



2023 - 2028

Strategic Plan

At International Charter Academy of Georgia (ICAGeorgia), we believe in creating schools that foster the natural potential and curiosity of our students by providing high quality instruction and community support in a safe and nurturing learning environment. We understand that providing this environment requires the thoughtful planning of a high-quality Strategic Plan. The International Charter Academy of Georgia's Strategic Plan includes the mission, vision, core values, strategic directions and goals for the International Charter Academy of Georgia School. The Strategic Plan is reviewed and approved annually in conjunction with the school's budget.

In general, ICAGeorgia's Strategic Plan is informed by the analysis of student, school and district performance data, progress on the previous year's improvement plan, requirements of state and federal legislation, and recommendations from the central office, teachers, focus groups, parents, and school board member input: It is the collective effort of the school and local community to define success at our school. Specifically, the goals of the Strategic Plan drives decision-making and support at both the school and central office levels. Additionally, the Strategic Plan directs all other plans, resources, programs and initiatives to ensure that short and long term goals are met. Finally, the Strategic Plan helps everyone identify their role(s) toward realizing the school's goals, mission, and vision.

Vision:

ICAGeorgia students will become life-long learners and globally responsible citizens who have the knowledge, skills, and attitudes to be successful and foster positive change in our world.

Mission:

ICAGeorgia aims to broaden the horizons of our students so that they may become global citizens who promote peace around the world.

Core Values:

Commitment, Responsibility, Accountability, Diversity, Leadership

Essential or Innovative Features:

ICAGeorgia shall offer dual language instruction in English and Japanese, provide experiences drawn from Japanese culture, and contribute to the community through service learning.

Charter Goals

Goal 1: During each year of the charter term, ninety percent (90%) of the Charter School's elementary students will participate in at least two grade-level cultural events focused on cultural experiences relevant to Japan and Japanese people.

Goal 2: During each year of the charter term, seventy percent (70%) of the Charter school's students who have completed one year at the Charter school will obtain a Novice-Mid rating or higher in listening comprehension as measured by ACTFL (American Council on the Teaching of Foreign Languages) proficiency guidelines.

Goal 3: During each year of the charter term, seventy percent (70%) of the Charter school's students who have completed one year at the Charter school will obtain a Novice-Mid rating or higher in speaking Japanese as measured by ACTFL guidelines.

Strategic Directions:

GOAL 1: Mission Alignment and Integration

The board of directors and school leadership work together to ensure instruction, operations, development, evaluation and accountability are integrated with ICAGeorgia's mission.

STRATEGIES:

Use the mission and the goals of the charter to articulate the characteristics of a highly qualified ICAGeorgia teacher, leader, board member, and community partner. Use this to inform the instructional model, hiring, staffing and professional development plans.

Conduct an annual audit of our fiscal, academic and social-emotional health to identify priorities and to determine which programs are mission critical and self-sustaining or need to be revised or eliminated.

Annually compare and contrast the mission, goals and measures in the original charter to our daily operational and instructional practices and make revisions to align practices with the aforementioned.

GOAL 2: Improve student achievement through teacher and staff professional development and innovation

Implement essential innovative features as defined in the charter (e.g. Japanese language instruction, service learning, student leadership program). Promote innovation, global cultural literacy, professional learning, curriculum, and instructional practices that make higher achievement possible.

STRATEGIES:

Identify and address short and long term needs based on measurable data, including but not limited to ensuring flexible scheduling to meet students' needs and maximize instructional time; articulating the instructional model; and reviewing the instructional and operational manuals annually.

Monitor school improvement plans and review curriculum annually.

Identify experts and build partnerships to support dual language immersion and cultural literacy training. Provide professional development for all teachers and staff at least two times per school year. Ensure adequate staffing to support educational programs.

Work toward establishment of a middle school, grade by grade and contingent upon Japanese language proficiency, to retain students and advance dual language learning.

GOAL 3: Ensure a safe and equitable learning environment

Promote the success of all students by developing, advocating, and sustaining an academically rigorous, positive, safe, and equitable school climate for all stakeholders.

STRATEGIES:

Meet the needs of all learners through a Multi-tier System of Supports (MTSS) in Japanese or English.

Model and promote high expectations for students, parents and teachers and use data to make fact-based decisions about student discipline, teacher development, stakeholder engagement, revision of school policies and procedures, staffing, and socio-emotional instruction and support.

Ensure regular meetings with the Student Support Team (SST) and provide professional development on classroom management, healthy communication and conflict, stakeholder relationships, implicit bias, functional behavioral assessment and behavioral intervention plans.

Work with the PTO to identify and address transportation needs.

Develop in-house after school program.

GOAL 4: Communication and Stakeholder Education & Engagement

Engage stakeholders in culturally, racially, and multi-linguistically diverse, community-enriching experiences. Outline how families may share the responsibility for improved student academic achievement and social and emotional wellbeing, and the means by which the school and parents will build and develop a partnership that will help children achieve the state's high standards.

STRATEGIES:

Prioritize open, two-way communication between families and members of the school community through regular meetings, training, volunteer opportunities, activities, data transparency, and shared decision-making.

Facilitate lifelong bonds between our children, families and staff through the open and empathic exchange of our languages, cultures, academic and social interests. Provide cultural literacy opportunities to explore the ways in which our personal and national stories and social and political institutions inform and reinforce systemic and structural "isms" as well as our individual relationships, parenting styles, teaching, learning and disciplinary practices.

Highlight/prepare and share ways that parents may advance student learning for both Japanese and English at home.

GOAL 5: Effective and Efficient Use of Resources

Foster the success of all students through sound, responsible appropriations, financial stewardship, and

conservative budgeting.

Grow student enrollment, with a goal of at least 265 students by 2027-2028 school year.

Seek grant and other fundraising opportunities (facility lease, student concerts, organizing social events etc.) to maximize revenue and support student enrichment programs and the design of a flexible, student centered campus.

Align resource allocations with mission imperatives and target personnel expenditures between 70% and 80% of the state funding.

Execute operational practices that efficiently acquire and utilize resources in a systematic manner to build financial reserves.

Improve student recruitment and marketing efforts to meet or exceed annual enrollment goals.