

2021-2025 Strategic Plan

Year 1 Action Plan - Board Edition



Overview

The Year 1 Action Plan provides a list of key strategies and tactics for staff members to pursue as the organization strives to accomplish goals in 3-5 years. Lead personnel, resources (financial investments and expenditures), benchmarks, and key metrics have been outlined to help measure the success and progress of each strategy. Staff and organizational leadership provided input following a strategic planning framework to help establish year 1 priorities.

Definitions

Goals: Key strategic goals to be accomplished in 3-5 years

Strategies: Approaches to accomplish key strategic goals

Tactics: Activities and action steps to be taken in pursuit of strategies

Leadership: Personnel responsible for leading a tactic or strategy

Resources: Investments, typically fiscal, needed to accomplish a tactic

Success Indicators: Metrics used to measure progress towards strategies

Annotation

- Use the following color coding to help prioritize tactics for the upcoming year:
 - **Blue** - In progress/accomplish
 - **Green** - High priority
 - **Yellow** - Lower priority/deprioritize
 - **Orange** - Push to Year 2
 - **Red** - Remove
- Metrics: Highlight in **fuchsia** which metrics (qualitative or quantitative) will be most informative to the Board to help evaluate progress towards goals

Discussion Questions

- What are our critical financial investments for successful completion of strategic priorities?
- What role will the Board play in helping to support Year 1 Action Plan implementation?

Goal 1 Build trusting relationships and a culture of collaboration, innovation, and ongoing learning			
Strategy #1	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Articulate and reinforce Compass' vision and values	<ul style="list-style-type: none"> • Describe ARTIC values in practice with leadership and staff input, including job descriptions and during recruitment process 	<ul style="list-style-type: none"> • Leadership: People Division • Resources: TBD 	<ul style="list-style-type: none"> • Increase staff feedback on surveys by 50% to show improvement in job satisfaction and morale • 100% of supervisors will accurately implement performance management systems adopted by Compass
	<ul style="list-style-type: none"> • Incorporate Compass' mission and values into performance management systems & provide implementation training to supervisors and staff 	<ul style="list-style-type: none"> • Leadership: People Division • Resources: Alludo 	
	<ul style="list-style-type: none"> • Create authentic and specific processes for peer-to-peer celebration and accountability of our values in practice (e.g. "Open mic" during team meetings for shout-outs, team agendas, workplace spotlights) 	<ul style="list-style-type: none"> • Leadership: Leadership Team • Resources: TBD 	
	<ul style="list-style-type: none"> • Explore re-write of vision statement to align with Impact Statement 	<ul style="list-style-type: none"> • Leadership: Cabinet, Leadership Team, Parent Advisory Council, Scholar Leadership Council, Staff Advisory Committee • Resources: TBD 	
	<ul style="list-style-type: none"> • Be clear and precise about what a Gold Standard looks like and entails (e.g. clear communication 	<ul style="list-style-type: none"> • Leadership: Leadership Team, Staff Advisory Committee • Resources: TBD 	

	<i>and expectations for staff that align with job description competencies of what it means to be a Compass employee)</i>		
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Goal 1 Build trusting relationships and a culture of collaboration, innovation, and ongoing learning			
Strategy #2	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Improve processes for staff goal setting and on-the-job coaching aligned to performance management systems	<ul style="list-style-type: none"> ● <i>Create job descriptions for all positions and align to values and Impact Statement</i> 	<ul style="list-style-type: none"> ● Leadership: People Division ● Resources: TBD 	<ul style="list-style-type: none"> ● <i>100% of staff will engage in professional development and share their takeaways with peers or other Compass staff</i> ● <i>Number of peer-led professional development sessions</i> ● <i>Alignment with passion project/passion driven goals</i> ● <i>100% of staff will contribute to departmental lead measure reporting</i>
	<ul style="list-style-type: none"> ● <i>Implement new pilot coaching model to support stronger research-based instructional strategies</i> 	<ul style="list-style-type: none"> ● Leadership: Staff Support Department ● Resources: TBD stipends/investments in outside instructional coaching sessions 	
	<ul style="list-style-type: none"> ● <i>Align staff goals with team or project-related outcomes; incorporate passion project/passion-driven goals for staff</i> 	<ul style="list-style-type: none"> ● Leadership: Advisory Committees, Leadership Team ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Create explicit opportunities to provide real-time feedback</i> 	<ul style="list-style-type: none"> ● Leadership: TBD ● Resources: Create open-form surveys/platforms for staff to share opinions and feedback 	
	<ul style="list-style-type: none"> ● <i>Identify common areas where all staff are struggling and identify new training strategies</i> 	<ul style="list-style-type: none"> ● Leadership: People Division, Staff Support Department) ● Resources: TBD stipends/investments in outside instructional coaching sessions 	
	<ul style="list-style-type: none"> ● <i>Build collaboration between staff members' expertise in order to</i> 	<ul style="list-style-type: none"> ● Leadership: People Division, Staff Support Department 	

