

BRIDGEWAY

ACADEMY

Strategic Plan January 2017 - January 2020





2017-2020 Strategic Plan

Bridgeway Academy’s Board of Trustees and selected members of staff convened on Saturday, January 28, 2017 to revise and update the organization’s Strategic Plan. Prior to the planning retreat, feedback as solicited from Bridgeway Academy staff and the data from this feedback informed the plans strategic goals and outcomes. The Strategic Planning process was led by Christy Farnbauch, Strategic Links. Five (5) Strategic Goals were identified for the three-year plan: (1) Infrastructure: Systems, Plans & Policies; (2) Facility Management & Planning; (3) Financial & Board Resource Development; (4) Academic & Therapeutic Programming; and (5) Internal & External Engagement. A work plan with specific outcomes has been formulated for each goal, which includes key activities, individuals responsible for the work and a timeline for completions. The 2017-2020 Strategic Plan was approved by Bridgeway Academy’s Board of Trustees on Thursday, March 23, 2017.

Members of the Strategic Planning Team:

- Board of Trustees: Jennifer Fuller, Chris Henry, Tom Manning, Dan Mushalko, Rose Lawyer, William Root, Robert Shenton
- Staff Members: Co-Founders Abigail S. David and Erin K. Nealy; Carol Argiro, Ashley Blackburn, Sharee Brandler, Katie Brower, Cassi Byrd, Lindsey Cargill, Adam Brown, Tanya Corso, Lindsay Imagie-Douglas, Jenni Khosrowshahi, Jennifer Magulick, Tiffany Landefeld-Mostafa, Sarah Lenow, Leslie Murdock, Kerri Roush, Mike Ryan, Ann Shipley, Jenn Schneider, Lorna Whyte
- Facilitator: Christy Farnbauch, Strategic Links

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MISSION

Bridgeway Academy is a non-profit organization with a mission *to inspire the potential and celebrate the ability of every child.*

VISION

Bridgeway Academy believes in a world of opportunity for every child and a community of support for every family.

VALUES

- **Student and Client Centered** – Developing an individualized approach to meet educational and therapeutic goals, ensuring students and clients achieve their full potential.
- **Collaborative** – Seeking creative ways to bring everyone’s unique talents together in order to provide outstanding educational and therapeutic opportunities.
- **Respectful** – Interacting with and serving everyone in a manner that preserves their dignity and humanity while celebrating diversity, neuro-diversity and inclusion.
- **Evidence-Based** – Utilizing research-based approaches and individualized data to provide best practice treatment for students and clients.
- **Compassionate** – Empathizing with students, clients and families and providing information, time, a listening ear and safe place for them to express themselves.
- **Integrity** – Meeting and exceeding our commitments by providing services based on sound moral principles, high ethical standards, transparency, good character and honesty.

STRATEGIC GOAL 1: Infrastructure: Systems, Plans & Policies

STRATEGIC OUTCOME: New and improved technology-related systems will result in improved staff performance, and consistent tracking of data on all students for better decision-making.

OBJECTIVE 1: Improve technology and technology processes system-wide.

OBJECTIVE 2: Improve staff performance.

STRATEGIC GOAL 2: Facility Management and Planning

STRATEGIC OUTCOME: Short- and long-term facility solutions are identified to improve services for children and families, creating a learning environment conducive for student and staff success.

OBJECTIVE 1: Explore short-term facility solutions to better meet the educational and therapeutic needs of Bridgeway Academy staff and students

OBJECTIVE 2: Identify long-term facility solution.

STRATEGIC GOAL 3: Financial & Board Resource Development

STRATEGIC OUTCOME: A full complement of fifteen (15) board members will be fully engaged in organizational governance; and, in collaboration with key Bridgeway Academy staff, will identify and cultivate new Corporate partnerships, resulting in additional and diversified contributed and earned revenue streams.

OBJECTIVE 1: Increase and diversify contributed revenue streams (individuals, corporations, foundation and events) to support the financial goals/needs of the organization for the future.

OBJECTIVE 2: Increase board membership to a minimum of fifteen (15) members over the course of three years.

OBJECTIVE 3: Explore innovative partnerships to expand programs and provide additional opportunities for students.

STRATEGIC GOAL 4: Academic & Therapeutic Programming

STRATEGIC OUTCOME: Bridgeway Academy adopts a curriculum scope and sequence for early-intervention through 12th grade and a supportive transition program for students graduating from Bridgeway Academy.

OBJECTIVE 1: Develop a curriculum scope and sequence for Early-Intervention through grade 12.

OBJECTIVE 2: Establish transition program and process.

OBJECTIVE 3: Determine best organizational structure, long-term, for Bridgeway Academy.

STRATEGIC GOAL 5: Internal and External Engagement

STRATEGIC OUTCOME: All communication methods, internally and externally, are strengthened resulting in greater overall satisfaction from all constituencies, as measured through objective survey instruments.

OBJECTIVE 1: Develop and strengthen external communication strategies with the broader community including Bridgeway Academy families.

OBJECTIVE 2: Develop and strengthen internal communications.

OBJECTIVE 3: Explore, develop and implement training opportunities to include community, families and staff.