

## ***Vision 2016 - Facility Management***

### Goals:

1. Identify anticipated areas of capital improvement to the building and grounds needs so they can be prioritized, assessed and budgeted by future Boards.
2. Project life expectancy of all significant structures and elements identified in Goal #1 on page 10.
3. Project estimated costs to replace or repair and maintain all items identified in Goal #1 on page 10.
4. Establish an appropriate time table, so that Goals 1, 2, and 3 can be assessed on an annual basis and ultimately incorporated in the fall of every year.
5. Propose a bylaw amendment setting forth the general goals of the Building and Grounds Committee and a specific time table for its annual report.
6. Consider options for securing the facility.
7. Make the facility more energy efficient.
8. Obtain adjoining property so that Summit will have additional options for classroom space and/or athletic fields, parking, etc.
9. Develop options for expanding classroom space on-site.
10. Analyze and optimize liability insurance.
11. Identify, monitor and analyze potential off-site facilities.



If you have questions or comments about  
***Vision 2016***,  
please contact Margaret Thornton, Head of School  
at 244-7987.



## ***Vision 2016***

Strategic Long-Range Plan

Adopted by the  
*Summit Academy Board of Trustees*  
May 16, 2007

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5. Determine the unique needs of the administration positions regarding salary. Research compensation options for administrative staff positions that will address those needs and make a recommendation to the Board of Trustees. The goal is to maximize the pool of appropriate candidates when positions open and to retain quality personnel for extended periods of time.
6. Develop evaluation systems for all personnel.

### ***Vision 2016 - Communications & Marketing***

#### Goals:

1. Create a Communications and Marketing Committee.
2. Develop and implement a short-term marketing plan to increase our enrollment to populate the proposed phased campus expansion, adding 114 students by 2016.
3. Develop and implement a long-term marketing plan for all products, designed to increase public awareness of Summit Academy, and position Summit as the premier school for children with learning differences in the Kentuckiana area.
4. Address two issues in ISACS report regarding the need for an internal communications plan and lack of diversity.

## ***Vision 2016 - Human Resources***

### Goals:

1. Research surrounding school districts and systems to find an appropriate teacher salary scale that may be adopted by Summit Academy. The scale will serve three purposes: a. Raise teacher salaries to the previously stated goal of 85% of JCPD; b. Simplify the administration of the teacher scale; c. Enhance teacher recruitment.
2. Ensure that the "Summit Model" is evident primarily in the published documents and media of the school, but also in the hearts and minds of Summit's educators and administrative staff. Such published documents should include (but not be limited to): Handbooks (which include the mission, philosophy, vision and goals), ISACS Self-Study and other accreditation documents, website, and marketing/development materials, and media such as brochures and videos. Make the "Summit Model" materials available to members of the Summit community.
3. Research and recommend guidelines for a comprehensive Head of School selection process to be approved and adopted by the Board of Trustees.
4. Research benefits options for all staff members and make a recommendation to the Board of Trustees. The goal is to attract qualified candidates for open positions, but the focus of this particular inquiry is to ensure that the benefits offered by Summit nurture our high-quality personnel who have made a commitment to stay with Summit for the bulk of their careers.

## ***Introduction***

Summit Academy's first Strategic Long-Range Plan was developed during the 1996-1997 school year and the second in 2002-2003. The school is currently operating under the Strategic Long-Range Plan outlined in this booklet - ***Vision 2016***.

The tremendous value of strategic planning is made clear by the large number of positive changes and improvements at Summit Academy since the inauguration of the very first plan in 1997. In developing and implementing ***Vision 2016***, Summit Academy's Board of Trustees continues the positive momentum that is part of Summit's history with the directed growth so essential for the continued life and well-being of the school. The school administration is charged with the responsibility for implementing, monitoring and continually updating the plan.

***Vision 2016*** was developed with input from the school's founder, faculty, administrators, parents and trustees. After a brief history, the plan is organized into the following areas:

**Program Advancement**

**Development**

**Human Resources**

**Communications and Marketing**

**Facility Management /Building and Grounds**

## ***Background and Historical Perspective***

Summit Academy of Louisville was incorporated as an independent, non-profit school in February 1992 in response to the needs of families in the Greater Louisville area for a progressive school program focused on providing excellence in education for children with average or above average learning capabilities who struggle to achieve success in a traditional school program because of neurological processing problems.

Students come to Summit because other school environments and teaching methods have proven unworkable for them. Summit offers alternative approaches to learning for its students. It provides services through both a graded and a non-graded school concept for primary, intermediate and middle school level students. It also provides a kindergarten program for children at-risk for learning disabilities or school failure.