	<i>better leverage internal expertise at Compass</i>	<ul style="list-style-type: none"> ● Resources: TBD 	
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Goal 1 Build trusting relationships and a culture of collaboration, innovation, and ongoing learning			
Strategy #3	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Improve methods of reflection, sharing, and collaboration across departments	<ul style="list-style-type: none"> ● <i>Create a standard template that meets the needs of all departments and include pre-planning and post meeting protocol</i> 	<ul style="list-style-type: none"> ● Leadership: Leadership Team ● Resources: TBD 	<ul style="list-style-type: none"> ● <i>Staff report that meetings are purposeful and relevant to all people involved (survey)</i> ● <i>Staff shows evidence of learning by sharing examples within their department</i> ● <i>Weekly highlights shared by each department shared on Workplace and social media channels</i> ● <i>Staff report increased communication and productivity with cross-departmental initiatives and collaboration</i>
	<ul style="list-style-type: none"> ● <i>Standardize and streamline process for receiving input from departments and communicate meeting agendas in advance</i> 	<ul style="list-style-type: none"> ● Leadership: Leadership Team ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Prioritize and reinforce cross-departmental opportunities to collaborate on student achievement</i> 	<ul style="list-style-type: none"> ● Leadership: Cabinet, Leadership Team ● Resources: TBD 	

Goal 1 Build trusting relationships and a culture of collaboration, innovation, and ongoing learning			
Strategy #4	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)

Support staff to pursue professional learning opportunities and share back key insights	<ul style="list-style-type: none"> Devote a portion of all staff meetings to optionally share out best practices 	<ul style="list-style-type: none"> Leadership: Leadership Team Resources: Presentation template 	<ul style="list-style-type: none"> Two lunch and learn sessions hosted each semester Staff invited to share insights at each meeting
	<ul style="list-style-type: none"> Create learning objectives tied to individual staff development goals 	<ul style="list-style-type: none"> Leadership: People Division, Staff Support Department Resource: TBD 	
	<ul style="list-style-type: none"> Explore new internal events (e.g. job shadow) to share ‘lessons learned’ based on advancements in staff knowledge and experience 	<ul style="list-style-type: none"> Leadership: Leadership Team Resources: TBD 	

Goal 2 Provide equitable support for all scholars by leveraging the full Compass community to advance each individual scholar’s academic and social emotional progress			
Strategy #1	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Create and reinforce org-wide standard measures for scholar success (academic and social)	<ul style="list-style-type: none"> Create a uniform CCS standards based grading system to help streamline curricula review 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Personalized scholar growth through personalized learning plan All families receive two-point engagement and communication on standardizing testing importance Pulse check surveys demonstrate families understand the curriculum being taught Pulse check surveys ensure families know where students are meeting/not meeting academic standards
	<ul style="list-style-type: none"> Clarify expectations for scholar-engaged and scholar-led connection and conference meetings across K-12 to encourage student voice, staff responsibilities, and parent input 	<ul style="list-style-type: none"> Leadership: (AE) Coordinators support STs Resources: TBD 	
	<ul style="list-style-type: none"> Hold goal setting connection meetings with families based around standards-set grading system 	<ul style="list-style-type: none"> Leadership: (AE) Coordinators support STs Resources: TBD 	
	<ul style="list-style-type: none"> Develop talking points to help educate families on measures of 	<ul style="list-style-type: none"> Leadership: TBD Resources: Communications 	

