



Strategic Plan

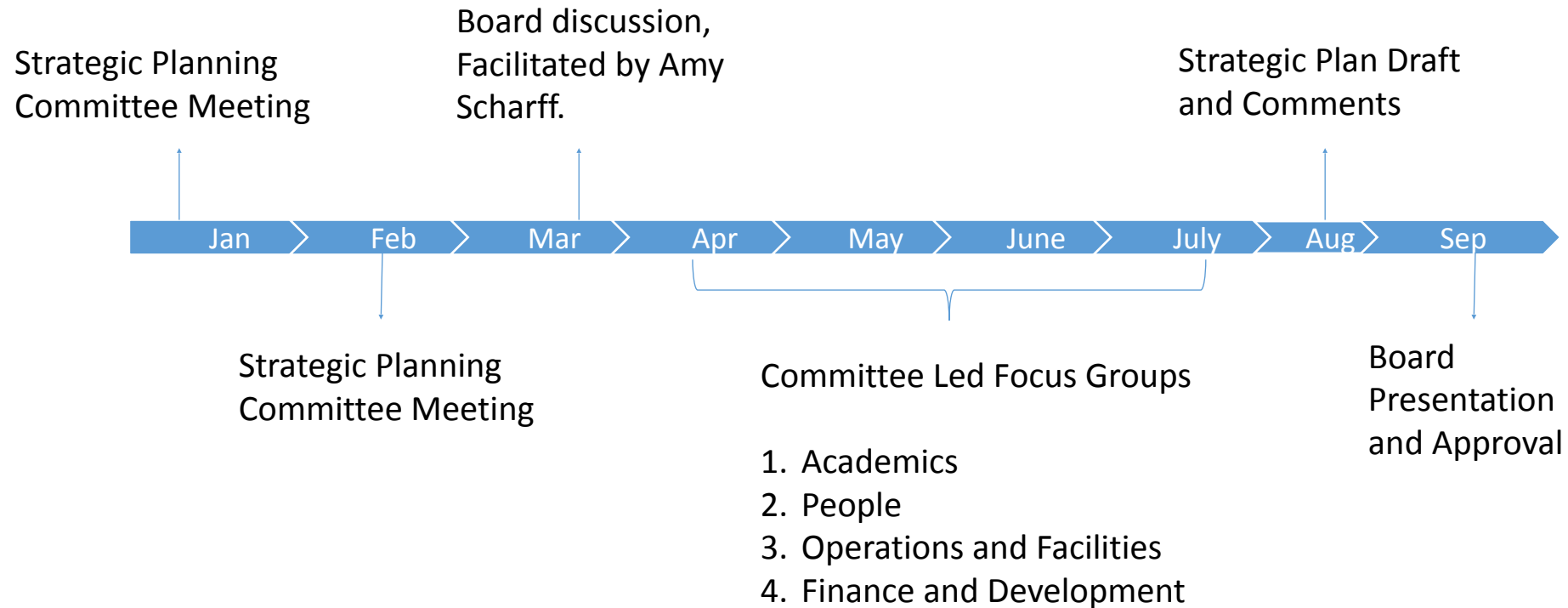
FY 2021 - 2024

Stabilization is the Primary Goal

The strategic initiatives developed in this plan are intended to support the following themes:

- **Stabilization** of academics, operations, and finances through COVID-19
- **Rebuilding** of culture at the Elementary School
- **Maturation** of Middle School
- **Executive Director** transition preparation and execution

