

# THE SUMMIT EXPERIENCE

## *2020 Strategic Plan*



## 2020 Strategic Plan

In 2018, the Summit Board of Trustees launched a year-long, extensive strategic planning process to establish guideposts for Summit's continuous improvement over the next five years. Engaging feedback from faculty, families, and board members, the Board of Trustees Strategic Planning Committee developed a framework that helped to narrow focus on a set of key priorities and initiatives. The framework serves as the basis for Summit's 2020 Strategic Plan.

In 2020, Summit adopted three strategic priorities and aligned initiatives to advance our mission and further develop the unique qualities of the K-12 Summit Experience.

### **Strategic Priorities**

EXCELLENCE IN  
ACADEMICS

STRENGTH OF  
IDENTITY

FINANCIAL &  
TALENT  
SUSTAINABILITY



## Our Mission

The Summit Community engages students in learning experiences that stimulate discovery, inspire excellence, and nurture a positive influence in an ever-changing world.

## Portrait of a Graduate

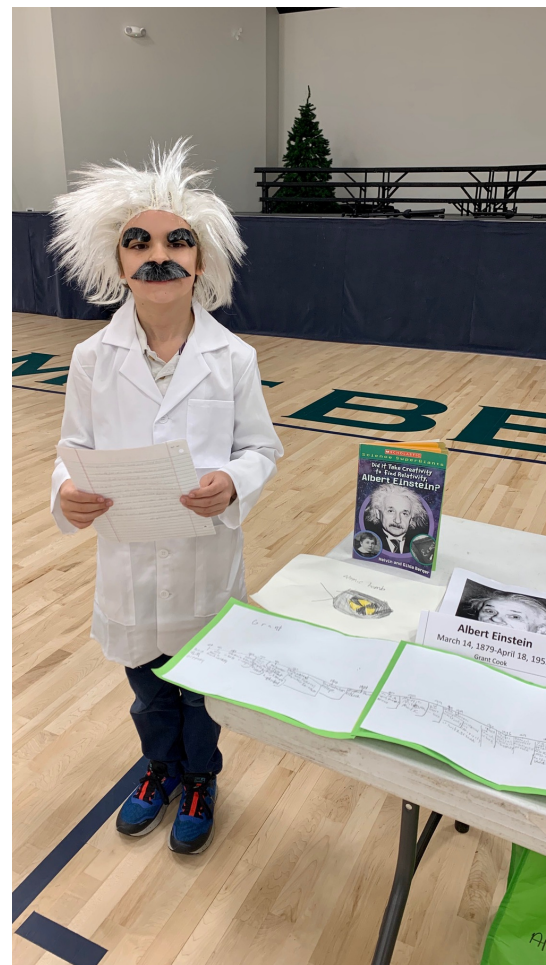
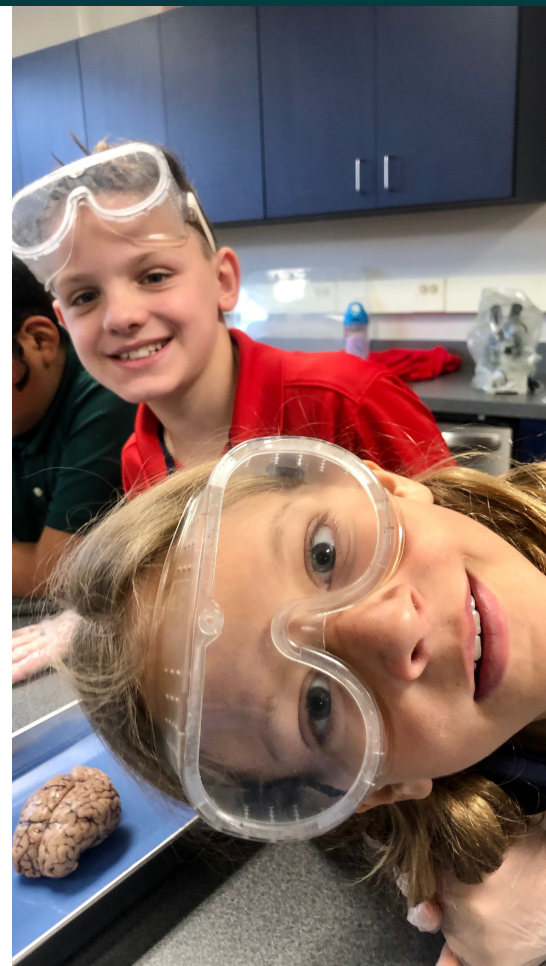
Summit offers a unique and quality K-12 educational experience that connects students to the many wonderful environmental and community resources that surround the school. The Summit Experience equips our students with a level of confidence that invokes success, self-worth, and the opportunity to thrive in all endeavors.

