



Arts Academy of New Hampshire 2023-2028 Strategic Plan

Section 194-B:10 Chartered Public Schools; Reporting Requirements.

I. Each chartered public school shall provide one copy of its annual report to the state board and to its local school board. This report shall also be available to any person who expressly requests it.

II. A chartered public school shall provide at its own expense an annual financial audit and report to the state board and the school board complying with any current format and content requirements imposed upon a public school. The report shall include the number of pupils served by the school and their respective tuition rates and a discussion of progress made towards the achievement of the school's academic and other goals set forth in its charter.

III. To ensure compliance with its application and contract and applicable law, a chartered public school shall be subject to a first year program audit by the department of education or its agent, and shall be subject to a program audit by the department of education at least once every 3 years thereafter.

IV. A summary version of any annual and periodic reports required in this chapter shall be provided to the parent or guardian of each pupil enrolled at a chartered public school and shall be made available to the legislative body.

V. A representative of a chartered public school shall attend and be prepared to report at and answer questions during relevant portions of the annual school district budget process.

194-B:16 Charter Revocation; Probation.

VI. By the end of its final contract year, the chartered public school shall meet or exceed the objective academic test results or standards and goals as set forth in its application. If the school does not meet these results or standards and goals, it shall not be eligible for renewal of its charter.



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Arts Academy of New Hampshire Mission

Arts Academy of New Hampshire nurtures creative thinkers, active citizens, and independent learners with a curriculum that integrates the arts and academics.

Arts Academy of New Hampshire Vision

Our school is dedicated to the arts, and it appeals to a broad cross-section of students who look to discover the joy and transformational power of the arts and are interested in pursuing the arts in a professional setting. Our academic courses instill a sincere lifelong desire to learn.

Students explore real-world problems, simultaneously developing cross-curriculum skills while working in small collaborative groups. During their time at Arts Academy of New Hampshire, students attend art classes each day and study at least two of the following disciplines: Dance, Music, Theater, and Visual Arts. This allows for personalized learning, creating conditions where students' talents can flourish. This positive approach to educating empowers students to dream and create every day.



Art Academy of NH Strategic Plan: A Blueprint for the future is organized into five overarching categories:

- 1** **Attract and retain highly qualified teachers**
- 2** **Increased enrollment**
- 3** **Fundraising and resource development**
- 4** **Facilities**
- 5** **Governance**

This is meant to be a living document. As a professional learning community, during the course of our work, we will document our progress toward meeting each goal and submit additional goals as the need arises.

It is the process of building upon our strengths, while continually seeking ways to improve our practice and setting clear priorities, which will enable Arts Academy of NH to meet the learning needs of students in the 21st century.



1. Executive Summary

Arts Academy of NH (Formerly Granite State Arts Academy) opened in September 2014 offering an arts based curriculum for grades 9-12. The Arts Academy of NH nurtures creative thinkers, active citizens, and independent learners with a curriculum that integrates the arts and academics. The Academy is currently expanding selections to include courses to address deficiencies in Math and Science. At this writing both Math and Science grades from the 2022-23 PSAT and SAT testing have improved and risen above the NH State average. A full time position has been created with a combined Science / Math teacher in addition to the Academies full time Math and Science teachers. Additionally honors courses in Math, English and advanced level art have been added in order to offer a more challenging curriculum to current and incoming students wanting more rigorous academics. The Academy currently offers both a homework club and a study to address student achievement gaps in all academic areas.

Arts Academy is one of the smaller Charter Schools in NH with a maximum student population of 180 students. Current attendance (2022-23) is 123 students with a growth target for the next year of 130 plus. Arts Academy of NH was unconditionally renewed in April of 2019 for a full 5 year term by the NH BOE. This was a great accomplishment considering the challenges inherent in starting up a school.

This Strategic Plan will focus on establishing goals for the next 5 years. These goals will focus on:

- Attract and retain highly qualified teachers
- Increased enrollment
- Fundraising and resource development
- Facilities and operations
- Governance

Goals in each of these areas are contained in the plan with specific objectives over the plan period and metrics to measure progress and success. The Board of Trustees will review this strategic plan annually and assess the appropriateness of the objectives and current progress against plan goals.



