

# Strategic Plan

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Refresh October 2021



# Agenda

- ✓ Review Mission Statement and Academic Model
- ✓ Growth Strategy Presentation
- ✓ Model Providing Presentation
- ✓ Questions and Discussion



# Our Mission

Navigator Schools equips students to become learners and leaders in high school, college, and beyond. We develop top-tier teams of educators who continuously improve and innovate schools that deliver phenomenal outcomes for all students, regardless of their circumstances.

# Essential Components of Academic Model



# NAVIGATOR GRADUATE AIMS



To navigate an unknown and complex future, Navigator Learner and Leaders are:



## Creative Problem-Solvers

Are solutions-oriented and tackle problems with a range of analysis and synthesis strategies and resources to create optimal solutions.



## Courageous Change-Makers

Are grounded in their values so that they can advocate for themselves and for others as we work to make a positive impact on our community and realize our visions for a better tomorrow.



## Collaborative Teammates

Have skills, motivation, and an optimistic outlook to be a supportive and engaged teammate invested in our shared success.



## Continual Improvers

Embrace a culture of error with a growth mindset, persist through challenge, and reflect on areas of strength and opportunity so that they can proactively pursue their goals.



## Academic Scholars

Have foundational literacy and mathematical skills, and knowledge of the world that will support their ability to apply their skills to fully understanding a topic or completing a task.

# Our Future Impact (April 2019)

By 2024, **Navigator will become a beacon** for outstanding TK-8 education for underserved students throughout California by:



## Scale

growing to five schools serving 2,825 TK-8 students, at least 75% of whom are low-income, across Central California



