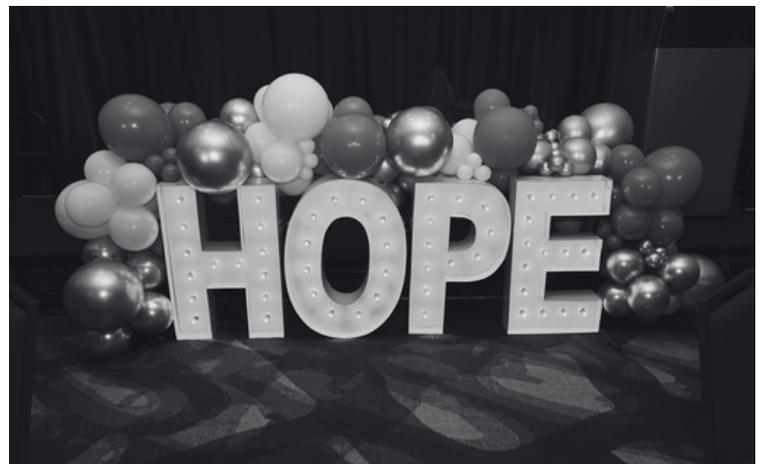
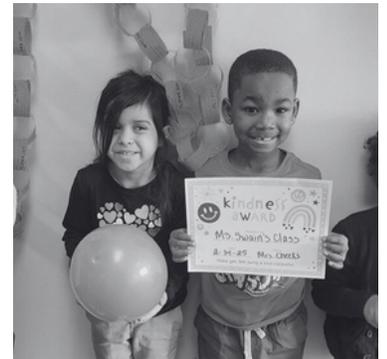
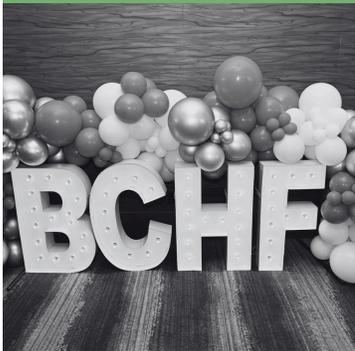


# STRATEGIC PLAN 2026 - 2029

BUCKEYE  
COMMUNITY  
**HOPE**  
FOUNDATION  
*Education Division*

CELEBRATING 20 YEARS OF IMPACT –



BUILDING THE NEXT 20 YEARS OF EXCELLENCE

# FROM OUR PRESIDENT

For more than three decades, Buckeye Community Hope Foundation (BCHF) has dedicated itself to our organizational mission of **Building Communities, Rebuilding Lives**. In doing so, we have transformed neighborhoods, supported families, and created opportunity where it was most needed.

Our story began in 1991, when BCHF was founded as a nonprofit committed to developing affordable housing for low-income families. Over time, our ambition and responsibility grew - not just to build safe, affordable homes, but to strengthen the services that help residents thrive. To this end, in 2004 we expanded into support services by coordinating vital resources for families and seniors in our communities - Housing with a Heart.

That same year, BCHF took an important step to advance educational equity in Ohio; we were approved by the State Board of Education to serve as a public charter school sponsor. In 2005, we sponsored our first charter school, launching our Education Division.

Why did we add an Education Division? Because we recognized that quality housing, while critical, is only part of what builds strong communities. Access to high-quality public education is a foundational pillar for individual opportunity and community vitality. Our commitment to education reflects our belief that every child deserves not just a place to live, but a place to learn, grow, and reach their full potential.

Today, that vision has blossomed. Our Education Division supports more than 50 public charter schools across Ohio, serving over 14,000 students. We work closely with school leaders, educators, and communities to provide quality options grounded in responsible oversight, innovation, and academic rigor.

As we chart the next 20 years of excellence, I am confident that, together, we will elevate our impact even further, ensuring that the communities we build are not just places to live, but ecosystems of opportunity.

