program is educational and is not intended to be a revenue source.)

Objectives:

- a. Based on demand for the two week camp in 2013 and a parent survey, determine the feasibility of a three week camp beginning summer 2014. Establish a modest, achievable goal for the increased number of students expected to attend the longer camp session.
- b. Tentatively identify the availability of the required number of both Greek-speaking and non-Greek-speaking teachers.
- c. Develop and implement a high visibility marketing and outreach program (website, take-home flyers, PTO efforts, posters in the hallways, teachers' endorsements, etc.) to Odyssey parents advertising the benefits of the summer camp and the (planned) availability of an extra week. Evaluate the level of interest by the parents.
- d. Depending on the results of a, b. and c., decide whether to proceed or not.
- e. Based on demand for the three week camp, and through some type of Odyssey parent survey, endeavor to ascertain the feasibility of a *four* week camp utilizing the aforementioned decision-making process.

Responsibility: Headmaster, camp administrator, Administrator of Greek staff

Timeline for Implementation: Spring 2015 for summer 2015

GOAL 8

Evaluate the financial feasibility of expanding both before and after care in the new school.

Objectives:

- a. Decide whether Odyssey should offer expanded before school care or after care or both.

- b. Depending on that decision, establish a modest, achievable goal for an increased number of students in one or both expanded programs.
- c. Develop and fund a high-visibility marketing and outreach program to Odyssey parents advertising the personal, financial and educational benefits of these expanded programs.
- d. Evaluate the level of interest by the parents and decide whether to proceed or not.
- e. Ascertain the availability of teachers interested in participating in this extra hours programming.
- f. If responses to the aforementioned factors are positive, slowly expand one or both program(s) and commensurate staffing as demand dictates.

Responsibility: Headmaster, Business Manager

Timeline for Implementation: Sequentially but completion by early 2014

GOAL 9

Evaluate the financial feasibility and added other benefits of continuing evening and / or adding weekend classes in the Greek language and culture.

Objectives:

- a. Discuss in general whether Odyssey should offer (new) weekend classes or continue current evening classes, or both.
- b. Depending on the outcome of those discussions, establish a modest, achievable goal for the increased number of adult learners who might participate in one or both programs.
- c. Preliminarily ascertain the availability of Greek-speaking teachers interested in participating.
- d. Decide whether to proceed or not.**
- e. If proceed, develop and fund a high visibility marketing and outreach program to parents, members of the Greek community, and other Wilmington social or educational organizations whose mission encourages adult education. Purchase mail lists to the latter.
- f. If responses to the aforementioned factors are positive, slowly expand one or both program(s) and commensurate staffing as the demand dictates.

Responsibility: Headmaster, Administrator of Greek staff

Timeline for Implementation: Ongoing/July, 2013

GOAL 10

Develop a marketing and student recruitment plan which will ensure that Odyssey consistently maintains targeted enrollment in all classes, especially 4th, 5th and 6th grades.

Objectives:

- a. Proactively reach out to OCS families and other families and organizations (e.g., AHEPA members, church families, friends and neighbors of OCS families, West End neighborhood associations) most likely to be interested and educate them on our program and opportunities to enroll.
- b. Promote a clear understanding of Odyssey's lottery system for final selection of incoming students.

Responsibility: Headmaster, appropriately skilled Board Members, PTO Officers

Timeline for Implementation: Fall 2013

SECTION 4

GOALS RELATED TO EDUCATIONAL TECHNOLOGY

OVERALL GOAL

To strengthen the Odyssey School Community and maximize its effectiveness as a teaching and learning organization by offering its many constituencies a variety of effective technologies to promote instructional quality, collaboration, and communication to achieve common goals.

GOAL 1

Utilizing both in-house and outside expertise and the assistance of knowledgeable teachers, administrators, the Business Manager, and parents (“the IT Planning Team”), develop a comprehensive, yet affordable plan for the development of a technology-based platform which will achieve the Overall Goal.

Objectives:

- a. Identify the type, uses, and estimated costs of the technologies, including hardware, software, services, distance learning capabilities, and digital curricula purchases, both immediate costs as well as ongoing / annual costs.

Action Step:

* Evaluate the many recommendations and requests of the PTO in terms of parents’ expectations of an enhanced website. Include as many of those capabilities as possible in the new design of the school’s site.

Responsibility: IT Planning Team, Headmaster, PTO Officers

Timeline for Implementation: January - February 2014

- b. Develop one, two, and three year budgets for the implementation of the technology plan. Identify funding within the operating budget(s) for priority purchase and services.