Achieving the objectives identified in this strategic plan will ensure that Arts Academy of NH effectively fulfills its vision, prepares students for future academic and personal success, and endures as a national model of 9-12 Arts Integrated Curriculum.

1. Environmental Assessment

Across the state of New Hampshire, interest in charter schools continues to increase. This is driven in some cases by dissatisfaction with current traditional public-school offerings, and in others by the appeal of unique programs found within the Charter school setting. Arts Academy of NH continues to work to attract students motivated by both of these goals. At the time of this strategic plan, 33 charter schools serve approximately 3% of the students within the state.

There have been stresses put on charter schools related to financial struggles as well as ideological differences related to the objectives of public-school education. These realities, coupled with financial stresses at state educational levels, have created an environment of increased expectations for charter schools both in their academic performance and governance.

Education funding is deficient for Charter Schools due to the New Hampshire funding mechanism of using property taxes, which has put more stress on charters. As of this writing there is legislation that has just passed that increases the per student adequacy monies from \$7388 per student to \$9000 per student. Charter schools have to continuously and aggressively fundraise to meet financial needs and this increase will help greatly but is still less than half of the amount traditional schools receive. As a contrast traditional schools receive as much as \$19,000 per student in some districts.

There is still a mixed political climate in NH around the acceptance of Charter schools. This climate requires constant vigilance at the NH State House to fight passage of bills that could inflict undue stress on Charters and could perhaps roll back adequacy. A recent \$10 million Federal grant was awarded to the state for the purpose of expanding existing schools and starting new ones. There is hope that this signals a sea change in the political climate that will improve the financial viability for Charters.



SWOT Analysis:

Arts Academy SWOT Team Goals

Academic	To create a well-balanced and rigorous curriculum that promotes academic and creative freedom.
Administration	Maintain the charter with a long-term goal of accreditation.
Community Outreach	Develop and implement strategies to increase and foster a sense of community that encourages and supports involvement and outreach.
Culture	To create a safe and nurturing environment which reflects the diverse and creative passions of our school.
Facility	To preserve our current location as a safe and well-maintained facility.
Financial	To ensure financial sustainability through proper fiscal management.
Legal	To maintain a school that meets NH State and Federal Education regulations.
Technology	Implement, maintain and scale high performing up-to-date technology.



Goals based on current and projected needs for the school.

Looking practically at what the current needs are, we set overreaching goals that will guide us moving forward to find solutions and bring the success of the school to the next level.

Goal 1: Attract and retain highly qualified teachers

Arts Academy of New Hampshire will maintain a faculty of highly qualified teachers through the application of a strong professional development master plan that will encourage best practices for all teachers with a rigorous, arts integrated curriculum that translates into student achievement.

Efforts to attract highly qualified teachers will include:

- Promulgating the academic and artistic successes of the school in the public domain.
- Providing competitive salaries and benefits (health insurance & retirement).
- Collaboration with area charter schools on teacher recruitment

Efforts to retain highly qualified teachers will include:

- Provide teachers with leadership opportunities within the school community above their regular classroom responsibilities.
- Ensure that the faculty have a voice in the direction of the school as a whole.



Goal 2: Increased enrollment

Arts Academy of New Hampshire will make efforts to increase student enrollment to ensure the success and viability of the school.

Community outreach

- How can we get our internal community out there?
- Ads in programs/playbills
- Flyers at area businesses.
- Ambassadors club to represent the school made up of student leaders.

Internal community

- An internal community, (safety, staff support/involvement, non-academic times together (advisory), consistency (same advisory) - smaller groups.
- Weekly fun night - hosted by clubs.
- Showcases.
- Staff nights (structured fun).
- School-wide games
- *Safety, acceptance, tolerance, fun, meriting, connections, play

Marketing

- playbills, bumper stickers, flyers,

Parent involvement

- Target our freshman parents - back to school night, engage with parents at every opportunity, ask for parent involvement/volunteering.
- Parent ambassador club.
- Educate parents about needs of charter schools.



Goal 3: Fundraising and Resource Development

The Arts Academy will continue to strengthen fundraising infrastructure to expand and diversify sources of funding with a goal of 15% nonpublic funding and a reserve fund to weather funding drops. Current fundraising efforts are producing 10.7% based on the 2022-2023 calendar year.

