

CROSSLAKE COMMUNITY SCHOOL

Strategic Vision

3-Year, 5-Year & 7-Year Outlook

Presented by Dr. Jenna Leadbetter, Superintendent

Board of Education | February 2026



OUR FOUNDATION

MISSION

To grow environmentally literate, community-impacting learners of excellence through meaningful connections and exceptional learning experiences.

VISION

CCS strives to be a school where students build meaningful connections with each other, the community, and the environment through exceptional and relevant learning experiences.

STRATEGIC DIRECTIONS (Board-Approved Roadmap)

Effective & Individualized Instruction

Staff Professional Growth & Support

Positive Student Interactions & Community

Technology for Teaching & Learning

Operations, Facilities & Systems

CORE VALUES: Respect • Excellence • Learning • Integrity • Community

FY26 is a strategic investment year — staffing ahead of enrollment growth to build capacity for long-term success.
Superintendent's Leadership Drivers: Communication • Collaboration • Critical Thinking • Creativity + Grit & Grace

WHERE WE ARE: YEAR 1 MOMENTUM

YEAR 1 HIGHLIGHTS

- ▶ Enrollment grew from 450 to 590+ students
- ▶ Fast Track Renewal: 105% evaluation
- ▶ Compensation overhaul complete
- ▶ MnMTSS implementation launched
- ▶ Online 9-12 graduation rate climbing YOY
- ▶ Positioned for ESSA Identified Schools removal
- ▶ Osprey Wilds presenting renewal cycle in March
- ▶ Strategic investment year — building capacity

READING

MCA Proficiency (2025)	46%
Current Winter Proficiency	59.30%
2030 MCA Goal	60%
MCA Growth (2025)	63.80%
Current Winter Growth	67.90%

MATH

MCA Proficiency (2025)	23.30%
Current Winter Proficiency	50.30%
2030 MCA Goal	40%
MCA Growth (2025)	40.10%
Current Winter Growth	67%

Enrollment: 590+ | Vision Card: 2.5 baseline | Fund Balance: 22.9%

WINTER DATA SHOWS SIGNIFICANT GROWTH TRAJECTORY — *Math proficiency doubled from 23.3% to 50.3%*

3-YEAR VISION: 2028

BUILDING THE ENGINE

CCS is a fully operational, data-driven district with aligned systems, competitive compensation, and a proven framework for continuous improvement across both programs.

ACADEMICS

- ⦿ Reading: 60% proficiency
- ⦿ Math: 40% proficiency
- ⦿ Graduation: 70%
- ⦿ MnMTSS fully implemented
- ⦿ Curriculum review cycle active

PEOPLE

- ⦿ Market-competitive pay (Tier 3-4)
- ⦿ Licensure support program mature
- ⦿ Teacher mentorship programs live
- ⦿ Tech Integrationist roles filled
- ⦿ Staff retention rate improving

GROWTH

- ⦿ 690 students (785 PU)
- ⦿ Online program: statewide reach
- ⦿ Vision Card score: 3.5+
- ⦿ Grant programs implemented
- ⦿ Competitive clubs operational

SYSTEMS

- ⦿ Strategic Planning Hub live
- ⦿ Safety & facility upgrades complete
- ⦿ LAKE Foundation construction done
- ⦿ Unified district newsletter
- ⦿ RELIC values culture embedded

NEW | Three Graduation Pathways Framework Designed: Workforce Ready, Career Technical, and College Bound

2028: Charter contract renewal with Osprey Wilds — these targets are our renewal case.

CCS is a recognized leader in environmental education, with strong academic outcomes, financial stability, and a sustainable growth model that serves as proof of concept for innovative charter education.

STUDENT & ACADEMIC OUTCOMES

- ⦿ Reading proficiency: 65%+
- ⦿ Math proficiency: 45%+
- ⦿ Science proficiency: 55%+
- ⦿ Graduation rate: 75%+
- ⦿ Attendance: 77%+
- ⦿ Vision Card composite: 4.0+
- ⦿ DDE survey agreement: 85%+
- ⦿ Charter contract successfully renewed
- ⦿ Graduation pathways piloting with initial cohorts

OPERATIONS & CULTURE

- ★ Full market-competitive compensation
- ★ 690-student capacity optimized
- ★ Fund balance recovered to 30%+
- ★ Online program: model for virtual K-12
- ★ Collaborative leadership model codified
- ★ Succession planning established
- ★ LAKE Foundation facility enhancements complete
- ★ Community partnerships embedded

By 2030, technology integration is a model — students using digital tools for environmental data collection, virtual ecosystem exploration, and digital storytelling for advocacy. On trajectory toward 80% benchmark for High-Quality Charter School eligibility.