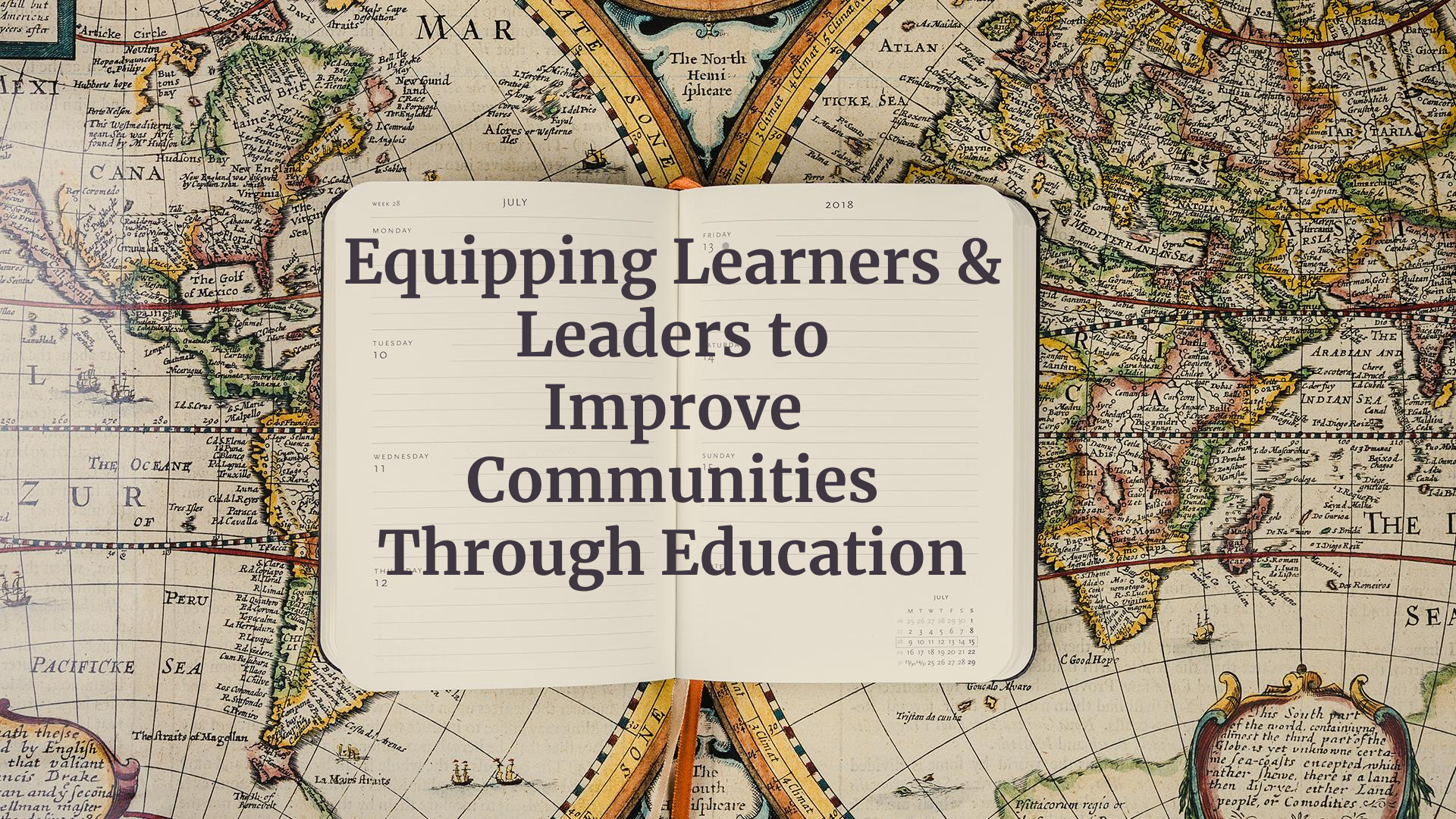
## Performance

Operating schools in the top 5% in Central California and in the top 10% in CA



## Influence

improving performance in CA public schools by sharing the Navigator Model



# Equipping Learners & Leaders to Improve Communities Through Education

WEEK 28	JULY	2018
MONDAY	13	FRIDAY
TUESDAY	10	THURSDAY
WEDNESDAY	11	SUNDAY
THURSDAY	12	MONDAY
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# Our current how



## **Equipping Learners & Leaders**

Open five schools in the Northern Central Coast region, serving at least 2,825 students

## **Develop Top Tier Teams of Educators**

Goal: Serve 5,000 students in 12 schools by 2024 through Navigator's model providing services



# 2017 vs. 2021

**Politics - California has become less charter friendly**

**Geography - The need for close proximity has become less of an issue**

**Opportunity - capitalize on these when they arise**

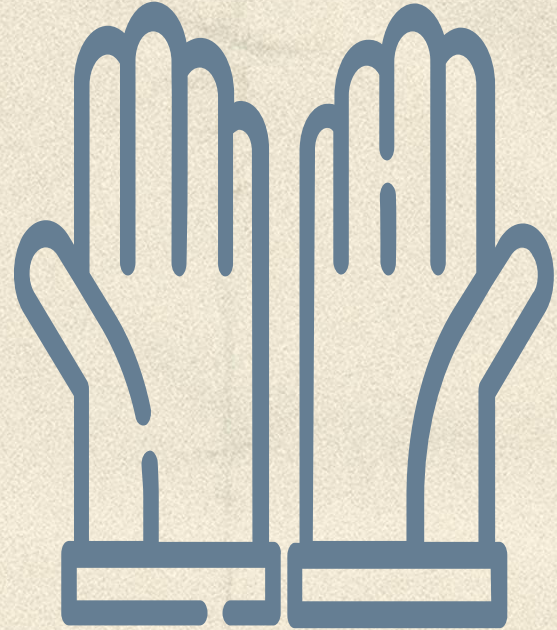
# What are our options?

How can we continue to expand our impact in today's world?

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# Option A for Acquisition

Is this the right step for school four?



# Why is this a good next step

- It is why we exist - improve communities through education
- Demographics reflect students we want and need to serve
- It is close to our model and could be aligned
- It could possibly expand our region
- Gives us an opportunity to prove our model works
- Possibly helps SO financially to grow and flourish (development)
- Possible grant opportunities