If funding is not available, identify and solicit private philanthropic sources which may underwrite part or all of the components of the plan. As funding becomes available, purchase in the sequence recommended by the planning team.

Responsibility: IT Planning Team, Headmaster, Treasurer, Executive Committee

Timeline for Implementation: January - February 2014

- c. In collaboration with regional universities, develop educational benchmarks and industry-standard accountability measures which will be used to evaluate the extent to which the new technologies are benefitting both teachers and students. Establish, then monitor these benchmarks from the plan’s inception.

Responsibility: Knowledgeable Board Members, IT Planning Team, Administration

Timeline for Implementation: January - February 2014

GOAL 2

Utilizing the available equipment and resources, and relying on the implementation plan and timetable developed by the IT Planning Team, integrate technology into the instructional plans of the teachers best prepared via professional development and training to immediately utilize and maximize the system's capabilities.

Objectives:

- a. Identify the teachers who can and will implement new technology into daily lessons that are aligned with the Common Core Standards.
- b. Utilizing that technology, develop lessons which *are* aligned with the Standards in core subject areas across all grades.

Responsibility: Headmaster, Administration, select faculty

Timeline for Implementation: Summer 2014 for September 2014

GOAL 3

Budget for and provide ongoing professional development for teachers, principals, administrators, and school library media personnel to maximize their utilization of the new technologies platform.

Objectives:

- a. Develop and propose an IT budget for the school's annual budget which will pay for professional training for the aforementioned professionals as well as well as for the routine replacement of hardware and software.

Responsibility: Administration, Executive Committee

Timeline for Implementation: April 2014

- b. As part of the IT master plan, continue to build the technology infrastructure at both locations while preparing for an eventual consolidation in the near future.

Responsibility: Administration, Executive Committee

Timeline for Implementation: April 2014

SECTION 5

GOALS RELATED TO FUND RAISING

GOAL 1

Successfully secure the support of Wilmington’s four to six largest foundations for the purpose of partially funding construction of the new school.

Objectives:

- a. Meet with and update the senior officers and trustees of Longwood Foundation, Welfare Foundation, Rodel Foundation, and Innovative Schools. Request their consideration of a resubmitted proposal in the range of their last commitments. Proceed as directed.
Responsibility: Select members of the Executive Committee, Headmaster, consultant
Timeline for Implementation: Dependent on construction & financing schedules (see Sections 1 & 2).
- b. Update and revise the original proposal submitted to foundations to reflect the many changes occurring since those submissions. Submit per outcomes of Objective a.
Responsibility: Consultant; approval by Executive Committee
Timeline for Implementation: Dependent on construction & financing schedules
- c. Identify, qualify, cultivate and solicit additional appropriate, large foundations in Wilmington.
Responsibility: Consultant; approval by Executive Committee
Timeline for Implementation: Dependent on construction & financing schedules

GOAL 2

As part of the strategies of goals 3 and 4 (following), endeavor to formulate a plan to raise part or all of the Greek government funds which underwrite the salaries of Odyssey’s Greek language teachers.

Objectives:

Note: Knowledgeable Board Members have indicated that there are four sources of possible revenue to achieve this Goal. Consequently, as the “objectives” for this Goal, each of these potential sources will need to be evaluated as to their plausibility.

Responsibility: Executive Committee, Headmaster, and consultant

Timeline for Implementation: Post financing / Fall 2013

GOAL 3

Solicit individuals, Hellenic associations, and families in the New Castle County and Southeastern Pennsylvania Greek community who have the resources and the inclination to contribute to Odyssey.

Objectives:

- a. Utilizing Odyssey's network of contacts (e.g., Board members, parents, AHEPA members), develop appropriate strategies to identify, contact, cultivate and solicit these major donor prospects for either capital or programmatic needs.

Responsibility: Knowledgeable Board and PTO members, Headmaster, consultant

Timeline for Implementation: Post-financing / Fall 2013 and ongoing thereafter

GOAL 4

Identify and research individuals, Hellenic associations, and families prominent within the Greek community *outside of the Delaware Valley* who have the resources and the inclination to contribute to Odyssey.

Objectives:

- a. Utilizing online fundraising data bases, identify and qualify these prospects. Prioritize.

Responsibility: Consultant, then knowledgeable Board & PTO members, Headmaster

Timeline for Implementation: Fall 2013 and ongoing thereafter

GOAL 5

As part of Odyssey's annual budget development process, deliberate with the PTO Executive Committee a realistic dollar goal that may be forthcoming *that year* in support of the school's budget, i.e., the effort and goal may vary year-to-year.