The school opened in August 1992 with 21 students and a faculty/staff of five in leased space. Now, September 2007, the school is serving 154 children with a faculty/staff of 56. In addition to the day school program, Summit Academy offers a before & after school care program, summer programs, tutoring program, an extensive after school club program and an on-site lunch program. The school's campus consists of four buildings with approximately 50,000 square feet of usable space on 4.5 acres in Middletown, Kentucky.

2. Sustain the current level of board commitment to achieving long-term financial stability for the school through continued participation in the Mountaintop Program.
3. Sustain the current level of parent participation in all aspects of the Mountaintop Program, and increase their leadership role in the Mountaintop Breakfast.
4. Annually increase the number of Table Captains who are former parents, grandparents, or alumni students so that by 2016, at least 20% of our Table Captains are annually represented by this group.
5. Annually increase the number of Table Captains who are "at large" Summit supporters, so that by 2016, at least 25% of our Table Captains come from outside the immediate Summit Academy population.
6. Develop a strong Major Gifts committee whose role will be to seek funds for the following: Breakfast Leadership or Challenge Gifts, Endowments, Planned Giving, and Capital Improvements.
7. Secure at least \$50,000 in leadership gifts annually for the Mountaintop Breakfast.
8. Grow the Board-managed Endowment to one million dollars by 2016.
9. Raise necessary funds to support growth in student population through a Capital Campaign.
10. Establish a Planned Giving program with at least five secured gifts by 2016.

## ***Vision 2016 - Program Advancement***

### Goals:

1. Employ a full-time speech therapist.
2. Increase the net gain of our current summer camp program by 20% annually.
3. Continue to develop our technology program.
4. Research ways and means of improving science instruction.
5. Increase the net gain from our tutoring program by 10% annually.
6. Employ an on-staff occupational therapist.
7. Research ways and means of improving social studies instruction.
8. Explore the options available for offering elective classes in middle school.
9. Review the spelling curriculum to determine if, or to what degree, it correlates with the various instructional programs used for language arts instruction.

## ***Vision 2016 - Development***

### Goals:

1. Restructure the Development Committee to allow for greater leadership roles for volunteers, to ensure that the Mountaintop Program can continue to generate at least \$200,000 in general operating funds annually, and to facilitate the successful transition into major gift acquisitions.

## ***Vision 2016***

Summit Academy's vision for the future is a result of a comprehensive year-long, self-study done in collaboration with the school's accreditation process for the Independent School Association of the Central States. The self-study served as the springboard for a day long strategic planning session held on Saturday, March 18, 2006. Various constituencies of the school community participated in this planning session.

The self-study clearly showed that the model of education being used at Summit Academy is extremely effective at enabling children with learning differences to obtain a level of academic achievement commensurate with their innate ability. Moving forward, it is essential that we grow in response to the needs in our community; however, it is imperative that we grow in such a way as to not compromise the effectiveness of our school program. Much of our success is due to the fact that we are a small school community enabling each teacher to truly understand and respond appropriately to the needs of the students. Collaboration between teachers and other educational specialists is essential. This is best done with small groups of people.

Those involved with the Strategic Planning process believe that we must meet the challenge to serve more students while we maintain a small school environment. Our vision is to do this by operating three "mini-schools" on one campus.

Space requirements for each “mini-school” are as follows:

#### Primary Division – Grades K through 2

- 90 students (three classes of ten students in Grades K, 1, 2)
- Nine homeroom classrooms @approx. 500 sq. ft
- Four small group classrooms @approx. 250 sq. ft.
  
- Kindergarten and 1st Grade homerooms with their own restrooms
- Hallway restroom for 2nd graders
- Sensory motor gymnasium
- Instruction & administration provided by a team of teachers, teaching assistants and one Division Head

#### Intermediate Division – Grades 3, 4, 5

- 90 students (three classes of ten students in Grades 3, 4, 5)
- Nine homeroom classrooms @approx. 500 sq. ft .
- Four small group classrooms @approx. 250 sq. ft.
- Hallway restrooms
- Instruction and administration provided by a team of teachers and one Division Head

#### Middle School - Grades 6, 7, 8

- 90 students (three classes of ten students in Grades 6, 7, 8)
- Nine homeroom classrooms @approx. 500 sq. ft.
- Four small group classrooms @approx. 250 sq. ft. each.

- Hallway restrooms
- Instruction and administration provided by a team of teachers and a Division Head

#### Common Areas

- Auditorium
- Cafeteria
- Gymnasium for intermediate and middle school
- Administrative offices
- Parking
- Library
- Outdoor play areas
- Conference rooms

#### Special Areas

- Two Art Studios
- Two Science Labs
- One Music Room (music is offered as an elective subject for middle school students; not a mandatory special area)
- One standard Gymnasium for Grades 3-8; Sensory-Motor Gymnasium for Grades K-2
- One Computer Lab for Grades 1-5 (others have computer workstations in their classrooms)