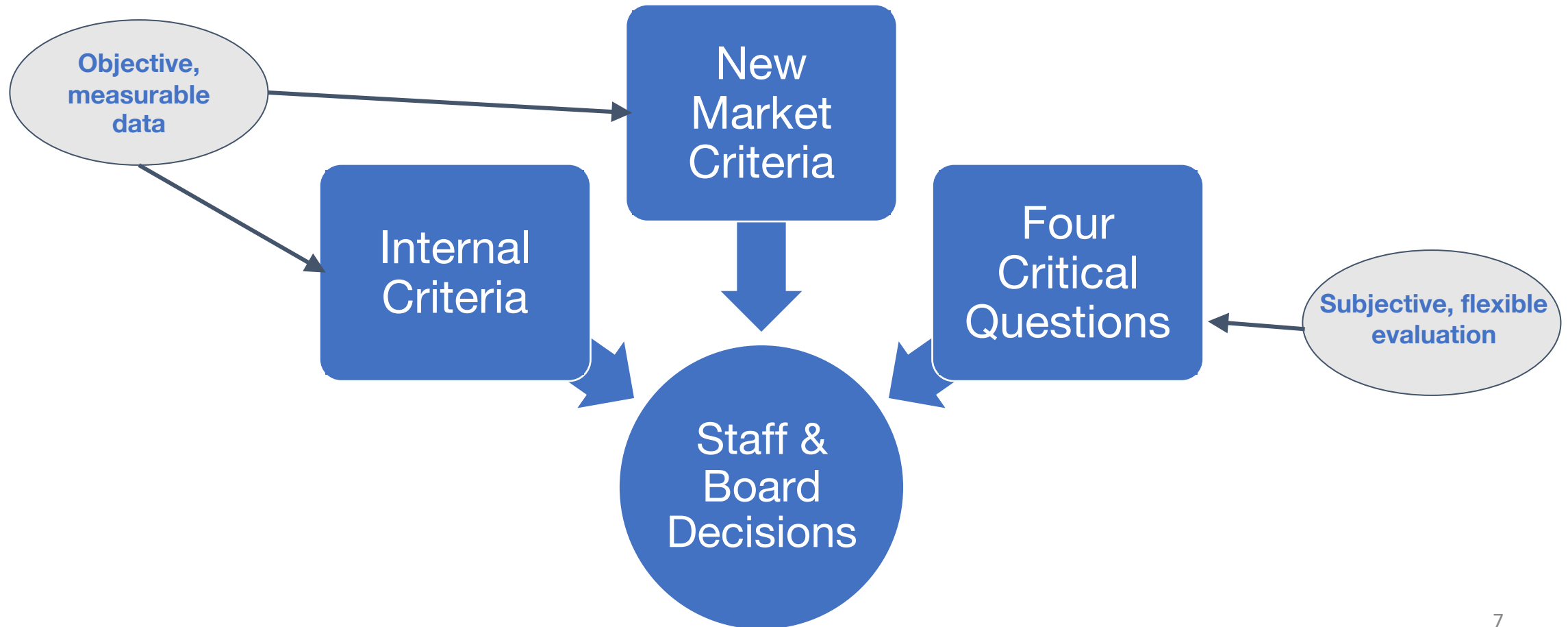




**Board approved  
green lighting  
criteria for  
growth**

# Greenlighting Criteria

Greenlighting will be based on three categories of information:



<b>Internal Criteria</b>	<b>24 months</b>	<b>Current</b>	<b>18 months</b>	<b>12 months</b>
<b>Academic Performance: SBAC</b> Percent of students who have been at Navigator for at least three years that meet or exceed proficiency on SBAC	70%		70%	70%
<b>Organizational Health: Enrollment</b> Actual enrollment as percentage of target	>99%	99%	>99%	>99%
<b>Organizational Health: Staff Retention</b> Percent of full-time staff who return annually (Fall to Fall)- look at subgroups	75%		75%	75%
<b>Organizational Health: Staff Satisfaction</b> Percent of staff that are “likely to recommend working at Navigator to a friend” (as measured by the Fall/Spring surveys)	80%		80%	80%
<b>Financial Strength: Reserves</b> Percent of current fiscal year expenses held in reserve	20%		20%	20%
<b>Financial Strength: Sustainability</b> Percent of GPS, HPS, & WPS costs that are covered by philanthropy - schools in year 4 or more	<5%		<5%	<5%
<b>Founding Team: Principal and Seed Teachers</b>	At least six potential founding team members identified		Potential Principal identified	Principal and two teachers confirmed

New Market Criteria - Progress to date	24 months pre-launch	Current	18 months pre-launch	12 months pre-launch
<b>The Need: Poverty Rates</b>	At least 80% FRL in target area schools		At least 80% FRL in target area schools	At least 80% FRL in target area schools
<b>The Need: School Performance</b>	No schools in the target area with 60%+ FRL beat state averages in math and reading		No schools in the target area with 60%+ FRL beat state averages in math and reading	No schools in the target area with 60%+ FRL beat state averages in math and reading
<b>Community Support: Student Recruitment</b>	NS staff have held meetings with prospective parents		Letters of intent for 70% of first year seats & 50% of willing teacher signatures	Letters of intent for at least 100% of first year seats & 100% of willing teacher signatures
<b>Community Support/ Stakeholder mapping Community Engagement</b>	NS staff have met with district leadership, parents, and community organizations.		8+ parent leaders share their experience meeting with district board at a NS board meeting requesting charter to be submitted in their community.	15+ parent leaders share their experience meeting with district board speak at NS board meeting requesting charter to be opened in their community.
<b>Facilities</b>	Preliminary market analysis complete		At least two potential facilities identified. Estimated cost enables school to get to breakeven at scale, or Prop 39.	Viable facility formally confirmed at cost that enables school to get to breakeven at scale, or Prop 39. Facility available at least one month prior to school launch.
<b>Pathway to Authorization</b>	Authorization plan in place with likelihood of success		Draft of high quality charter application written and on track to be submitted no later than February	Charter obtained or appeal to state board is underway
<b>Fundraising</b>	Viable fundraising strategy in place		(1) Year zero funders of new school and support office identified with high likelihood of success. (2) New school breakeven by year [x].	(1) Funders of new school and support office confirmed for year 0-2. (2) New school breakeven by year [x].