Varied fundraising efforts, more varied fundraisers with increased parent and student involvement

- Gaming, organizing a fundraising show during gaming.
- Music bingo
- Murder mystery dinner
- Talent shows
- **Investment of fundraising money

Grants

- Continue to take advantage of funds from Title 1, 2, 4.
- Researching available private grants. (Work with teachers on what the classroom/program needs are).
- Investigate the possibility and viability of a grant writer.
- Naming the goal(s) of each fundraiser to attract more donations.



Goal 4: Facilities

Continue to plan for and implement facilities and technology improvements that will support the school's academic and arts programs as well as to enhance the school's image to promote sustainability.

The current building lease expires in 2029. There is a need to explore the best course of action to take to best ensure the school's future success. Potential options to consider include: renewal or re-negotiation of current lease, investigate funding/grant opportunities that would allow for the purchase or building of a new site.

- Pros of remaining in our current building are that we have established a presence in Salem that should not be jeopardized by moving. The resources used for moving or building may be better utilized to retain teachers and attract new talent.

Building lease vs. purchase or build

- Costs of moving/building may better spent on salaries and benefits.
- We have established local relationships that are too valuable to leave.
- Owning instead of leasing may be more financially viable for the long term.
- We are limited on how many students we can serve at our current location. A new building would allow for expansion of current programs and addition of new programs.

Coordination of building needs and maintenance

- A person frequently present in school should be the main contact between the school and the landlord. One point of contact.
- Regular check-ins with management co.
- Develop policy for unresolved issues (teaming with other tenants, what laws apply to schools that could impact unmet needs).
- Improved and replaced HVAC. - responsibility of the management co. - efficiency of new units would impact the utility costs. - catastrophic failure would impact ability to have school.



-Maintenance tasks should be scheduled and completed by either an outside resource or designated employee on a scheduled basis so things are not overlooked. Appointing an individual that is physically present in the school may be the best option.

-We need to have regular check ins with the management company to go over new and continuing issues.

-We need a policy of what to do on unresolved issues - increased pressure, legal action, etc. This may include coordination with other affected building tenants to increase pressure on the management company. There may be laws and regulations that apply to a school, which should be investigated for leverage.

-We need improved / replaced HVAC - the current system is very outdated and needs frequent repairs. This should be the responsibility of the management company to replace, per our lease agreement. The increase in efficiency will also result in lower fuel and electric bills.

-Maintenance tasks and schedules should be defined, to be completed by a contracted company or compensated employee.

* Daily Tasks

* Weekly

* Monthly

* Annual - This may include washing hallway walls, repainting, etc.-



Information Technology

The internet is a vital part of our operation, and should be included as part of our facilities plan. Our teachers rely on the internet for teaching and if it is unavailable or unreliable they will be unable to perform their job efficiently.

- An IT management company should be contracted to provide support services for both the network and school issued computers.
- Technologies policies should be defined and enforced, such as:
 1. Antivirus
 2. Allowed software on school issued computers
 3. Up to date software & security patches
 4. Isolated networks for students, faculty and administration, with usage reports and statistics, student network should be locked down, and violations logged and evaluated to see if action is needed.
 5. Support contracts should be purchased for mission critical services and applications such as: Google Classroom, Powerschool, Quickbooks, etc. This is separate from the general IT contract.



Goal 5: Governance

Arts Academy of NH will continue the development of board capacity in strategic governance, resource development, and community outreach. New board members will be recruited and expectations for board members will be clarified. Board member training will be improved to stimulate more activity from board members.

Responsibilities

- To ensure the school is financially sound and meeting its mission.
- To ensure legal responsibilities are being met
- Create and implement policies and procedures as needed to maintain the success of the school.

Training

- Investigate needed trainings to clarify the board responsibilities.

Defined roles and responsibilities/expectations for administration and board members

- Regularly attend meetings.
- Advocate for the school within the community.
- Participate in as many program activities as possible.
- Identify potential board members.
- Utilize unique talents and expertise to further the success of the board and the school.
- Be a member of at least one standing committee.

Board member recruitment

- Existing board members should actively recruit new members and assist in vetting potential board members.
- Bi annual report between the board and the faculty. Beginning of each semester. (Friday half days) or prior to a performance.