

# Site Plan Document

Academy District 20



## District 20 Strategic Planning

### **District Mission**

The mission of Academy School District 20 is to educate every student in a safe and nurturing environment and to provide comprehensive, challenging curricular and extracurricular opportunities that meet the unique needs of every individual by expanding interests, enhancing abilities, and equipping every student with the knowledge, skills, and character essential to being a responsible citizen of our community, our nation, and the world.

### ***WE BELIEVE:***

- An educated citizenry is the cornerstone of a democratic republic.
- Every individual has innate worth and is entitled to be treated with respect.
- Learning is a lifelong endeavor.
- Every individual can learn and does so in a variety of ways.
- The education of each student is a responsibility shared by students, families, schools, and communities.
- Parents have both the right and the responsibility to choose the school, curriculum, and program(s) that best meet the needs of their student(s).
- The development of virtuous character is equal in importance to academic growth and critical to developing responsible citizens of our community, our nation, and the world.
- Whether in the classroom or at home, students achieve best in a nurturing environment where physical, intellectual, and emotional health is emphasized and safety is assured.
- Students must be held to the highest standards of academic achievement while recognizing the true success of our academic program is measured by the success of each student relative to his or her unique potential and individual progress.
- Every graduate must be fully prepared for the post-graduation path of his or her choice.
- Every student, staff member, and volunteer is responsible for the effective and efficient use of supplies, facilities, and financial resources.

### **Background**

All schools and departments in the district complete site plans every 3-5 years. Through thoughtful, thorough planning now, we help create a future rather than wait for that future to happen to us. In rapidly changing and confusing times, it is essential to take time to reflect on who we are, what we are about, and where we are going. Research shows that organizations that do this are more effective in achieving their goals and generating more satisfaction among their members.

The site planning document is the organization's roadmap to attain student achievement objectives. In order to do this, the site plan must be a living, breathing document. While the objectives and tactics are written to be long term and strategic, the action plans should be continuously updated to reflect the day-to-day work of the school.

### Site Plans include

- Site/Department Mission Statement
  - The mission statement is a declaration of the unique identity to which the organization aspires; its specific purpose; and the means by which it will achieve its purpose.
- Site/Department Objectives
  - Objectives are written as an uncompromising commitment to achieve specific, measurable, observable, and demonstrable results for ALL students that exceed the school's present capacity. The objectives are closely aligned to the School Board Ends policy statements.
- Site/Department Tactics

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- Tactics are bold resolutions that dedicate the organization's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives.
- Site/Department Action Plans
  - Action plans describe the detailed actions the school will take in a given year in order to achieve each tactic.

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**School:** Aspen Valley Campus

**Site Plan Development Date:** February 15 & 16, 2018

**Principal:** George Stone

**Site Plan Last Update Date:**

<b>Mission Statement:</b>	The mission of Aspen Valley Campus, a small, accepting community, is to meet students where they are by providing unique learning experiences and innovative programs that build independent, involved citizens.
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<b>Objectives:</b>	I. All students will demonstrate strong command of self-regulated and self-directed learning behaviors.
	II. All students will develop the necessary skills to pursue their chosen post-secondary career path.
	III. All students will demonstrate growth greater than MGP in all content areas on standardized tests.
	IV. All students who enroll at Aspen Valley Campus will graduate.

<b>Tactics:</b>	1. We will create a flexible schedule campus-wide that maximizes our ability to use resources to meet student needs.
	2. We will implement instructional best practices and align grading and assessment across our 7-12 campus.
	3. We will develop vertically articulated programs that help students explore career options and create post-secondary goals.
	4. We will implement an aggressive marketing plan to achieve and maintain maximum enrollment.

Action Plan					
<b>Tactic 1:</b>	We will create a flexible schedule campus-wide that maximizes our ability to use resources to meet student needs.				
<b>Action Plan 1:</b>	A 7-12 team will explore and decide upon a new master bell schedule that aligns high school and middle school academic periods.				
<b>Action Plan Owner(s):</b>	Bailey, Flesher				
#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Establish planning committee	Bailey/Flesher	2/18	100%	2/18
<b>Issues/Updates:</b>				<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Completed in Spring of 2018. To be reviewed prior to 2019-20 school year.			
2	Explore a range of scheduling options	Bailey/Flesher	2-3/18	100%	3/18
<b>Issues/Updates:</b>				<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Completed in Spring of 2018. To be reviewed prior to 2019-20 school year.			
3	Decide upon a 2018-19 master bell schedule	Bailey/Flesher	2-3/18	100%	3/18
<b>Issues/Updates:</b>				<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Completed in Spring of 2018. To be reviewed prior to 2019-20 school year.			