Strategic Plan Schedule



NSCS: 2009-2021 Historical Context

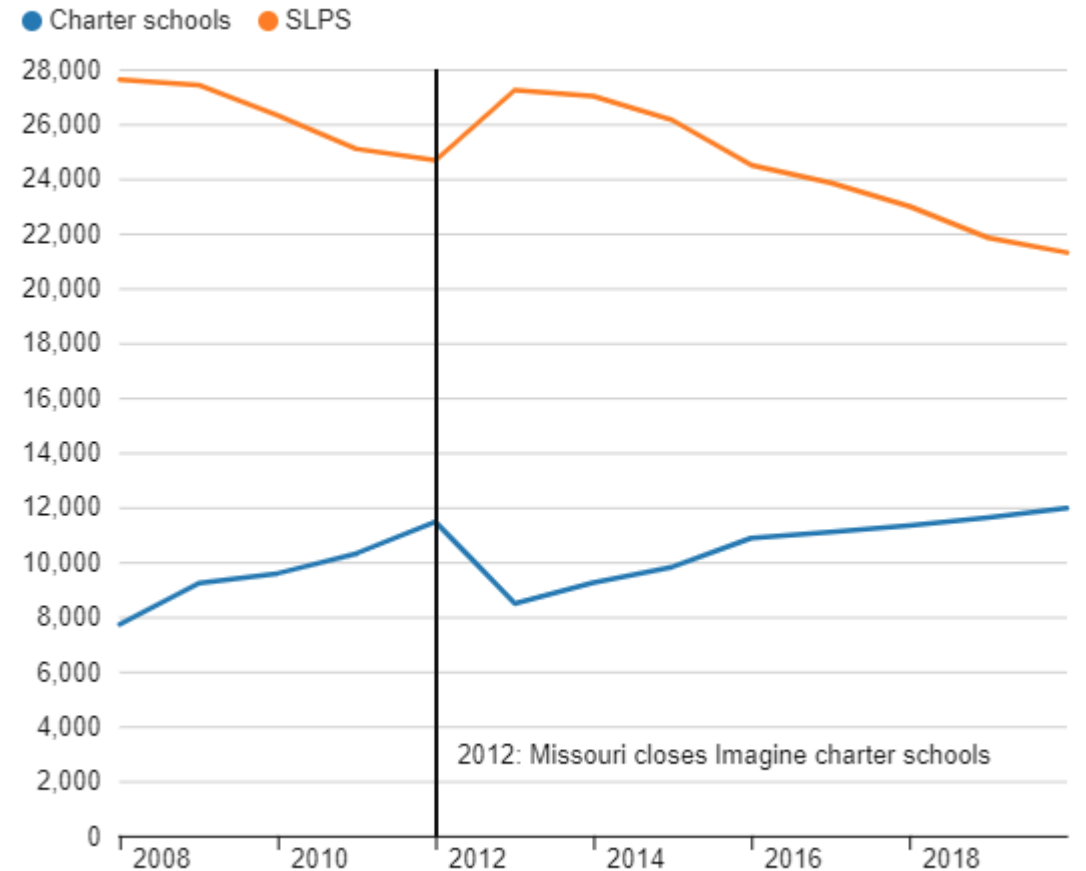
Year	
2009	NSCS opens with 4 classrooms and 58 students in grades K-1
2009-2014	Addition of grade level every year results in enrollment expansion
2011-2012	Early Childhood Center opens with 1 classroom and 15 students
2014-2016	Operations, Development and Vice Principal positions added
2016-2018	Enrollment increases as early grades begin to see expansion to 5 sections, Parent requests for NSCS Middle School
2017-2018	376 students and 26 sections
2018-2019	Main campus enrollment reaches capacity, Middle School opens at Grand Center campus with two 6 th Grade and three 5 th Grade sections
2019-2020	Two 7 th Grade sections added, Chester Asher serves as Executive Director, Online learning due to COVID-19 starts April '20
2020-2021	NSCS's inaugural 8 th Grade class graduates!, return to in person learning in Spring '21, four new classrooms and new cafeteria space opens at Elementary School, John Grote serves as Executive Director, Stella Erondu retires

Demographic Trends and Competitive Overview

- NSCS's catchment area saw a ~12% decline in children under the age of 14 years old, between 2016 and 2019*.
- Charter schools continued to gain a larger share of the City's student enrollment.

North Side's growth should be organic and measured, due to demographic headwinds and organizational transitions.

Student enrollment, 2008-2020



SOURCE: Missouri Department of Elementary and Secondary Education

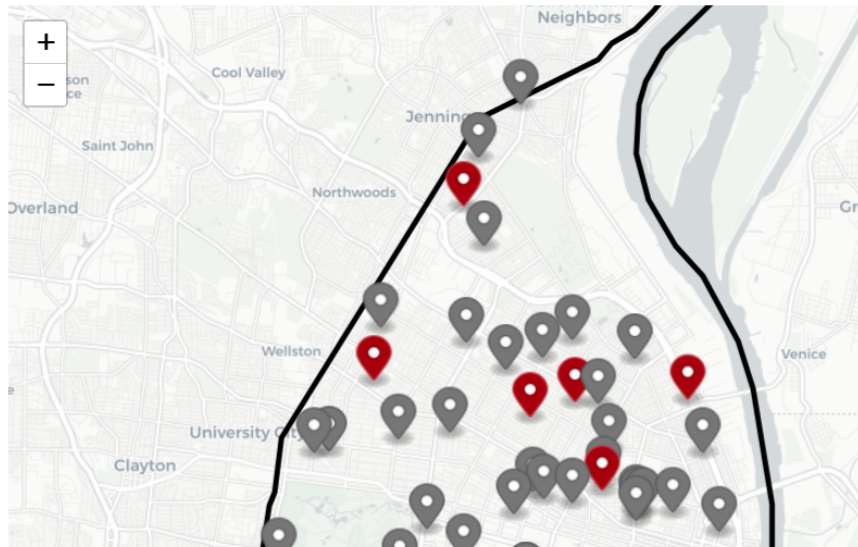
DATA SHARE

*ACS data from the US Census Bureau for children under the age of 14 years old, between 2016 and 2019, for the top seven zip codes (these are only estimates, but likely represent the trend).