*Summit graduates are...*

***Academically Prepared  
Engaged in Community  
Strong in Character***

## *The Summit Pledge*

*Each day, in my words and my deeds, I will do my best to live these Seven Virtues: Honesty, Respect, Responsibility, Compassion, Self-Discipline, Perseverance, and Giving.*



# Excellence in Academics

## Goal

*We will strengthen our academic program to offer a world-class K-12 education by:*

- *Maintaining our core emphasis on literacy, mathematics, science, humanities, physical education, the arts, and ensuring high-quality services to meet diverse learners*
- *Developing new college and career readiness programming*
- *Addressing key areas for improvement and that lead Summit to consistently achieve a B or higher rating on the North Carolina School Report Card*



## Initiatives

### **Mastery-Driven Instruction**

- Develop individual and team-based (Base Camp) instructional coaching programming focused on responding to student mastery on an ongoing (daily and weekly) basis
- Utilize daily intervention, either as a standalone period or as an explicit structure within classes, in grades K-12 to support individualized learning

# Initiatives

## Math Achievement

By the start of the 2021-22 school year, we aim for 80% or more of rising 8th grade students to demonstrate readiness for Math 1 and be on-track to access AP or advanced level math coursework by 12th grade. In addition, Summit will continue to provide students with math course options to meet diverse readiness levels.

- Implement new K-12 curriculum adoption to support improved vertical alignment and increased proficiency in state standards
- Utilize pre, mid, and post growth assessments to monitor student progress throughout the school year, inform class groupings, and support mastery-driven instruction
- Implement supplementary math instruction in addition to core math instruction for students performing below grade level to accelerate student growth toward grade level standards

## Writing Excellence

- Develop a common vision of writing excellence defined by grade level exit standards, a common rubric, and anchor papers in grades K-12
- Implement writing portfolios in grades K-12 to benchmark progress
- Implement one-to-one Chromebooks in all 6-12 classrooms



## Initiatives

### Interdisciplinary and Noncognitive Learning

- Develop further opportunities for deliberate collaboration among faculty to support enhanced learning across and between disciplines
- Implement the AP Capstone program in high school to promote interdisciplinary learning and development of critical non-cognitive skills
- Maintain and further develop PEAK and LEAD programs in middle and high school with an emphasis on three program pillars:
  - Community Engagement: develop empathy, encourage curiosity, broaden perspectives
  - Leadership: develop critical thinking, effective communication, confidence, and interpersonal skills
  - Life Skills: develop time management, financial literacy, public speaking, and personal care



### College Admissions and Matriculation

- Implement ACT standard integration across disciplines in high school to ensure instructional alignment to college and career readiness standards
- Administer a pre, mid-year, and end-of-year internal ACT in 9th, 10th, and 11th grades to benchmark progress toward individual student college readiness goals
- Implement college counseling programming aligned to Summit's mission and Portrait of a Graduate starting in 10th grade to ensure:
  - 100% of seniors submit a portfolio of “match” college and post-secondary programs and financial aid (FAFSA) applications
  - 100% of juniors prepare an individualized college wish list

# Strength of Identity

## Goal

*We will deepen Summit's unique identity characterized by our Seven Virtues, Place-Based Education approach, and emphasis on whole-child learning.*



