

# STRATEGIC PLAN

## 2021-2026



MACKINTOSH  
ACADEMY



Keen Minds. Compassionate Hearts. Global Action.



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# MACKINTOSH ACADEMY

## STRATEGIC PLAN

### 2021-2026

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#### OUR MISSION

Mackintosh Academy nurtures the keen minds and compassionate hearts of the gifted child in a responsive and caring community of learners.

Our students mature into confident, healthy human beings inspired to contribute to a world that needs them.

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#### STRATEGIC PLANNING PROCESS OVERVIEW

In 2020, the Mackintosh Academy Board of Trustees embarked on a yearlong strategic planning process. Trustee Kelly Keena led the committee, consisting of trustees, staff, teachers, parents, and alumni, in an inclusive, comprehensive process. Using the prior five-year strategic plan, VISION 2020, as a foundation, the strategic planning committee consulted with over 150 key stakeholders across the Mackintosh community. An important step in this process involved aligning our plan with feedback from the Association of Colorado Independent Schools (ACIS) during the accreditation process. The four pillars of the prior plan – People, Place, Program, and Prosperity – remain at the core of this new plan, along with a newly added one: Risk Management. The result of this inclusive, comprehensive process is a strategic plan that builds on Mackintosh's well-established strengths, and lays out a vision for areas of growth as the school completes its fifth decade.

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#### STRATEGIC PLANNING COMMITTEE

**Kelly Keena**, Board of Trustees, Strategic Planning Committee Chair

**Chris Brion**, Board of Trustees, Parent

**Alex Claypool**, Board of Trustees, Parent

**Seth Jones**, Board of Trustees, Parent

**Kelly Noble**, Board of Trustees, Parent

**Scott Reed**, Alumnus Class of 2009

**Tari St.Marie**, Faculty

**Beth Steklac**, Asst. Head of School and Director of Admissions

**Diane Dunne**, Head of School



# PEOPLE

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1. **Continue to cultivate an intimate family-like environment**, while growing to a population of 145–150 students (from a current enrollment of 130 students.)
  - a. Clarify the profile of a “Mack student” to ensure the ability to meet enrollment goals, and provide a diverse gifted community, while carefully considering resource capacity and aligning with our educational philosophy.
  - b. Increase student retention.
  - c. Ensure effective, timely, and consistent two-way communication between school and parents is maintained across grade levels and within the whole school community.
  - d. Provide opportunities for increased parent–parent connections.
2. **Expand diversity to provide a more inclusive and enriched learning environment.**
  - a. Create a shared definition and understanding of diversity for our Mack community.
  - b. Establish diversity and inclusion goals and implementation plans related to: admissions and retention, staff and board recruitment and retention, and teacher training.
  - c. Enhance the sense of belonging for all families.
3. **Elevate systems for supporting the unique needs of the diverse gifted learner.**
  - a. Foster mentor and partner relationships within and beyond our community to support a feeling of belonging.
  - b. Provide opportunities for parents, teachers and students to better understand the gifted life experience.
  - c. Expand social/emotional and learning support services.



# PEOPLE

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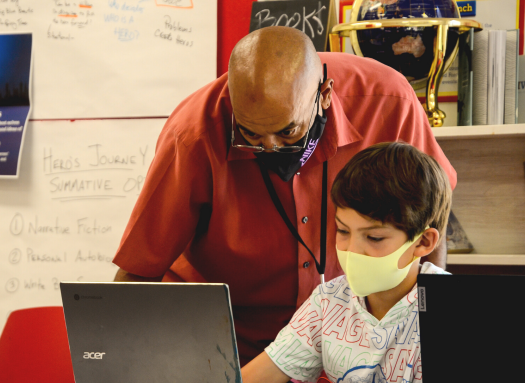
## **4. Expand upon diversity and level of engagement within Board of Trustees.**

- a. Develop more robust committee structure to more effectively involve all trustees.
- b. Establish goals and expectations for future board recruitment and community outreach.

## **5. Attract and retain talented and diverse teachers, staff and administrators.**

- a. Provide more extensive professional growth opportunities for employees.
- b. Explore the feasibility of a teacher preparation program to attract a more diverse faculty.
- c. Create a three- to five-year plan to ensure employee compensation is commensurate with employee competencies and experience and competitive within the education realm.
- d. Establish a wellness committee to support staff well-being.

## **6. Evaluate and strengthen administrative structure and staffing** to best deliver our program with growing student enrollment.



