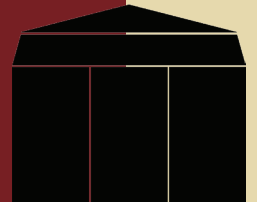


The Academy at Charlemont

STRATEGIC PLAN 2015–2017





The Academy at Charlemont seeks to graduate young men and women prepared to be successful college students, lifetime learners, productive global citizens, and capable stewards of the planet's resources. Our program emphasizes balance among academic, artistic, and athletic pursuits toward the end of developing well-rounded, civic-minded, and enterprising individuals.

Rooted in the classical tradition, we value mastery of academic content within and across disciplines. We value even more the habits of mind and intellectual dispositions needed to maintain a free society: respect for reason, scientific inquiry, considering diverse views, humor, creativity, and joyful expression. We emphasize clear, original thinking that is expressed with precision, clarity, and grace. We encourage our students to develop a high degree of individuality even as they learn to work effectively as part of a group.

The Academy has chosen to be a small community founded on the values of self-reliance, industry, sustainability, integrity, and respect; those values are reflected most clearly in our Honor Code and are nurtured through our system of self-government. In our daily social interactions we highly esteem civility, helpfulness, compassion, and a concern for others.

In this climate each of us remains more aware of the personal responsibility for the welfare of our community, and each is entrusted with maintaining it.

The Academy makes its programs available to qualified students from the towns of western Massachusetts, southern Vermont, and to a small number of students from other countries and areas of the United States.



THE ACADEMY AT CHARLEMONT STRATEGIC PLAN

2015–2017

INTRODUCTION

The purpose of this strategic plan is to move The Academy at Charlemont toward a more vibrant future. In many ways the plan maps out a specific course towards change based on extensive surveys, conversations, and research. In many other ways it seeks to institutionalize the best elements and practices of the school.

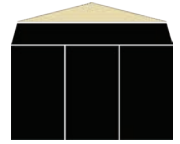
As it only covers a three-year period, it is meant to serve as a bridge for a longer-range plan of ten to fifteen years to be developed as these goals are realized.

It is important to note that over the past thirty-three years, similar thinking and planning has been done, allowing the school to evolve in essential ways. It is our hope that this plan will be available to a wide range of people. Then, by considering and owning its proposals, The Academy community can work together to sustain and ensure a remarkable education for generations to come.

Our overarching goals are to attract and retain students: **grow** to 115-120 students by improving retention and increasing the number of new students each year; and **strengthen** and differentiate: strengthen existing programs, facilities, and faculty; support teachers; and build partnerships to further differentiate the school. By focusing on these two areas, we will create an environment of increased student opportunities and increased community connections to the school. It will also increase revenue generation, allowing the school to create a long-term financial plan.

To achieve the goals in the Strategic Plan, the Board has approved five focus areas, with corresponding activities, and expected results.





Focus Area #1:
Promote: marketing and relationship-building

- ∞ Focus 'The Academy's brand
- ∞ Deepen relationships with core feeder schools and grow relationships with emerging feeder schools
- ∞ Evaluate marketing dollars and determine those efforts that will have the greatest return

Goal: 100 inquiries per year



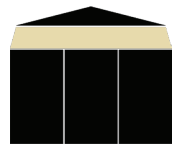


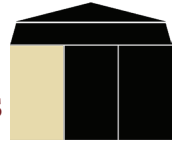
Focus Area #2:

Partner: developing relationships that expand electives, reduce costs, and differentiate the school's non-academic programming

- ⌘ Develop partnerships that support an increase in academic electives
- ⌘ Develop partnerships that support studio blocks
- ⌘ Develop partnerships that support outdoor programming

Goal: At least three new partnerships





Focus Area #3:

Program: strengthening its program, celebrating a student's six-year journey through The Academy

- ⌘ Develop a more comprehensive wellness and leadership program for all classes
- ⌘ Improve and integrate technology into the curriculum
- ⌘ Strengthen the science curriculum and program
- ⌘ Expand global opportunities

Goal: stronger curriculum, more opportunities, cutting-edge programs



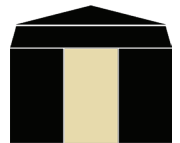


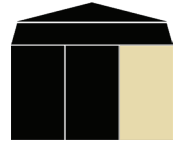
Focus Area #4:

Place: investing in its current facilities while making a longer-term decision about enrollment and its campus

- ⌘ Dedicate funds to support the maintenance of existing facilities
- ⌘ Invest in the development of a campus master plan to examine the needs and cost of updating existing facilities and adding new ones
- ⌘ Determine the long-term student enrollment goal and associated campus requirements

Goal: Plans for future facilities and funding





Focus Area #5:

People: developing and retaining its faculty and staff

- ⌘ Develop and disseminate a compensation framework for faculty and staff
- ⌘ Develop and disseminate a revised evaluation framework for faculty and staff
- ⌘ Review and revise faculty and staff benefits

**Goal: newly adopted policies
and low staff attrition**