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4	Build the 2018-19 master course schedule	Registrars/Admin	3-4/18	100%	5/18
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		Completed in Spring of 2018. To be reviewed prior to 2019-20 school year.			

<b>Tactic 2:</b>	We will implement instructional best practices and align grading and assessment across our 7-12 campus.
<b>Action Plan 1:</b>	Establish departmental common planning periods to facilitate 7-12 collaboration.
<b>Action Plan Owner(s):</b>	Bailey, Registrars, Staff

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Develop master schedule that provides each department a common planning period during either 1 <sup>st</sup> or 2 <sup>nd</sup> semester	Bailey, Registrars	3-4/18	100%	5/18
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, departments are focusing most of their time early in the year on making this adjustment.			

<b>Tactic 2:</b>	We will implement instructional best practices and align grading and assessment across our 7-12 campus.
<b>Action Plan 2:</b>	Teachers will engage in structured peer observations.
<b>Action Plan Owner(s):</b>	Admin, staff

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Establish expectations and deliverables for teacher peer observations.	Admin, Staff, Consultant (Richardson)	4/18	40%	ongoing
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured observation protocol. Math department has already engaged in one full round of peer observation.			
2	Provide training in peer observation and coaching models.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b> Put off full implementation until 2 <sup>nd</sup> semester	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured observation protocol. Math department has already engaged in one full round of peer observation.			

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3	Share lessons learned and best practices in peer observation among staff.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured observation protocol. Math department has already engaged in one full round of peer observation.			
4	Share lessons learned and best practices in instruction among staff.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured observation protocol. Math department has already engaged in one full round of peer observation.			

<b>Tactic 2:</b>	We will implement instructional best practices and align grading and assessment across our 7-12 campus.
<b>Action Plan 2:</b>	Teachers will engage in structured 7-12 curriculum alignment.
<b>Action Plan Owner(s):</b>	Admin, staff

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Establish expectations and deliverables for curriculum alignment.	Admin, Staff, Consultant (Richardson)	4/18	50%	ongoing
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured alignment protocol. Mr. Thomas and Mr. Stone are working with D20 Learning Services (Maxon) to plan this process.			
2	Provide training in curriculum models.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester
<b>Issues/Updates:</b>		Revised 8/18		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured alignment protocol. Mr. Thomas and Mr. Stone are working with D20 Learning Services (Maxon) to plan this process.			
3	Share learnings and best practices in peer observation among staff.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester

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<b>Issues/Updates:</b>	Revised 8/18	<b>Next Steps:</b>	Put off full implementation until 2 <sup>nd</sup> semester		
<b>Narrative/Additional Information:</b>	Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured alignment protocol. Mr. Thomas and Mr. Stone are working with D20 Learning Services (Maxon) to plan this process.				
4	Share learnings and best practices in instruction among staff.	Admin, Staff, Consultant (Richardson)	4/18	10%	Delayed until 2 <sup>nd</sup> semester
<b>Issues/Updates:</b>	Revised 8/18	<b>Next Steps:</b>	Put off full implementation until 2 <sup>nd</sup> semester		
<b>Narrative/Additional Information:</b>	Teaching staff are struggling to adjust to the pace and planning required on the 7 period daily schedule. As a result, we are slowing down implementation of this action step and targeting 2 <sup>nd</sup> semester for a more structured alignment protocol. Mr. Thomas and Mr. Stone are working with D20 Learning Services (Maxon) to plan this process.				

<b>Tactic 3:</b>	We will develop vertically articulated programs that help students explore career options and create post-secondary goals.
<b>Action Plan 1:</b>	Articulate academic programs targeted at post-secondary readiness and counseling department activities into a coherent sequence of courses, activities and services.
<b>Action Plan Owner(s):</b>	Counselors, Freshman Seminar, Discovery, Career Education teachers

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Establish common planning time for teaching staff (Freshman Seminar, Discovery, Career Ed) and counseling staff (HS/MS)	Counselors, Stevenson, Wasserman, Daniels	3-4/18	100%	5/18
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>					
2	Establish expectations and deliverables for 7-12 curriculum & program alignment.	Counselors, Stevenson, Wasserman, Daniels	4/18	10%	ongoing
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>					
3	Produce a document that makes clear the sequence of courses, activities and services that target post-secondary readiness.	Counselors, Freshman Seminar, Discovery, Career Education teachers	8/18	0%	ongoing
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>					