	<i>success and the importance of standardized testing; explain consequences (as necessary)</i>	support and resources for team leads and staff members	
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Goal 2 Provide equitable support for all scholars by leveraging the full Compass community to advance each individual scholar's academic and social emotional progress			
Strategy #2	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Educate and motivate families to achieve shared expectations for scholar success using diverse communication channels and community events	<ul style="list-style-type: none"> Commit to one consistent, uniform system of communication channel for families and develop clear expectations for use 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Greater family involvement and diversity at community events (board meetings, Coffee with Compass, field trips, etc) 90 % on quiz/ deliverable about the systems (so those who have mastered it do not have to go through retraining)
	<ul style="list-style-type: none"> Provide staff training on communication system with families including how to support families in accessing resources that are available 	<ul style="list-style-type: none"> TBD 	
	<ul style="list-style-type: none"> Broaden parental involvement at the school by improving communication & increasing involvement in PAC meetings 	<ul style="list-style-type: none"> Leadership: TBD Resources: TBD 	

Goal 2 Provide equitable support for all scholars by leveraging the full Compass community to advance each individual scholar’s academic and social emotional progress			
Strategy #3	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Improve our ability to identify and support individualized scholar support needs (academic and social)	<ul style="list-style-type: none"> Build staff capacity to support scholars’ academic differentiation, in the areas of English Language Arts and Math 	<ul style="list-style-type: none"> Leadership: TBD Resources: Investments in EL, AVID & College Prep Workshops 	
	<ul style="list-style-type: none"> Research and explore partnerships with a university to incorporate dual enrollment 	<ul style="list-style-type: none"> Leadership: Counseling department Resources: TBD 	
	<ul style="list-style-type: none"> Develop a system for identifying, cataloguing, and updating staff members’ subject-matter expertise to encourage collaboration 	<ul style="list-style-type: none"> Leadership: TBD Resources: TBD 	

	<ul style="list-style-type: none"> Build out time for staff learning & development during team and department meetings to help identify subject areas to round out 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Greater use of supports for scholars (Response to Interventions (Rtl), specialized support, summer academic access, etc) Greater diversity of applied professional development learnings (EL, AVID, MTSS, PBIS, etc) Increase math proficiency by 5% as measured by various assessments and standardized tests
	<ul style="list-style-type: none"> Leverage internal expertise and/or hire outside coaches who can support teachers in differentiation 	<ul style="list-style-type: none"> Leadership: TBD Resources: Stipends for teachers; outside coaching costs 	<ul style="list-style-type: none"> Decrease in the number of scholars that score 'Not Met' on the SBAC Math test
	<ul style="list-style-type: none"> Develop an extended graduation program expectations and timeline template to ensure at-promise scholars have a realistic pathway to earning a high school diploma 	<ul style="list-style-type: none"> Leadership: TBD Resources: Graphic design 	<ul style="list-style-type: none"> Decrease in the average number of years it takes to receive a H.S. diploma Decrease in the number of students who take additional years to receive H.S. diploma.

Goal 2 Provide equitable support for all scholars by leveraging the full Compass community to advance each individual scholar's academic and social emotional progress			
Strategy #4	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Develop and track measures of equity and generate new solutions to equity gaps	<ul style="list-style-type: none"> Develop and implement measurements in Alludo 	<ul style="list-style-type: none"> Leadership: TBD Resources: Investments in EL, AVID & College Prep Workshops 	<ul style="list-style-type: none"> 100% of ELs progress at least one language proficiency level each year EL scholars are re-classified each school year
	<ul style="list-style-type: none"> Pursue Highlight pilot 	<ul style="list-style-type: none"> TBD 	