Objectives:

- a. Identify and select one or more "saleable" projects or teaching aids needed by OCS in the forthcoming year. Have the PTO commit to raising funds toward *that specific line item*.

Responsibility: Headmaster and PTO Executive Committee

Timeline for Implementation: In process. Then spring 2013 and annually thereafter

GOAL 6

Identify an appropriate, prominent way to honor the legacy of first Headmaster Tony Skoutelas within the new school.

Objectives:

- a. Develop unique and tasteful ways to recognize Mr. Skoutelas. Confer with the family.

- b. After conferring with the architects, make spatial provisions for the creation and placement of the recognition piece or area.

Responsibility: Executive Committee, Headmaster, consultant

Timeline for Implementation: Prior to opening

GOAL 7

Evaluate the feasibility of creating a separate 501(c)3 foundation to facilitate Odyssey's fund raising efforts.

Objectives:

- a. Confer with Department of Education officials and the Headmasters of local charter schools with foundations to identify the necessity, advantages and disadvantages of the proposition. Proceed as decided.

Responsibility: Key Board Members, consultant

Timeline for Implementation: January – February 2013 (Completed)

- b. If approved, incorporate and register the new foundation.

Responsibility: Executive Committee, specialized legal counsel

Timeline for Implementation: Summer – Fall 2013

- c. Modify all fund raising materials, documents, website pages, and solicitations to reflect the foundation.

Responsibility: Consultant, Headmaster oversight

Timeline for Implementation: Fall 2013

GOAL 8

Related to the achievement of Goal 7, utilizing available industry-standard samples, develop and formally adopt Gift Acceptance Policies and Investment Policies.

Objectives:

- a. **Appoint a small 3 - 4 person working group of knowledgeable Board Members** (e.g., the Treasurer) and parents to collaborate with the consultant to edit and develop both documents to accommodate the goals and purposes of Odyssey's foundation.

Responsibility: Board President. Then working group and consultant

Timeline for Implementation: Summer 2013

- b. Recommend final versions of both documents. Secure Board approval / adoption.

Responsibility: Working Group

Timeline for Implementation: September 2013

GOAL 9

Evaluate the advisability of developing an annual fund for Odyssey's operating needs without impinging on similar efforts of the PTO.

Responsibility: Executive Committee, Headmaster, PTO Officers, consultant

Timeline for Implementation: Summer 2014

GOAL 10

Develop, test and implement website's capabilities (under Donate) to describe all forms of giving opportunities and to securely receive all forms of gifts. (See also Technology)

Objectives:

- a. Compare website's capabilities and format of other non-profit's fund raising pages and determine Odyssey's specific needs and copy presentation.

Responsibility: Consultant, IT Staffer

Timeline for Implementation: Fall 2013

- b. Write all copy for every appropriate aspect of fund development: annual giving, a (possible) capital campaign, planned gifts, events, etc.

Responsibility: Consultant; Headmaster oversight

Timeline for Implementation: Fall 2013

- c. Collaborate with the PTO to build capabilities of website to accommodate special event requirements (attendance, payment of entrance fees, auction elements, pledges, etc.)

Responsibility: Consultant, PTO officers, Headmaster oversight

Timeline for Implementation: Fall 2013

GOAL 11

Evaluate the feasibility of initiating a capital campaign to help underwrite the costs of the new high school.

Objectives:

- a. Conduct a pre-campaign feasibility study to assess preliminarily whether Odyssey has the capabilities to undertake and conclude a multi-million dollar capital campaign.
- b. Proceed as recommended, and at the tentative goal suggested for testing in a full study.
- c. Undertake a full feasibility study.
- d. Proceed as recommended at the tentative campaign goal recommended in the study report.

Responsibility: Capital campaign consultant, Executive Committee, Headmaster

Timeline for Implementation: TBD, depending on multiple factors

SECTION 6

GOALS RELATED TO BOARD DEVELOPMENT AND GOVERNANCE

GOAL 1

Update and revise the current By-Laws.

* Key topics include identifying more specifically the responsibilities of the Board; clarifying responsibilities regarding the hiring and firing of staff and faculty; incorporating the responsibilities of the Headmaster; expanding the number of Board members; term limits and appointment processes for various Board members; the role and extent of AHEPA; indemnification and dissolution of assets.

Objectives:

- a. Appoint an ad hoc By-Laws Committee to debate and make recommendations to the Board on substantive governance policies and practices already identified as needing clarification or modification.