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<b>Tactic 4:</b>	We will implement an aggressive marketing plan to achieve and maintain maximum enrollment.
<b>Action Plan 1:</b>	We will create a marketing/rebranding committee consisting of students, parents and staff from the middle and high school.
<b>Action Plan Owner(s):</b>	Admin, staff

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Invite selected students, parents, and staff to join the committee	Thomas	June 2018/Sept 2018	100%	July 2018
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		The committee met twice during the summer, completed multiple activities guided by Ms. Cortez in order to determine Aspen Valley's personality descriptors, key differentiators, and communications tone.			
2	Coordinate with the district publicist, Ms. Cortez, to facilitate committee meetings	Thomas	May 2018/Sept 2018	100%	July 2018
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		Ms. Cortez facilitated two committee meetings, guided multiple school analysis activities and synthesized the results to a 3-page school description.			
3	Coordinate with a private branding agency to create a new Aspen look consisting of a logo and text which reflects the values statements developed by the committee.	Cortez	May 2018/Sept 2018	0%	Sept 2018
<b>Issues/Updates:</b>		<i>Ms. Cortez shared that due to a large number of other schools also asking for rebranding services, she is not able to assist with this need until she obtains guidance from the district cabinet.</i>		<b>Next Steps:</b> <i>Determine when cabinet will provide rebranding guidelines and coordinate with her for rebranding support.</i>	
<b>Narrative/Additional Information:</b>		After multiple reschedulings, Thomas and Cortez met along with Dr. Smith to work on the rebranding efforts. We reviewed the 3-page school description but stalled on the topic of obtaining services from a private rebranding agency.			

<b>Tactic 4:</b>	We will implement an aggressive marketing plan to achieve and maintain maximum enrollment.
<b>Action Plan 2:</b>	Form a staff committee to take on the work previously planned to be accomplished by a private rebranding agency. This will consist of determining a single logo and set of fonts to use on all external communication. These items need to reflect the school descriptors the committee developed.
<b>Action Plan Owner(s):</b>	Admin

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#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Invite select staff members to join the committee.	Thomas	Sept 2018	100%	Sept 2018
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		Select members of the AVC staff have been invited to join the committee, which will meet initially on October 5, 2018. Some parents from the original committee with marketing experience will also be invited to participate.			
2	Develop tools to assist the subcommittee with this work.	Cortez/Thomas	Sept 2018	0%	Oct 3, 2018
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>					

<b>Tactic 4:</b>	We will implement an aggressive marketing plan to achieve and maintain maximum enrollment.
<b>Action Plan 3:</b>	Using the new logo and text standards, create digital and text products for marketing across the community.
<b>Action Plan Owner(s):</b>	Cortez, district social media team, Thomas

#	Action Step	Assigned To	Start/Update Date	% Complete	Due/Completed Date
1	Automate the AVC application process	Social media team, AVC staff	Sept 2018	0%	Nov 2018
<b>Issues/Updates:</b>		<i>Cortez submitted a request to the social media team for support</i>		<b>Next Steps:</b> <i>Entirely rework the AVC public sites for middle and high school. Should we have one site or two?</i>	
<b>Narrative/Additional Information:</b>		The public sites for both schools has outdated information that does not reflect a current school description. The site(s) will be recreated to reflect the vision of the current site plan. The same will be done for the AVC Facebook pages.			
2	Determine site structure and content	Admin, staff		0%	Nov 2018
<b>Issues/Updates:</b>		<b>Next Steps:</b>			
<b>Narrative/Additional Information:</b>		With input from staff members, develop accurate descriptors of staff, classes, pathways...etc.			
3	Update the school site(s) with new content	Admin, Pitman		0%	Dec 2018
<b>Issues/Updates:</b>		<i>This will likely be delayed because the district is currently developing and deploying an entirely new website and site design protocols. This will affect our site development.</i>		<b>Next Steps:</b>	
<b>Narrative/Additional Information:</b>		Develop a new site matrix to be user friendly, google searchable, clear, compelling and consistent with our site plan vision			
4	Develop marketing avenues independent of other district schools	Cortez, Admin	Sept 2018	0%	Dec 2018
<b>Issues/Updates:</b>		<i>We need to think of print media, brainstorm connections inside of</i>		<b>Next Steps:</b>	



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	<i>our community by including parents, pen pal partners...etc.</i>		
<b><u>Narrative/Additional Information:</u></b>	The objective of all this is to enroll 30 well-suited 7 <sup>th</sup> grade students for school year 2019-20 by spring break, relieving the school staff to focus professional development time during April and May on developing plans for next school year rather than on the application process.		