Demographic Trends and Competitive Overview

St. Louis Public Schools

- St. Louis Public Schools announced school closings in January 2021, with five elementary schools that overlap with North Side’s catchment area (Hickey, Farragut, Dunbar, Ford, and Clay).



Key: ● Currently open ● Proposed closure

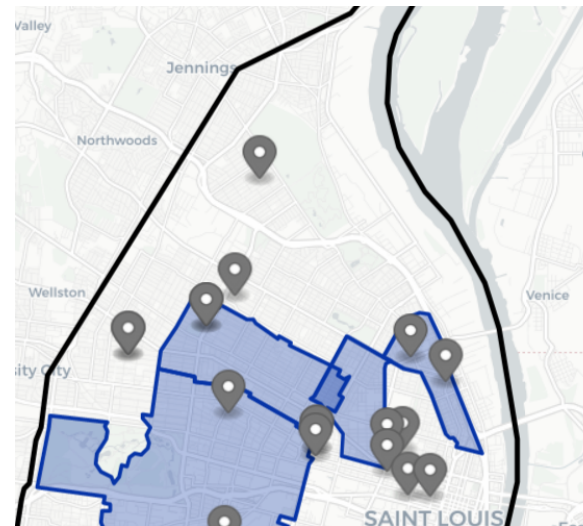
Note: Enrollment figures are for 2020-21 school year.

Source: Missouri Department of Elementary and Secondary Education, St. Louis Public Schools

Charter Schools

- There are five proposed Charter Schools opening in next few years, four of which partially overlap North Side’s catchment area.

School	Location	Opening
Gateway Academy of Geospatial Science and Technology	Hyde Park or Old North St. Louis neighborhoods	Fall 2024
Atlas	63108 or 63110 ZIP codes	Fall 2021
Ali Academy	Carondelet neighborhood	Fall 2022
Muse STEAM Service Academy	Jeff-Vander-Lou neighborhood	Fall 2022
We LEAD Academy	63113 ZIP code	Fall 2022



Key: ● Currently open ● Proposed new school

NSCS Mission Statement

The mission of North Side Community School — a charter school serving urban neighborhoods — is to improve each student's opportunities in education and in life by developing the skills, knowledge, and personal qualities necessary for success.



Vision, Values, and Beliefs Statements

Vision Statement:

North Side Community School offers an exceptional academic experience for every child who walks through our doors. We ensure that every student will:

- Experience a rigorous and personalized education every year that prepares the student for excellence in the following academic year;
- Perform at or above grade level academically when they leave our school; and
- Develop personal qualities and habits necessary for success in school and beyond.

North Side Community School will accomplish these results with:

- Skilled, committed teachers focusing on basic knowledge and skills;
- Close working relationships with our students and families;
- An individualized approach to learning and teaching; and
- Low student-to-teacher ratios.

Values and Beliefs:

At North Side Community School, we believe:

- Every child deserves an excellent education.
- Every child is capable of learning and succeeding in school and in life.
- Success in school and the development of positive habits and personal qualities will improve students' opportunities in and beyond school.
- Student growth is greatest when we develop strong relationships with students and their families.
- The academic and personal development of each student is the result of his/her commitment, discipline, hard work, perseverance, and personal responsibility.

Cardinal Principles:

In addition to the Vision, Values, and Beliefs, the following Cardinal Principles help guide the cultural fabric of the school, and should be preserved.

- Our students can learn and will make continuous progress in academic and personal development (at least one year's growth per year).
- The heart of education is the relationship, both personal and instructional, between teachers and students. These relationships must be based upon care, affection, trust, and respect. The foundation of a good school is care for, and support of, each child.
- Our students can be educated most effectively if we understand and address their social-psychological-familial needs.
- Order and discipline-- in individuals (students, teachers, staff), classrooms, and the school-- are a precondition of healthy and productive learning environments.
- Learning is the result of intensive instruction by good, dedicated, and caring teachers.
- Good teaching and effective classrooms are the heart of our education process.
- Essential elements of our success are small class and school size.
- Parents play a critical part in educating our students and must be involved as much as possible in the process.
- High standards of behavior and academic performance are expected of all students.
- While we work mostly apart in our separate classrooms, the school will succeed only to the extent that we work together to achieve our common goals.