# **Acquisition focused criteria**

# Is the school model clearly articulated & codified?



Do the school models fit well?



Would they change post merger?



Does the school's educational programs align to the current mission?

## Support Office/Financial capacity

- Are both organizations financially healthy?
- Do we have the capacity to support a school at this distance?
- What is the cost of back office services?

# Are the organizational systems & structures strong & driving effective execution?



Does the leadership team and/or board composition change post-merger?



Are the two organizations aligned enough on adult and student culture, mission, and values?



Is there a clear chain of command?

# Will the political landscape support successful community engagement, authorizing, facilities, and enrollment in the target market?



Who are the key stakeholders and will they support the merger?



Does new organization have healthy enrollment and feeder patterns?



What do we need to do to get board support?(and which boards)

# What do we need to think about?



- Are all students who need student services/SPED been identified? What resource support do the students need?
- What does it mean to not grow from ground up? Need to be aware of change management and Navi-fy it
- Distance
- Politically unknown area
- How much attention would we actually give the school...would they feel neglected?
- Staff retention
- STRS?
- Facilities
- Salaries/pay rate

# Model Providing

**Developing Top Tier Teams of  
Educators...in and out of Navigator**

# Our current how



## **Equipping Learners & Leaders**

Open five schools in the Northern Central Coast region, serving at least 2,825 students

## **Develop Top Tier Teams of Educators**

Goal: Serve 5,000 students in 12 schools by 2024 through Navigator's model providing services



# Our model providing journey to date

## **2011-2015:**

Thumb drives and visitations

## **2016: Navi officially began model providing efforts**

- Hollister School District and RO Hardin
- Healdsburg Unified

## **2017-2021: Efforts expanded**

- Wonderful Prep (Delano, CA)
- Healdsburg Unified (Healdsburg, CA)
- Cerra Vista (Hollister School District)
- GEM Prep (Idaho)



# Current Partnership Updates

## **Yu Ming (Year 2)**

- Year 1 successes: Weekly coaching meetings, schoolwide walkthroughs, data-analysis
- Next steps: Maintaining an aligned system for teacher coaching with three campuses, implementing live coaching for rigor, expressed interest in MS model

## **Hayward Collegiate (Year 2)**

- More in-depth support- coaching three teachers and leadership team members
- Monthly visits
- Supporting ELA centers model implementation

## **AIMS High School (Year 0/“Light Touch”)**

- Provided summer leadership training and teacher professional development
- Bi-monthly visits with schoolwide walkthroughs and leadership PD

# Prospective Partners for 2022-23

## **Catalyst Public Schools (Bremerton, Washington)**

- Informal work with Navigator since 2019
- Implementing Navigator middle school squads

## **GEM Prep (Idaho)**

- On hold for a year; Expressed interest in returning in 22-23 school year and implementing middle school squads

## **Achieve Charter School (Chico, CA)**

- Interested in support with creating aligned leadership structures for academic coaching

*#1 growth strategy is around educators seeing our classrooms in action...  
And getting excited about what they see!*