	<ul style="list-style-type: none"> ● <i>Develop and provide SEL interventions to support inclusivity, self-help, and connections based on scholarly interest and background</i> 	<ul style="list-style-type: none"> ● TBD 	<ul style="list-style-type: none"> ● <i>Increase the number of Reclassified Fluent English - Proficient Scholars by 4%</i> ● <i>At least 70% of EL scholars will complete Language Arts courses</i> ● <i>At least 70% of EL scholars will pass Language Arts courses</i> ● <i>There will be an increase in the number of EL scholars participating in the SBAC test</i> ● <i>SPED scholars are receiving necessary services and meeting goals on their IEPs</i> ● <i>Analysis of scholar data (e.g. CAASPP scores) reflects significant closure of achievement gaps in traditionally underserved populations or populations that typically experience inequity</i>
<ul style="list-style-type: none"> ● <i>Create a list of curriculum choices that best support scholar groups based on learning need</i> 	<ul style="list-style-type: none"> ● Leadership: TBD ● Resources: Comprehensive and diverse curriculum review committee 		
<ul style="list-style-type: none"> ● <i>Utilize effective and flexible academic instruction that meets the needs of EL scholars with synchronous and asynchronous lessons, multimedia, and Learning Lab virtual lessons</i> 	<ul style="list-style-type: none"> ● TBD 		

Goal 3 Position Compass to meet the growing demand for personalized virtual learning while proactively adapting to political changes			
Strategy #1	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Review composition of communities and identify new families who may benefit from personalized virtual learning	<ul style="list-style-type: none"> Conduct market research and explore targeted advertising for Compass 	<ul style="list-style-type: none"> Leadership: Outreach Coordinator, Marketing, J.J. Resources: Advertising costs; marketing support 	<ul style="list-style-type: none"> Measure response time to new/potential families (and other measures of customer service) Key audiences and consistent messaging/talking points developed and defined for each audience Receive CA Purple Star Designation Increase number of partnerships in virtual learning Survey results from stakeholders Generate feedback on clubs, virtual scholar workshops, and field trips Higher attendance when possible during activities
	<ul style="list-style-type: none"> Engage families in evaluation process, create marketing and engagement plans around identified community personas 	<ul style="list-style-type: none"> Leadership: Leadership Team Resources: TBD 	
	<ul style="list-style-type: none"> Explore CA Purple Star Designation to increase visibility in the market (especially around military populations) 	<ul style="list-style-type: none"> Leadership: MKV, counseling leads Resources: TBD 	
	<ul style="list-style-type: none"> Research withdrawal data trends on a regular basis, encouraging completion of Withdrawal Request forms and exit surveys by families 	<ul style="list-style-type: none"> Leadership: Operations and Records Leadership Resources: TBD 	
	<ul style="list-style-type: none"> Increase staffing support to include more start-up support for new families, specifically over summer to ensure a good start to the year 	<ul style="list-style-type: none"> Leadership: TBD Resources: Contracted support or .5FTE/FTE 	

Goal 3

Position Compass to meet the growing demand for personalized virtual learning while proactively adapting to political changes

Strategy #2	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
<p>Monitor and assess implications of federal, state, and local politics and policy changes</p>	<ul style="list-style-type: none"> ● <i>Create standing agenda item at Leadership Cabinet meetings and Board meetings to provide updates on local, state, and federal policy changes and implications for Compass</i> 	<ul style="list-style-type: none"> ● Leadership: Leadership Team ● Resources: State association memberships 	<ul style="list-style-type: none"> ● <i>Board members are aware of pending and confirmed changes and understand implications to Compass</i> ● <i>Staff feels informed of up and coming political changes via survey</i> ● <i>Staff feels integrated in to a collaborative process on figuring out solutions for changes via survey</i>
	<ul style="list-style-type: none"> ● <i>Utilize a collaborative approach to drafting plans for implementation (advisories, teams, etc) when laws cause changes for Compass</i> 	<ul style="list-style-type: none"> ● Leadership: Cabinet & Leadership Team, plus Advisory chairs/SAC ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Utilize a framework for tracking key external stakeholders (e.g. elected officials, Board members) and political shifts (e.g. proposed bills, new legislation)</i> 	<ul style="list-style-type: none"> ● Leadership: New position to monitor the political field ● Resources: Compass-specific political tracker 	
	<ul style="list-style-type: none"> ● <i>Plan specialized town hall meetings to communicate political updates org-wide w/ staff collaboration/input/conversations</i> 	<ul style="list-style-type: none"> ● Leadership: Superintendent ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Research and explore opportunities for a Compass lobbying firm</i> 	<ul style="list-style-type: none"> ● Leadership: Staff Advisory Committee, Superintendent, Leadership Team ● Resources: TBD 	

