

STRATEGIC PLAN

2024-2028

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To achieve our goals, we will focus on three areas, starting from the inside out

3 Prepare for Sustainable Growth

Our long-term vision is to broaden the reach of and expand access to STEM education to more Denver-area students and families. In doing so, we will strengthen communities, drive innovation, and contribute to a more prosperous society.

Prepare for Growth

Plan to expand STEM's impact to more students and families

2 Optimize the STEM Experience

Our goal is to create a world-class experience for every member of the STEM community, including students, staff, and parents, empowering them to reach their full potential and make a lasting impact on the world.

STEM Experience

Optimize the student, staff, and parent experience

1 Clarify and Communicate our Identity

Our identity is at the core of who we are. Our first priority is to clearly define and codify STEM Highlands Ranch so that we can communicate this vision effectively to current and prospective students, staff, and parents.

Identity

Define and communicate who we are

Within each area of focus, we will invest time, energy, and resources into a number of strategic priorities

| Focus Area | Strategic Priority* | Description | |
|--|--|---|--|
| 1 Identity <i>Define and communicate who we are</i> | 1A. Communications & Marketing | Define and communicate the identity and culture of STEM in order to effectively attract students, parents, and staff. | |
| | 1B. Knowledge Management | Document key operational systems and procedures for areas such as human resources, curriculum & instruction, and program model. | |
| 2 The STEM Experience <i>Optimize the student, staff, and parent experience</i> | 2. Optimize the STEM Experience | 2A. For Students | Codify STEM's program model to create a cohesive educational experience aligned to students' interests, abilities, and goals. |
| | | 2B. For Staff | Foster a high quality staff culture that cares for one another (inclusive and equitable), shares decision-making, focuses on continual improvement, and prioritizes stability. |
| | | 2C. For Parents | Strengthen communication, engagement, and support for parents in order to foster a positive and collaborative partnership between the school and families. |
| 3 Prepare for Growth <i>Prepare to expand impact to more students and families</i> | 3A. Long-Term Planning | Develop annual and strategic plans aligned with STEM's long-term goals, including key performance indicators and systems for monitoring progress. | |
| | 3B. Network Model & Governance | Establish a network model and governance structure to support growth, including roles, responsibilities, and decision-making processes. | |



STEM School, in partnership with its leadership, will use the following greenlighting criteria to determine readiness for expansion

| Category | Metric | Description | No-Go | Discuss | Go |
|------------------------------|---------------------------------|---|------------------------------|---------------------------|------------------------------|
| Enrollment | History of stable enrollment | Two years of increasing enrollment | No | Stable | Increasing |
| External | Funding / political environment | 5B Status | - | Passed | Not Passed |
| Program | Academic performance | Average schoolwide state assessment scores | Below district/ state avg | At district/ state avg | Above district/ state avg |
| | Program Model | Model clearly defined (and staff equipped to deliver) | No | Nascent | Yes |
| Facilities | Future facility | Primary and backup facility options identified | No | Primary only | Yes |
| | Current facility | Plan for capital refresh in place | No | Plan only | Plan + funding |
| Talent / Human Capital | Staff retention | % of effective teachers retained across school in previous year | <70% | 70-80% | >80% |
| | Staff performance | % staff rated effective or highly effective in previous year | <70% | 70-80% | >80% |
| | Leadership | Successor leader identified | - | No | Yes |
| | | % effective leaders retained in previous two years | <67% | 75% | >80% |
| | Shared services | Shared services team, systems, and processes well-established | - | No | Yes |