**Steve Boone**  
**President**

## GOVERNING BOARD



STEVE BOONE



BILL HARVEY



DREW MCFARLAND



CARLISA SALTSMAN



PEGGY YOUNG

# FROM THE VP OF EDUCATION

As we enter a milestone year, our Education Division is pleased to share our renewed strategic plan: Celebrating 20 Years of Impact; Building the Next 20 Years of Excellence. For two decades, our work has been strengthened by collaboration, innovation, and an unwavering commitment to the students and communities we serve. This new plan reinforces our priorities, enhances our support for schools and educators, and positions us to advance our mission with even greater focus and effectiveness.

From our earliest efforts to today, we have been honored to sponsor a growing network of schools, now serving thousands of students across the state. The progress made over the last twenty years is a testament to the dedication of our partners, leaders, teachers, and community members who believe in the power of high-quality public education. Their commitment continues to inspire and guide our work.

As we look ahead, we are united around a clear vision that reflects both the needs of our communities and the broader mission of Buckeye Community Hope Foundation: Building Communities, Rebuilding Lives. Our new strategic direction strengthens the Education Division's alignment with this mission.

Our journey began in 2005 when BCHF sponsored its first charter school. Today, we support 54 public charter schools across Ohio. Our growth carries responsibility - one we embrace with purpose. We remain focused on ensuring that students and parents have access to strong public school choice options, that expectations for student achievement remain high, and that our sponsorship is grounded in quality.

Innovation and student-centered excellence remain at the core of our work. As we celebrate twenty years of impact, we look with confidence toward the future. The legacy we have built over the past two decades provides a strong platform for what comes next, and together, we will continue advancing educational opportunities that change lives and strengthen communities.

**Jennifer Schorr,**  
*VP of Education*

## LEADERSHIP TEAM



# OUR TEAM

BCHF employs a team of 21 professionals, located throughout the state, with extensive experience in various disciplines. Our Education Division staff includes individuals with expertise in finance, education, data analysis, compliance, and communications. Our accountability and school improvement representatives have subject matter expertise in all academic core content areas, school leadership, social-emotional learning/restorative justice, special education, multi-lingual (formerly English learner) student support, mathematics, behavior and classroom management, and career-technical education.





BCHF has served as an authorizer of high-quality charter schools for the past

# 20 YEARS.

BCHF is focused on the authorization of high-quality charter schools. We sponsor

# 54 SCHOOLS IN OHIO.



Throughout our network of schools, we serve

# 13,088 STUDENTS.

In our portfolio, we authorize

# 16 ALTERNATIVE

drop-out prevention and recovery program schools.



BCHF received the highest rating of

# EXEMPLARY

on our most recent sponsor evaluation.

# OUR FOUNDATION

The mission of Buckeye Community Hope Foundation is Building Communities and Rebuilding Lives. The Education Division has a clear and focused mission, vision, and values that supports the overall mission of BCHF through sponsorship of high-quality charter schools in Ohio. We pride ourselves in being one of the first top-rated sponsors in Ohio.

## MISSION

Through strategic authorizing and partnership, we develop educational communities of achievement through innovation, hope, and support.



## VISION

We envision a rich ecosystem of community schools ensuring ALL students and families have access to a high-quality public education.

## VALUES

### RESPECT

We understand the challenges faced in the day-to-day work in our schools. We empathize with families in seeking a better future for their children.

### CREDIBILITY

We are the subject matter experts. We have a positive impact on public education in Ohio.

### INNOVATION

We are committed to innovative solutions and best practices to eliminate the achievement gap.

### MUTUAL TRUST

We work together as a team - within our division, with our boards, with our school leaders, and, most importantly, with our families.

### EQUALITY AND ACCESS

We safeguard the rights of all students to enjoy equitable access to the school of their choice, to receive appropriate services, and to be treated fairly.