## Initiatives

### Place-Based Education

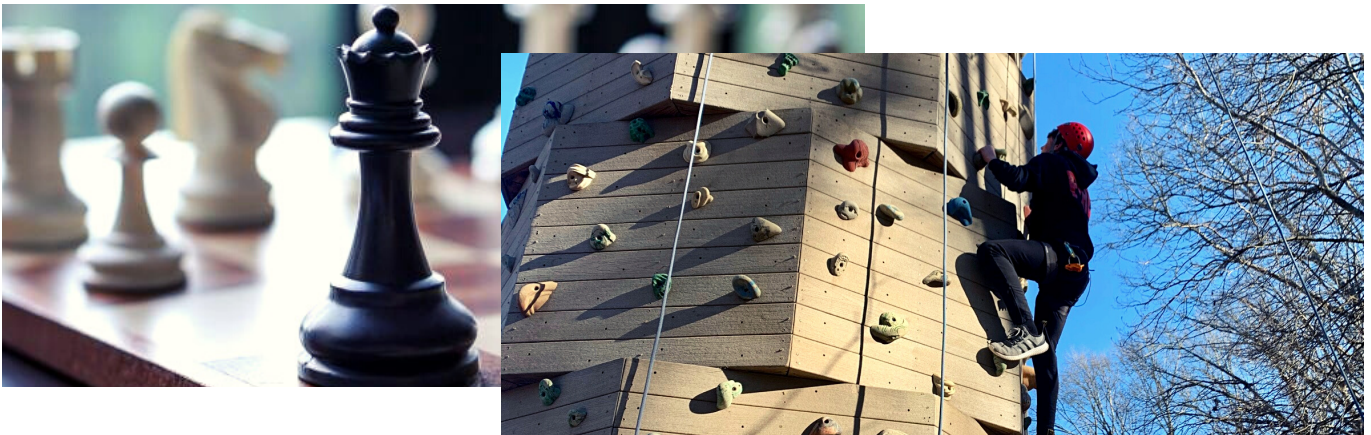
- Complete our four-year Place model implementation partnership with Teton Science Schools to become a certified Place Network school
- Develop annual professional development programming for faculty, including monthly workshops, weekly to semi-weekly coaching, and offering individual professional development grants to support Place-Based Education, integration of the Seven Virtues, and whole-child learning



# Initiatives

## Whole-Child Learning Experiences

- Expand **social-emotional learning** in the classroom as a key objective of added school counselor capacity through facilitation of monthly social-emotional and character lessons in classrooms, start of year goal setting meetings with all students, a stress management course with all middle school students, and individual student consultations throughout the school year
- Expand our **outdoor education** program by designing and offering expanded clubs and summer programming that are financially sustainable
- Continue to develop our K-12 **fine arts** program by offering music and art as a special in K-5 and offering course electives in the arts in middle school and high school
- Explore potential for expanding music and art offerings in high school through partnerships with Southwest Community College and other community organizations
- Establish increased organization and structure to our **after-school club and summer program** offerings and implement a participation fee structure to support financial sustainability of programming
- Develop and recruit participation to support an interscholastic high school **athletics** program through integration of athletics readiness skills in P.E. class, development of afterschool programming in elementary grades, and development of summer clinics for middle school and high school athletics



- Deepen middle school and high school **student engagement and investment** through engaging classroom learning, expanded opportunities for leadership and voice on campus, and continuing to foster new and innovative programs such as PEAK and LEAD
- Maintain **small class sizes** of 18 students or below per section
- Continue to promote **character education** through nurturing the Seven Virtues in classroom and schoolwide culture building routines and rituals
- Establish clear policies and procedures to uphold **cultural expectations of Summit**

# Financial & Talent Sustainability

## Goal

*We will establish Summit's financial and talent sustainability to ensure the longevity of our school.*



## Initiatives

### Student Recruitment & Retention

- Maintain small class section sizes of 18, while increasing enrollment to fill existing capacity in each grade level to meet near-term sustainability targets by the 2024-25 school year (sustainability targets represent the enrollment level at which annual giving and grants comprises 15% or less of total operating revenues):
  - K-5: 152 students
  - 6-8: 60 students
  - 9-12: 58 students
  - TOTAL: 270 students
- Strengthen and leverage the value offering of Summit's program to decrease and maintain student attrition below 5%
- Develop annual student recruitment strategy

## Initiatives

### Communications and Branding

- Update school marketing strategy, including updates to the website, promotional materials, and in-person outreach (open house events, community meetings) to broaden awareness of Summit's unique mission and program



# Initiatives

## Resource Development

- Expand and diversify revenue sources, including developing an alumni giving campaign and potential passive income opportunities from existing real estate assets
- Reduce dependence on annual giving and grants from 27% of operating expenses to less than 15%
- Develop multi-year development plan

## Resource Planning and Stewardship

- Develop a master campus plan
- Develop and implement a multi-year facility update and maintenance plan
- Develop and implement a 5-year technology update and maintenance plan

## Faculty and Staff Retention

- Maintain teacher Individualized Development Plans with all teachers
- Provide ongoing and consistent (semi-monthly) coaching of all teachers and staff to support engagement, performance, and overall satisfaction
- Convene a working group to assess opportunities to improve teacher compensation and benefits