7-YEAR VISION: 2032

THE LEGACY

CCS is the standard-bearer for what a charter school can become — a thriving, innovative, community-rooted institution that proves small schools can deliver big results for every student.

ACADEMIC DISTINCTION

- ◆ 80% benchmark in literacy & math
- ◆ Reading: 75%+ MCA proficiency
- ◆ Math: 55%+ MCA proficiency
- ◆ Graduation: 80%+
- ◆ Graduation pathways fully operational

FINANCIAL STRENGTH

- ◆ Fund balance: 35%+
- ◆ Diversified revenue streams
- ◆ Endowment established
- ◆ Facilities fully modernized
- ◆ 700-student capacity reached

COMMUNITY ANCHOR

- ◆ Regional education leader
- ◆ Online: statewide leader in virtual innovation
- ◆ Multi-generational community impact
- ◆ Innovation hub partnerships
- ◆ Environmental stewardship model

HIGH-QUALITY CHARTER DESIGNATION | 80% of students at benchmark in literacy and math — that's the bar we're building toward.

CCS is known as the school that produces environmentally literate, technologically savvy graduates who are ready to impact their communities.

STRATEGIC TIMELINE



KEY MILESTONES

- ▶ 2026: Strategic investment year — staffing ahead of growth
- ▶ 2027: First Vision Card report to board | CIP refresh with TeamWorks
- ▶ 2028: Charter contract renewal with Osprey Wilds | Graduation pathways designed
- ▶ 2030: Fund balance at 30%+ | Graduation pathways piloting | Online as virtual K-12 model
- ▶ 2032: High-Quality Charter designation (80% benchmark) | Graduation pathways fully operational

FINANCIAL SUSTAINABILITY

Current fund balance: 22.9% (\$2.10M) — this is a strategic investment year, building capacity ahead of enrollment growth.

22.9%

FY25

Investment Year

25%+

FY28

Stabilizing

30%+

FY30

Target Recovery

35%+

FY32

Vision

REVENUE GROWTH STRATEGY

- ⦿ Enrollment growth toward 700-student cap (785 PU)
- ⦿ Grant diversification (federal, state, private foundation)
- ⦿ LAKE Foundation partnership for facility investment
- ⦿ Community education and PreK revenue streams
- ⦿ Endowment development beginning Year 5

AUTHORIZER ACCOUNTABILITY: VISION CARD

Osprey Wilds evaluates CCS across multiple performance indicators. Our trajectory from baseline to Vision-level demonstrates sustained, measurable improvement.

COMPOSITE SCORE TRAJECTORY



MARCH 2026 | Osprey Wilds will present to the board on our renewal cycle. We are well positioned to meet all current and new requirements.

ESSA MILESTONE | Online 9-12 graduation rate climbing year over year — positioning CCS for removal from the Identified Schools list.

BOARD ENGAGEMENT & NEXT STEPS

This vision is a working document. Your feedback, questions, and strategic direction shape where we go from here.

FOR DISCUSSION

- ▶ Are these the right targets for 3, 5, and 7 years?
- ▶ Which strategic directions need greater emphasis?
- ▶ How should we balance growth vs. deepening?
- ▶ What community partnerships should we prioritize?

UPCOMING MILESTONES

- ▶ March 2026: Osprey Wilds renewal presentation
- ▶ Spring 2026: First Vision Card report to board
- ▶ Fall 2026: CIP refresh with TeamWorks
- ▶ 2028: Charter contract renewal with OW

YOUR ROLE

- ▶ Governance work plan alignment
- ▶ Annual strategic retreat participation
- ▶ Quarterly Vision Card review
- ▶ Community ambassador for CCS mission

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*Where students build meaningful
connections through exceptional
learning experiences.*

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