Responsibility: By-Laws Committee, Board President, full Board

Timeline for Implementation: Recommendations to be reviewed by Board in FY2013-14

- b. Prior to approval, correlate applicable sections of the recommended version with the recommended version of the PTO's revised By-Laws. (See Sec. 7, Goal 3.)

Responsibility: By-Laws Committee, Headmaster, PTO Officers

Timeline for Implementation: Recommendations to be reviewed by Board and PTO Officers in FY2013-14

GOAL 2

Establish procedures – including the use of the new technologies (e.g., a password-protected Board section on the website) described in Section 4 - to facilitate the exchange of information and the development of consensus.

Responsibility: IT Planning Team recommends to full Board

Timeline for Implementation: 2014

GOAL 3

Develop an annual operating budget process that actively involves the Executive Committee and the Headmaster, then the entire Board. (Fiscal year is 7/1 – 6/30.)

Objectives:

- a. Identify, prioritize and recommend for the Board's consideration suggested major goals (and their estimated costs) for the upcoming year. Discuss and come to tentative consensus on some or all.

Responsibility: Executive Committee and Headmaster, then full Board

Timeline for Implementation: Spring 2013. Approval by June. Annually thereafter

- b. Draft a proposed budget, notably specifying sources of funding for any new / proposed programs or projects. Disseminate to the Board one month in advance of full review.

Responsibility: Headmaster and President, Treasurer, consultant

Timeline for Implementation: May – June 2013 and annually thereafter

- c. Present, discuss, adjust as agreed and / or approve. Proceed if fund raising is called for.

Responsibility: Executive Committee, Board

Timeline for Implementation: June 2013 and annually thereafter

GOAL 4

Develop and utilize a more detailed Board meeting agenda which lists specific discussions items or issues in priority order of discussion. (This industry standard model differs from Odyssey’s “generic model” which every month simply lists broad and unspecific headings.)

Objectives:

- a. Evaluate and modify (if agreed) the sample agendas provided by the consultant.
- b. Request feedback from Board prior to and during implementation. Modify as agreed.

Responsibility: President, Vice President, Secretary, and Headmaster

Timeline for Implementation: To be initiated during FY2013-14

GOAL 5

Review, evaluate the progress on, update and “roll out” Odyssey’s Strategic Plan for another year in a special planning session.

Objectives:

- a. The Board, Headmaster and the administration will collect and analyze student and teacher data to determine success of the past year’s instructional outcomes and educational activities and programs.
- b. The Executive Committee and Headmaster will simultaneously critique the non-educational goals accomplished the prior year.
 - * As part of both critiques, the Headmaster will collaborate with the PTO to obtain meaningful feedback from Odyssey parents about both educational and non-educational activities and strategic goals.
- c. The Executive Committee and Headmaster then develop and prioritize suggested new goals for the upcoming year.

- d. The Board of Directors evaluates, then deletes, modifies and / or reprioritizes the suggested goals and identifies other new goals to be considered.

Responsibility: Board President, Headmaster and administration, Executive Committee, full Board

Timeline for Implementation: Fall 2013 and annually thereafter. Approval by December of each year.

SECTION 7

GOALS RELATED TO ORGANIZATIONAL DEVELOPMENT

GOAL 1

Strengthen the Odyssey School Community by developing more effective ways to communicate between and maximize the participation of the school's key constituencies of parents, teachers and administrators.

Objectives:

- a. Communicate more effectively the school's accomplishments and new initiatives through a significantly enhanced school website, weekly e-mail blasts, a monthly Headmaster Message, enthusiastic interaction with and communication to the PTO, etc.

Responsibility: Headmaster, IT Planning Committee (see Sec. 4), Exec Committee

Timeline for Implementation: Fall 2012 and ongoing thereafter

GOAL 2

Strengthen and expand partnerships and collaborations with educational and academic institutions to maximize their resources for the benefit of Odyssey Charter School.

Objectives:

- a. Maintain and expand the partnership with the University of Delaware in areas of innovative pedagogical initiatives, professional development and educational technology.
- b. Initiate and execute on the partnership with the University of Pennsylvania in the area of educational technology.
- c. Maintain the collaboration with Harvard's Center for Hellenistic Studies (CHS) and increase the number of classroom distance learning projects between OCS and Greek elementary schools (with both Greek and American faculty) under CHS's and OCS's auspices and coordination.
- d. Strengthen the collaboration between the Delaware Department of Education's Liaison, (Mrs. Deborah Hansen and her colleagues) to help provide professional development opportunities via Professional Learning Communities meetings (PLCs) and In-service Day presentations for the Greek Department and the staff as a whole depending on content.
- e. Participate in the annual University of Delaware Job Fair Career Day for graduating educational majors seeking employment at our school.

f. Continue relationships for student teachers and visiting teachers in training with Wilmington University, University of Delaware, Alternative Routes to Education, and Delaware State University.