# OUR “WHY”

Buckeye Community Hope Foundation’s Education Division continues to deliver its promise to students, families, and communities with clarity, consistency, and purpose. As we enter our third decade as an authorizer, we recognize that the needs of schools and communities are evolving, and our strategies, supports, and expectations must evolve with them. This plan provides a focused roadmap for strengthening school quality, elevating governance, deepening partnerships, and reinforcing the systems that safeguard opportunity for students across Ohio.

At its core, this plan reflects our commitment to building strong educational communities that create pathways to achievement, hope, and long-term success.



## Connecting to Students, Schools, and Communities

Schools benefit from clear expectations, transparent communication, and differentiated support. Communities benefit from stronger educational ecosystems that empower families with meaningful choice, stability, and possibility. This plan aligns our work so that each strategy and decision leads to better outcomes for the students and neighborhoods we serve.

# STRATEGIC PRIORITIES

Every priority in this plan is rooted in what ultimately matters most: students having access to high-quality public school options that meet their needs and expand their opportunities. By strengthening the quality of our portfolio, improving oversight practices, and investing in the development of effective boards and school leaders, we foster conditions where learners can flourish.

## PRIORITY 1

### **Expand High Quality Options for Students:**

Increase access to high-quality school options for students across Ohio.

## PRIORITY 2

### **Strengthen Board Governance:**

Ensure BCHF charter school boards have the capacity, clarity, and accountability needed to govern effectively, advance school missions, and safeguard quality for students and families.

## PRIORITY 4

### **Strengthen Portfolio Quality Through School Supports:**

Enhance the overall quality of BCHF's portfolio by offering support that meets schools where they are and balances accountability with autonomy.

## PRIORITY 3

### **Strengthen Authorizer Practices to Ensure Portfolio Quality:**

Implement and carry out authorizing practices that ensure consistent, transparent, and high-quality oversight, balancing rigor and autonomy.



# 1



**WE WILL** Expand High Quality Options for Students

**BY** Increasing access to high-quality school options for students across Ohio.

- **Attract and Approve High-Quality School Proposals:** Strengthen BCHF's pipeline of new schools by proactively identifying unmet needs in communities, recruiting mission-aligned educators and operators, and refining the application process to drive high-quality proposals.
- **Strengthen the Pipeline of School Operators:** Foster a strong, more diverse pipeline of high-quality management organizations by identifying top performers, recruiting mission-aligned operators, and creating clear pathways for partnership and growth.
- **Strengthen Early-Stage School Success:** Strengthen early-stage school performance by providing structured launch support, proactive monitoring, and consistent capacity-building throughout the planning year and the first two years of the school's operation.
- **Promote Effective Growth and Expansion for Current Schools:** Support effective growth across the current portfolio by guiding successful schools through clear expansion pathways and encouraging innovative program development that responds to student needs, workforce demands, and emerging technologies.

## WE WILL Strengthen Board Governance

**BY** Ensuring BCHF charter school boards have the capacity, clarity, and accountability needed to govern effectively, advance school missions, and safeguard quality for students and families.

- **Assess Board Capacity:** Assess board capacity across the portfolio by defining expectations, establishing quality metrics, and conducting comprehensive assessments that inform differentiated support.
- **Execute a Board Development Plan:** Create and implement a targeted, tiered development strategy that strengthens board skills, clarifies roles, and drives measurable improvement in governance practices that support high-quality educational experiences for students and families.
- **Strengthen Board Engagement and Accountability:** Deepen board ownership of governance responsibilities by setting clear expectations, promoting regular self-assessment, and using transparent performance data to reinforce accountability and uphold strong educational outcomes for students and families.



# 3



**WE WILL** Strengthen Authorizer Practices to Ensure Portfolio Quality

**BY** Implementing and carrying out authorizing practices that ensure consistent, transparent, and high-quality oversight, balancing rigor and autonomy.