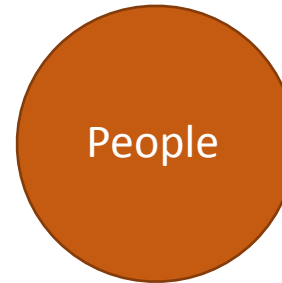
A taste of what makes North Side special:

Personal responsibility! Cultural theme. Through academics and discipline and board members stepping up to work, through Sara getting capital campaign up..... Reading to pre-k kids, I saw how the teachers don't just have their classroom of kids, they share all the kids from that grade. They take responsibility for whatever happens in the other teachers' class also with those kids. Also if a kid's having a bad day, they think, "don't sent him home, let's move him to another teacher's classroom for a period and cool down." This works very well. All the teachers take responsibility for all the kids..... High bar. Both students and teachers – we push them to be their best and reach their maximum potential, both as individuals and as a group. They want to be part of the winning team..... Intelligent doesn't mean motivated..... The students and teachers are given weekly learning targets – not just what to do, but also an action = how the goal can be accomplished..... This mindset leads to pride: they are proud of their accomplishments! I see that walking around the school. Pride in what they have accomplished..... Impressive that when you walk in on a classroom the kids keep working, going about their business – it shows they know what they're doing. It's shocking for the age of the kids that they're not distracted..... Stella says that that was explicitly taught in the first 6 weeks of school. We say, "When visitors come in, they are here to watch you and see if you're doing a good job." We taught the teachers this too. "They want to see how great a job you're doing." It helps them with keeping the classroom clean, etc. They want to all have their routines in place..... Children respect their teachers and each other even when they're not in their own building and classroom. Rossman (and other places) commented how well behaved they are. Polite. Our students say Please and Thank you..... Community. At the Holiday sing, we walked in and I was blown away by how many people were there – families showing up and pride they had for their kids. They were all so proud of their students..... Fond memories – at one of my first graduations, a young man spoke and then started crying and crying – he didn't want to leave North Side. It was so touching..... My wife came to work with a small group. When we talk about NS, some people are put off about the structure and discipline and all that, but then they always see how happy the kids are. They like coming to school, they like what they experience, they like the order and discipline, they like being here..... Every time I've been there it seems like everyone is part of a team and serves their own special role..... Some kids performed at our gala and were really proud to be representing the school; they were so confident. Young kids in front of a group of adults. Confident, well spoken and proud. Comes from the education they're receiving in their environment..... I came in at lunch and it was so quiet I was confused – but they could all concentrate on eating so they could focus and learn and get a good meal for that. North Side focuses on the whole kid, the whole picture..... Teamwork and collaboration among students: they look out for each other; they have a strong bond..... They build off each other. Critical thinking..... Teachers drive those successes with the students. They go above and beyond this work, not just at the grade levels but sharing resources with the other teachers..... We took 4th or 5th grade to Chase Park Plaza movie theater to see Hidden Figures and what amazed me was how well disciplined and how much the kids enjoyed it; but I recall that not one of those kids had ever been to a movie theater. The difference in community between this and the "normal" Public School in the STL area is tremendous. These are kids coming from backgrounds that really need help – they're not just getting it here, they are welcoming it. by 8th grade they are really embodying it..... NS is a place where students come and add to the exposure in their lives, and this will help them create a better life..... We offer our students good opportunities for exposure. Going to other schools, etc. for different activities. Why NS has been so successful – so important to expose our kids to something out there that wasn't in their home setting..... How you the board, the teachers, and other stakeholders think about the kids. Doing things that will benefit them for the rest of their lives..... It all kind of melds together – the respect, discipline, camaraderie, etc. is all connected..... New hires slide into the picture. Particularly about children being happy, self-confident, respectful of each other and teachers; teachers being supportive of each other – it's a whole picture.