Responsibility: Headmaster, Administration, knowledgeable Board Members

Timeline for Implementation: 2013 and ongoing thereafter

GOAL 3

Collaborate with the leaders of the PTO and the faculty at all levels to assess and more clearly define the roles and goals of the PTO.

Objectives:

a. Reassess the role and responsibilities of the teachers, *if any*, within the organization, i.e., should the organization evolve to being an organization for parents?

Responsibility: Headmaster, key Board Members, PTO Officers, representative group of teachers

Timeline for Implementation: To be initiated during FY2013-14

b. Based on the outcomes of those discussions, evaluate the applicability of the PTO's current By-Laws. Modify and revise as decided, utilizing part or all of the proposed / draft By-Laws.

Responsibility: Headmaster, PTO Officers, then PTO membership

Timeline for Implementation: To be initiated during FY2013-14

c. Identify ways to engender a more enthusiastic level of participation in the PTO by parents and, depending, also by teachers.

Responsibility: Headmaster, administration, PTO Officers

Timeline for Implementation: October – November 2013

d. Clarify and resolve issues related to the parent's interest in clubs. Proceed as decided.

Responsibility: Headmaster, administration, PTO Officers

Timeline for Implementation: October – November 2013

GOAL 4

Develop Board-approved policies and procedures for the drafting and dissemination of any position or "informational" statement which might be - or will be - released to the public (e.g., in the *News Journal*).

Objectives:

a. Seek sample policies and procedures from other local charter schools, the Delaware DoE charter school office, and / or national charter school advocacy associations.

- b. Edit and amend the sample documents to accommodate Odyssey's unique situation.
- d. Delineate policies from procedures and adopt the former.

Responsibility: Headmaster, Communications Committee, President and other appropriately skilled or networked Board Members

Timeline for Implementation: 2014

GOAL 5

Remain conversant with and responsive to anticipated changes in funding streams or educational standards of the Delaware Department of Education's charter schools program as well as local / referring school districts.

Responsibility: Headmaster (who advises and updates the Board), Business Manager

Timeline for Implementation: 2013 and Ongoing

GOAL 6

Develop policies and procedures for sharing Odyssey's strong academic performance and educational model to educational leaders, elected state officials, and the media.

Objectives:

- a. Seek a community sponsor such as the Wilmington Rotary to recognize an exemplary Student of the Month (for both the middle and elementary schools) who demonstrates outstanding commitment to our community and academic scholarship
- b. Develop relationships with the *News Journal* and Community News Organizations to publish timely articles recognizing noteworthy achievements by our students and faculty.
- c. Have students visit to lead the Pledge of Allegiance, perform musically, or be recognized by the Delaware House of Representatives or the Delaware Senate.
- d. Participate in the Delaware Principal for a Day Program. This program brings business leaders to our school for a day and they shadow our school Headmaster and other administrators.
- e. Expand the Gifted and Talented Program to conduct after-school programs that can also be offered to sixth graders. (Some are free or low-cost; others require funding for entry.) These include Math Olympiad, Odyssey Science Fair, Noetic Learning Math Contest, Science Olympiad, Odyssey of the Mind, Spelling Bee and Charter Challenge. Some other possible programs depending on funding include the National Geographic Bee, Math League, Solar Car and other middle school competitions.

Responsibility: Headmaster, appropriately networked Board Members, PTO parents
Timeline for Implementation: Start date and ongoing thereafter

GOAL 7

Plan for and implement in the 2013 school year an interscholastic athletics program starting at the 6th grade

Objectives:

- a. Develop the program's mission statement, parameters, (e.g., which sports, location of practice and game facilities, etc.) and guidelines
- b. Submit job descriptions for the Athletic Director and coaches for approval by the Headmaster
- c. Receive approval from the DIAA to proceed
- d. Submit proposed annual budget to the Executive Committee. (Estimated @\$26,000 for year 2013 and \$13,000 annually thereafter.) Expend as approved / allocated by the Board.

Responsibility: Knowledgeable Board Members, Headmaster, Athletic Director

Timeline for Implementation: In process. Implementation by September 2013.

GOAL 8

Evaluate the language of the current Mission Statement in view of the conclusions of this planning process. Modify the Statement's language as decided, *if at all*.

Responsibility: Board, strategic planning consultant

Timeline for Implementation: By June 2014