- **Annually Assess Portfolio Performance:** Conduct a comprehensive annual review of school performance using clear metrics and validated tools to inform differentiated oversight and continuous improvement across the portfolio.
- **Implement Annual Oversight and Frameworks:** Apply consistent, standards-aligned oversight protocols and frameworks that ensure transparent, high-quality monitoring of academic, financial, and organizational performance.
- **Execute Evidence-Based Renewal Practices:** Implement a clear, evidence-based renewal process grounded in performance frameworks, transparent expectations, and strong engagement with school boards.
- **Utilize Closure Protocols:** Utilize a student-centered closure process with clear expectations, legal and compliance-aligned procedures, and coordinated support to ensure orderly transitions for families.
- **Provide Clear and Transparent Communications:** Maintain transparent, timely, and consistent communication practices that reinforce clarity in authorizing decisions and strengthen trust with schools, boards, and stakeholders.

## WE WILL Strengthen Portfolio Quality Through School Supports

BY Enhancing the overall quality of BCHF's portfolio by offering support that meets schools where they are and balances accountability with autonomy.

- **Assess School Needs:** Conduct a comprehensive annual review of each school's performance and context to clearly identify strengths, challenges, and priority support needs.
- **Deliver Proactive Supports and Tiered Interventions:** Provide differentiated, data-informed supports and early interventions that help schools address risks quickly and improve performance.
- **Accelerate Academic Improvement and Resource Supports:** Strengthen academic outcomes by providing technical assistance and offering targeted improvement strategies.
- **Build Financial Understanding and Strengthen Stability:** Improve financial health across the portfolio by equipping boards and leaders with strong oversight skills and tools, delivering tiered support aligned with data monitoring.
- **Cultivate Shared Learning:** Advance portfolio-wide improvement by creating opportunities for schools to learn from one another, share effective practices, and collaborate on common challenges.
- **Enhance Communication and Strengthen Transparency:** Promote clarity and trust through consistent communication, timely updates, and feedback loops that ensure schools understand expectations and available supports.



# OUR COMMITMENT

Our success will be measured by the impact this plan has on students, the quality of our schools, and the effectiveness of our organizational practices. Continuous improvement is central to how BCHF operates as an authorizer. This plan is a living roadmap that will be reviewed, refined, and strengthened as new insights emerge and conditions change.

Throughout the life of this plan, we will:



## ENGAGE SCHOOLS, BOARDS, AND PARTNERS

in regular feedback loops to ensure our practices remain responsive, supportive, and aligned to on-the-ground realities.



## USE DATA RELENTLESSLY

to assess progress, identify trends, and determine when strategies need to evolve.



## MONITOR IMPLEMENTATION

through annual reviews that document what is working, what needs adjustment, and where new opportunities are emerging.



## STRENGTHEN INTERNAL SYSTEMS AND CAPACITY

to ensure the Education Division consistently provides high-quality oversight and timely, effective support.



## COURSE-CORRECT WITH PURPOSE

making changes when evidence shows they will better serve students and improve outcomes across the portfolio.