Strategic planning was organized in the following areas of focus:



- Faculty leadership
- Curriculum and classroom resources
- Execution of culture in the classroom
- Parent Engagement



- Organizational culture
- Staffing
- Executive Director Transition
- Board Governance



- Facility needs
- Operations focus
- Execution of culture in operations



- Budget and Reserves
- Development planning
- Execution of culture of financial stewardship



To support stabilization of academics, rebuilding culture at the Elementary School, and maturation at the Middle school:

- **Goal #1: Build and sustain the school culture**
 - Affirm values annually (2021-24)
 - Train new teachers in the culture (2021-24)
 - Set a goal of staff modeling culture 100% of the time (2021-24)
- **Goal #2: Recruit, develop, and retain good teachers**
 - Formalize the teacher recruitment and selection process (February 2022)
 - Systematically train and develop teaching staff (2021-24)
 - Retain 80% of the teachers each year (2021-24)
- **Goal #3: Improve student performance on standard measures (MAP, NWEA, Character Development)**
 - Covid recovery plan implemented in (2021-22)
 - Create and administer assessment measurements for character development program (2021-22)
 - By the Spring of 2024, MAP scores will be equivalent to, or better than, the scores from spring 2019 (2021-24)
 - By the spring of 2023, at least 60% of students will have met their NWEA growth goals in both reading and math (2021-23)



- **Goal #4: Review and revise the curriculum**
 - Affirm and formalize, at ES and MS, our traditional approach to curriculum and instruction and focus on basics (2021-24)
 - Review the social studies and science curriculums in grades 3 and 4 (2021-22)
 - Complete the formation of the MS curriculum and program (2021-2024)
- **Goal #5: Define NSCS' relationships with its graduates**
 - Continue to develop high school placement program (2021-24)
 - Create a plan to engage the alumni in the life of the school (2021-24)
 - Establish goals and process for tracking graduates (2021-24)
 - Determine what level of support is appropriate to give Alumni (2021-24)
- **Goal #6: Develop a comprehensive parent, school, and community engagement program**
 - Strengthen and expand the PTO (2021-24)
 - Sustain existing partnerships/relationships with community organizations and look for new opportunities (2021-24)
 - Expand the use of volunteer tutors, readers, and classroom helpers (2021-24)



People

To support the preparation for and execution of the Executive Director transition:


- **Goal #1: Hire an Executive Director who will continue the culture of the school, including high academic standards and personal responsibility**
 - Form a search committee that will interview high quality prospective candidates of excellent moral character and wide background (2021)
 - Ensure that the Board is kept informed and engaged in concerning the progress of the search (2021)
- **Goal #2: Continue to improve communication among all stakeholders, including administrators, faculty, staff, parents and Board**
 - Invite parents to a gathering on campus that includes administrators, faculty, staff and Board (2021-24)
 - Develop, as deemed essential and affordable, neighborhood programs to enhance the health, education and recreational needs of the community (2021-24)
- **Goal #3: Support the newly appointed Executive Director to insure the successful transition of leadership**
 - The Board Chair should meet weekly with the newly appointed Executive Director during the first six months of his/her directorship (2021-23)
 - In the first 2 years, the Board should implement quarterly performance reviews at the discretion of the Board Chair (2021-23)



Operation
and
Facilities

To support stabilization of Operations and Facilities:

- **Goal #1: Develop a rolling 5-year maintenance plan**
 - Get information from Mike McClelland's head down on paper (2021-22)
 - Use maintenance template to start filling in key items (2021-22)
 - Standardize and document building names and room numbers (2021-22)
- **Goal #2: Update playground equipment at ECC and Elementary School campuses**
 - Coordinate with Development on grant opportunities (2021-22)
 - Prioritize safety needs and rank options (2021-22)
 - Get options and pricing to be ready as funding allows (2021-22)
- **Goal #3: Improve circulation and parking for buses and auto**
 - Priority 1: Improve bus and staff parking around the west entrance loop (2021-23)
 - Priority 2: Advance options for parking and circulation at parent drop off to improve efficiency/safety and expand parking spaces (2021-24)
- **Goal #4: Coordinate technology and communication with staff and teachers**
 - Schedule a special meeting with staff and teachers to align technology and IT with academic needs (2021-22)
 - Evaluate communication protocols and technology to support better communication between campuses, buses, and staff (2021-23)



Finance and
Development

To support stabilization of Finances:

- **Goal #1: Increase revenue by 10% over the next three years (\$780,000 total over the next 3 years)**
 - Increase enrollment (at least 15 students a year) (2021-24)
 - Increase development department staffing (through additional full time/ part time staff, contractors for federal grants, and/or practicum students) (2021-22)
 - Increase number of individual donors by 25% over the next three years through increased cultivation and stewardship activities (2021-24)
- **Goal #2: Reduce the operational deficit by 20% each year for the next 3 years**
 - Developing a plan for the best use of cash flow (2021-22)
 - Establishing a plan to eliminate or significantly reduce debt (2021-22)
- **Goal #3: Maintain a conservative financial management process through the executive leadership transition**
 - Upon onboarding the new Executive Director, establish guidelines on drastically changing expense models (2021-23)