

OUR PATH

FORWARD

Academy District 20 Strategic Plan: *Phase One*



“Our first-ever Strategic Plan, with updated mission, vision and values statements, propels us into the future with purpose, clarity and alignment.”

—Tom Gregory
Superintendent of Schools
Academy District 20

STRATEGIC PLAN: PHASE ONE

ACADEMY DISTRICT 20

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PREFACE

TAKE SMALL STEPS

“We rise to great heights by a winding staircase of small steps.”

—Francis Bacon

Every journey begins with a simple step. These pages reflect our initial step in creating our first-ever, district-wide Strategic Plan. This document, which we call Phase One, shares our work and planning toward creating unified focus and direction.

To fully understand the trajectory of our Strategic Plan, we start with a visit to the past. We then delve into the district’s root system: our values, mission, and vision statements. Our plan then outlines a new way forward, through six long-range strategic priorities and the 2021-22 yearly focus goal, “Create a Culture of Belonging.”

Finally, Phase One of our Strategic Plan concludes with our next steps, and the proposed approach for creating a multi-year, iterative plan.

TRY NEW THINGS

In 2018, we asked our community about its hopes for our future. One of their top requests was for "strategic direction and clarity." Specifically, they asked for a long-range Strategic Plan.

When Superintendent Tom Gregory took the helm in 2019 he honored that request. As we started our journey, we could have never anticipated a virus would bring the world to a halt. Although our planning took a small break due to COVID-19, it did not temper our dedication, passion and resolve to create the district's first-ever Strategic Plan.

“Never be afraid to try something new.”

—Dave Barry

PRE-COVID

Teachers, principals, staff members, administrators, students, parents/guardians and community partners, formed the *Strategic Planning Advisory Committee*. Led by internal leaders and external consultants, the team met regularly over six months.

1

Together they:

- ✦ Completed a Strength, Weaknesses, Opportunities and Threats Assessment (SWOT) & Political, Economic, Social and Technology Analysis (PEST).
- ✦ Discussed and clarified the current state of the district.
- ✦ Developed a Current State Report (CSR).
- ✦ Completed a comprehensive data analysis.
- ✦ Held an Open Space Forum.

POST-COVID

A smaller *Strategic Planning Think Tank* - which included administrators, teachers and staff - was established.

2

Together they:

- ✦ Updated the Current State Report with a COVID-19 Epilogue.
- ✦ Identified intersections with Equity Audit.
- ✦ Held more than a dozen online and in-person feedback sessions.
- ✦ Identified, clarified and defined the district's mission, vision and values.
- ✦ Built tactics and action items.

STRENGTHEN OUR ROOTS

The **mission, vision** and **values** statements serve as the root system for our Strategic Plan. The mission describes why we exist, and our values explains what we believe and how we behave. **Together they set the direction for our Strategic Plan.**

“You’re only as good as your values.”

—Herb Brooks

Our Mission. Why we exist.

We educate and inspire students to thrive.

Our Values. What we believe and how we behave.

We believe people are the heart of our success.
We aspire to practice meaningful inclusion, honor diversity and develop a culture of belonging throughout our school community.

We believe relationships matter.
We aspire to nurture relationships rooted in honesty, integrity, equity and transparency to drive continued growth and positive change.

We believe in quality education.
We aspire to teach and learn in ways that value the growth of all students, engaging them to demonstrate excellence as we respect their individual journeys.

Our Vision. Our big goal and vivid description of what it will be like when we arrive.

We provide creative and personal learning opportunities, accessible to all students, preparing them to thrive in an ever-changing world.

Our culture encourages bold, creative, and courageous behavior. A spirit of innovation empowers active collaboration. Together we create effective and engaging instructional strategies that lead to student success. We are a community of learners who leverage individual talents and accomplishments into district-wide progress. We are flexible and adapt our organizational structures so that students, staff and families – no matter their background, ethnicity, perspective, talents, or challenges – feel welcomed and inspired in our classrooms and schools.

BOARD OF EDUCATION ENDS

The district’s success is inextricably linked to student success. Every decision is guided by these factors:

All students will have the knowledge, skills, and character necessary for successful transition to the next level and upon graduation will be fully prepared for success.

Safety Statement

We are committed to providing a safe and secure school environment for all students and staff.

CHART THE COURSE

After clarifying our mission, vision and values we identified long-term strategic priorities that serve as the cornerstones of our work and push us toward achieving our envisioned future.

We are dedicated to achieving each priority, but recognize doing so will take several years. Therefore, during Phase One of our Strategic Plan, we will highlight one priority as our annual focus goal.

PRIORITY

1

Create a culture of belonging for all students, staff, and our community of stakeholders.

PRIORITY

2

Close the learning gaps for all students.

PRIORITY

3

Invest in and value our greatest asset, our staff, to help them grow.

PRIORITY

4

Use effective and transparent communication to build trust.

PRIORITY

5

Align our district's systems and structure for resource optimization.

PRIORITY

6

Create symbiotic, meaningful community partnerships.

“Innovation comes from long-term thinking and iterative execution.”

—Reid Hoffman

A YEARLY FOCUS 2021-22

OUR FIRST FOCUS GOAL IS:

> Create a culture of belonging for all students, staff and our community of stakeholders.

OBJECTIVE ONE

Equalize equity in resource allocation and distribution.

- 1 We will promote the equitable sharing of building rental funds within our district.
- 2 We will promote the efficient use of transportation, as a resource, to support students.
- 3 We will promote equity of enrollment within feeder systems.
- 4 We will promote an equitable staffing design model.

OBJECTIVE TWO

Define culture of belonging.

- 1 We will educate our community about a culture of belonging.
- 2 We will collect and analyze data to understand the past and present and plan for the future.
- 3 We will become teachers and learners of belonging.

“Smart people focus on the right things.”

—Jensen Huang

OBJECTIVE THREE

Understand Equity Audit recommendations.

- 1 We will identify intersections between Data Driven Decision-Making and strategic planning.
- 2 We will utilize existing data to inform root cause analysis and to respond accordingly.

OBJECTIVE FOUR

Define student voice.

- 1 We will create structures and protocols for gathering and understanding student voice.
- 2 We will develop and identify ways to measure student voice and needs.
- 3 We will leverage student voice to enhance student learning and belonging.

OUR NEXT STEPS

Phase One of our Strategic Plan is about researching, learning, investing, and communicating our new way of moving forward. In this first year, our work is dedicated to ensuring all stakeholders understand and connect with our new mission, vision, and values statements. Similarly, during Phase One we will define and fully understand student voice and belonging.

The work of Phase One will conclude at the end of the 2021-22 school year. Equipped with clarity about our current state of belonging and student voice, we will then map the next set of actions to move us toward our envisioned future.

NOTE OF THANKS

We extend our gratitude to all those who contributed to the creation of Phase One of our Strategic Plan. **Thanks especially to the following groups and individuals:**

Board of Education	Attendees of the Superintendent Hiring Community Town Halls	Kimberley Sherwood Coaching & Consulting
Strategic Plan Task Force	Parent Sounding Board	Colorado Education Institute
Strategic Plan Think Tank	District Accountability Committee	Hazard, Young & Attea Associates
Equity Audit RFP Committee	Teacher Communication Council	
Equity Audit Task Force	Academy Education Association	
Attendees of the Strategic Plan Community Forum	Superintendent Student Council	
Attendees of the virtual and in-person Strategic Plan Road Show	Classified Employee Council Superintendent Communication Council	
The Superintendent Hiring Committee	Deborah Sagen & Associates	



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