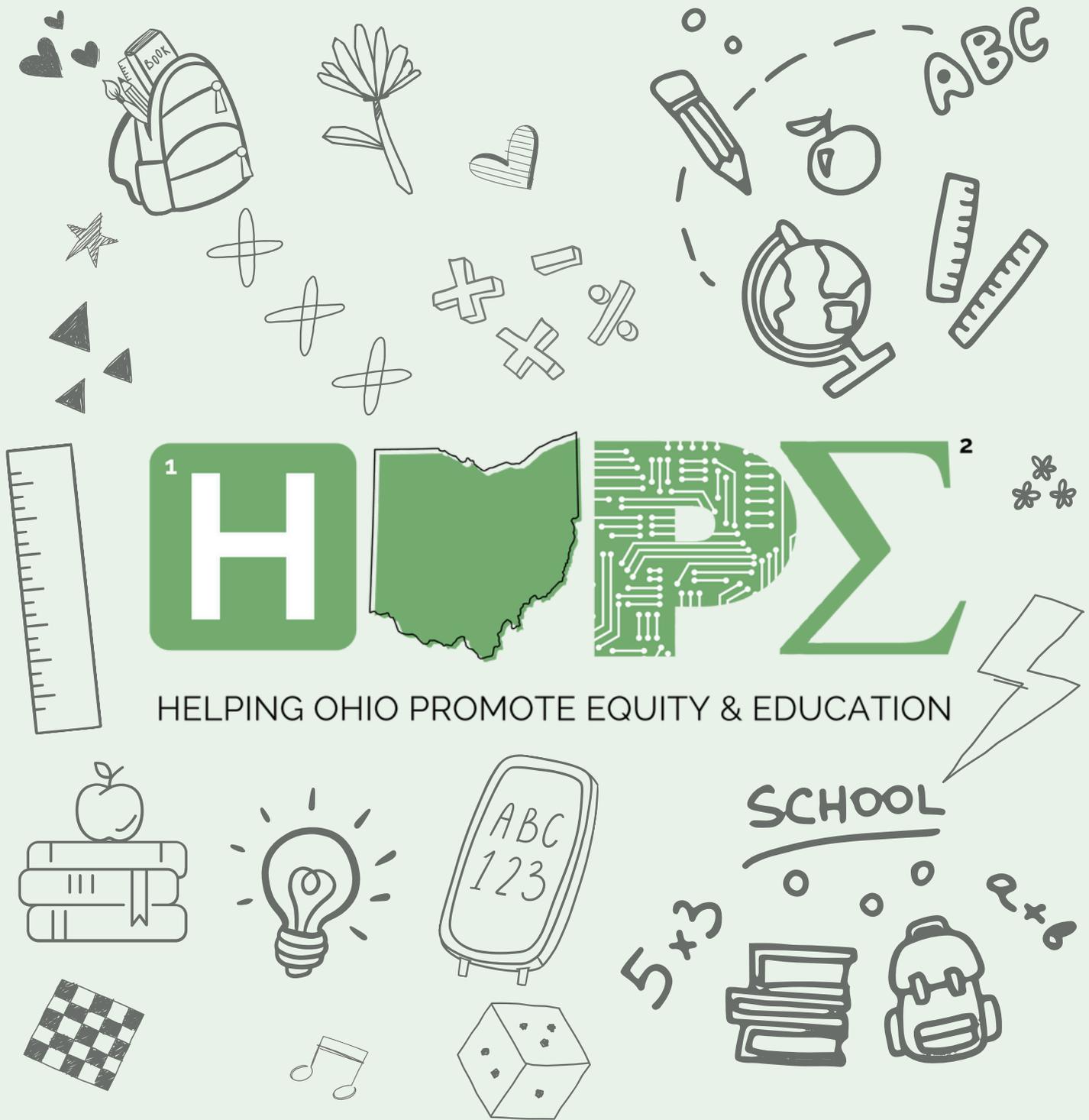
# THE ROAD AHEAD

As we look beyond 2029, our focus remains on building educational communities that thrive. Sustaining momentum requires dedication to our mission: fostering achievement through innovation, hope, and support, while ensuring that the systems and partnerships we create continue to benefit students and families for years to come.

Our legacy is defined by the communities we strengthen, the schools we support, and the leaders we empower. Through our authorizing practices and comprehensive school and governance supports, every decision and initiative reflects our commitment to high-quality learning experiences.

## **OUR WORK IS DRIVEN BY A SINGLE BELIEF: EVERY STUDENT DESERVES THE OPPORTUNITY TO SUCCEED.**

As we move forward, we call on our partners, schools, and communities to join us in shaping a rich ecosystem of community schools - where innovation, support, and high expectations empower every learner. Together, we can turn our vision into reality, ensuring that ALL students and families have access to the high-quality education they deserve and the hope of a brighter future.



Through strategic authorizing and partnership, we develop educational communities of achievement through innovation, **hope**, and support.

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