# PROGRAM

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1. **Enhance school's ability to provide our students meaningful engagement with advances in science and engineering.**
  - a. Expand lab spaces and technology resources to support hands-on learning.
  - b. Utilize research of technology trends to inform curricular scope and sequence.
  - c. Expand mentor and partner relationships.
  - d. Increase staff's capacity for use of and instruction in technology and design.
2. **Advance our curricular sophistication and effectiveness in gifted education.**
  - a. Increase level and depth of inquiry-based instruction across all grades.
  - b. Ensure assessment practices reflect curriculum standards, especially the targeted Science/Engineering and Social Studies standards.
  - c. Implement IB recommendation to move from theme-directed to concept-based planning and instruction.
  - d. Explore increased capacity for internal formal screening and assessment services.
  - e. Expand upon classroom experiences through increased enrichment programs.
3. **Elevate systems for promoting global awareness and service within the curriculum.**
  - a. Further incorporate diversity, equity, and inclusion in our curriculum planning.
  - b. Further incorporate service and environmental sustainability learning, across all grades.
  - c. Tap into parent expertise and experiences.
4. **Grow our professional standing in the educational community and our reach as leaders in our field.**
  - a. Achieve full accreditation with and participate fully in ACIS.
  - b. Maintain authorization as IB World School.
  - c. Explore collaboration with other schools and organizations with the goal of extending services for gifted students on and beyond our campus.
  - d. Promote the role of teachers and staff as resources for gifted and International Baccalaureate education through active participation in local and national professional organizations, accreditation/evaluation visits, publishing, etc.



# PLACE

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## 1. Enhance learning environments through continued campus improvements and re-engineering of indoor and outdoor spaces.

- Complete Master Plan Phase 2 expansion of science, design and collaborative learning spaces.
- Redesign existing middle school (5-8) spaces to effectively integrate Phase 2 and strengthen the middle school identity and experience.
- Develop a master plan for adaptable outdoor learning spaces allowing integration with current and planned indoor spaces.
- Complete a prospective use analysis of PreK/K south building.
- Conduct a feasibility study to improve accessibility across campus.

## 2. Build upon our identity as a Green School.

- Look for new opportunities to reduce carbon footprint.
- Approach all future campus improvements with an environmental sustainability mindset.

## 3. Continue to develop and implement a long-term maintenance plan.

- Conduct campus facilities maintenance and replacement assessments.
- Develop an active inspection, repair and replacement schedule/calendar.

## 4. Review and enhance school safety.

- Complete a campus safety audit and develop an ongoing action plan for maintaining campus safety and security.
- Develop a comprehensive Emergency Operation Plan (EOP) in consultation with local emergency management departments.



# PROSPERITY

1. **Continue to build the culture of giving among Mackintosh stakeholders and the broader community.**
  - a. Build upon the increased culture of philanthropy to support a continued practice of meaningful giving for impactful results.
  - b. Explore ways to engage the community in giving to support diversity and inclusion goals.
  - c. Enhance community trust and confidence through clear communication of how the school is operationalizing Strategic Plan goals.
  - d. Develop a plan to increase alumni engagement.
2. **Explore opportunities for alternative revenue streams using existing facilities and resources.**
3. **Reassess investment strategies to maximize funding and financing and provide for long-term sustainability.**
  - a. Determine endowment goals and plan for growing/enhancing endowment funds.
  - b. Establish a plan for reserving and allocating funds for predictable campus repairs and maintenance – Physical Plant Replacement Reserve and Special Maintenance.
  - c. Generate forward thinking investment strategies in consultation with the Investment Committee.
4. **Improve systems for equitable and long-term sustainability regarding tuition decisions.**
  - a. Develop a long-term tuition policy for tuition increase decisions.
  - b. Develop a tuition assistance policy including more well-defined processes for award decisions.
  - c. Investigate long-term sustainability and initiatives regarding the Solar Scholars Program and/or its replacement.
  - d. Align tuition and tuition assistance plans with diversity and equity goals.



# RISK MANAGEMENT

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## 1. **Improve overall safety, security, and risk mitigation.**

- a. Develop a risk assessment committee.
- b. Engage in audit of all programs and operations, including cybersecurity and structure of segregation of duties in business office functions.
- c. Develop a comprehensive crisis management plan.
- d. Further safeguard financial resources through insurance and investment policies/practices review.