# Measures of Effectiveness

<b><i>Instructional Staff Outcomes</i></b>	<ul style="list-style-type: none"><li>● By the end of Year Two, instructional staff members score a 3 or better on the following measures on the <a href="#">Teacher Dashboard</a>:<ul style="list-style-type: none"><li>■ Building a Strong Classroom Culture</li><li>■ Planning and Implementing Rigorous Instruction</li><li>■ Using Assessment Data to Drive Instruction</li></ul></li><li>● Teacher PD sessions will receive a Net Promoter score of “great” or “excellent”</li></ul>
<b><i>Student Outcomes</i></b>	<ul style="list-style-type: none"><li>● Site proficiency increases 5% annually on SBAC</li><li>● Distance from Standard (DFS) on SBAC will improve by five points annually for all subgroups</li><li>● Percentage of students meeting projected MAP score growth will increase by 5%</li></ul>
<b><i>Leadership Outcomes</i></b>	<ul style="list-style-type: none"><li>● By the end of Year Two, leadership members score a 3 or better on the following measures on the <a href="#">Leadership Dashboard</a>:<ul style="list-style-type: none"><li>■ Coaching Classroom Culture</li><li>■ Coaching Rigorous Instruction</li><li>■ Coaching Data Driven Instruction</li><li>■ Leading Effective Schools and Teams</li></ul></li><li>● Leadership PD sessions will receive a Net Promoter score of “great” or “excellent”</li></ul>

# Navigator Leadership Professional Learning Workshops

## Navigator Core 3 2021 Summer Workshop Series



**Create the transformational change needed  
to close the educational opportunity gap.**

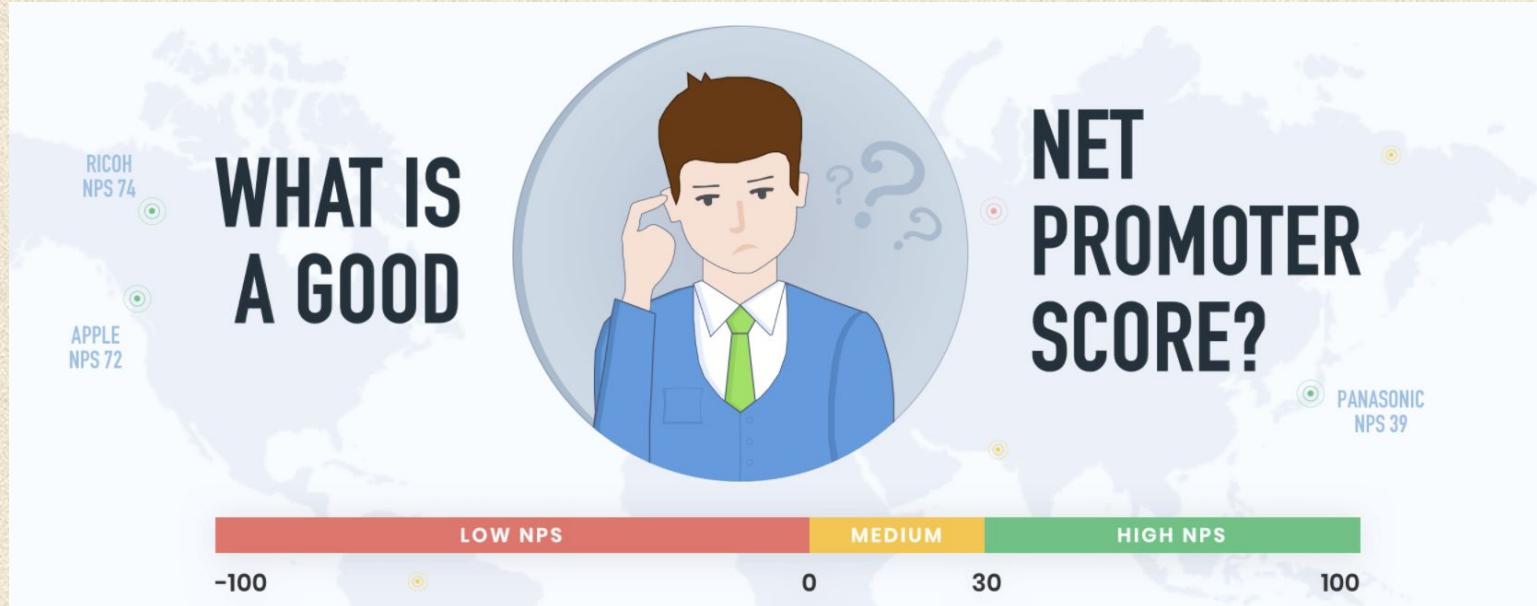
[Free Leadership Workshops: July 26-27, 2021](#)

### **Attendees:**

1. AIMS Middle School, Oakland
2. AIMS High School, Oakland
3. Hayward Collegiate, Hayward
4. Navigator Schools
5. Nova Pioneer, Nairobi, Kenya
6. Yu Ming Charter School, Oakland

# Navigator Leadership Professional Learning Workshops

## 92% Net Promoter Score



# What are we missing?



**Questions**



**Wonderings**



**Concerns**