Goal 3

Position Compass to meet the growing demand for personalized virtual learning while proactively adapting to political changes

Strategy #3	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
<p>Develop a communications strategy to influence the narrative of Compass and promote its status as a premier public school</p>	<ul style="list-style-type: none"> Identify key audiences and target messaging 	<ul style="list-style-type: none"> Leadership: Outreach (encourage participation from all stakeholders + collaboration with multiple internal sources) Resources: Outside communications support 	<ul style="list-style-type: none"> Differentiate messages across social media platforms to enhance reach & exposure All staff share unified understanding of content shared during information sessions Increase readership in Quarterly Newsletter Generate global influence
	<ul style="list-style-type: none"> Redesign Quarterly Newsletter aligned to communications strategy and ensure meaningful & engaging content 	<ul style="list-style-type: none"> Leadership: Outreach Resources: Outside communications support 	
	<ul style="list-style-type: none"> Organize information sessions, educating and engaging prospective families 	<ul style="list-style-type: none"> Leadership: Outreach Resources: TBD 	

Goal 3

Position Compass to meet the growing demand for personalized virtual learning while proactively adapting to political changes

Strategy #4	Action Step (Tactic)	Leadership & Resources	Success Indicators (Metrics)
Research and apply for new charters in smart locations that expand Compass’s impact	<ul style="list-style-type: none"> Start relationships with potential authorizers 	<ul style="list-style-type: none"> Leadership: Superintendent & CEO (supported by Board of Directors) Resources: TBD 	<ul style="list-style-type: none"> Successful renewals Hitting student enrollment targets Established growth framework
	<ul style="list-style-type: none"> Research on potential authorizers and service areas 	<ul style="list-style-type: none"> Leadership: Superintendent & CEO (supported by Board of Directors) Resources: TBD 	
	<ul style="list-style-type: none"> Complete statewide market analysis and identify attractive areas for growth 	<ul style="list-style-type: none"> Leadership: Superintendent & CEO (supported by Board of Directors) Resources: TBD 	
	<ul style="list-style-type: none"> Identify required infrastructure growth needed to increase output; develop green-lighting process 	<ul style="list-style-type: none"> Leadership: Superintendent & CEO (supported by Board of Directors) Resources: Outside consulting support 	

Goal 4 Become a recognized leader in personalized virtual learning within California and across the US			
Strategy #1	Action Step (Tactic)	Leadership & Resources	Sample Success Indicators (Metrics)
Communicate Compass's approach, expectations, and unique benefits	<ul style="list-style-type: none"> ● <i>Create a strong community following via social media, at charter school forums, within A+</i> 	<ul style="list-style-type: none"> ● Leadership: Community relations coordinator, outreach coordinator ● Resources: TBD 	<ul style="list-style-type: none"> ● <i>TBD # of information sessions held</i> ● <i>TBD # of marketing outreach efforts & new contacts</i> ● <i>TBD # increase in social media followers</i> ● <i>Compass will have at least five employees as appointed/elected representatives on industry boards and committees</i>
	<ul style="list-style-type: none"> ● <i>Hold in-person marketing events</i> 	<ul style="list-style-type: none"> ● Leadership: Community relations coordinator, outreach coordinator, ST's ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Organize information sessions</i> 	<ul style="list-style-type: none"> ● Leadership: Community relations coordinator, outreach coordinator, ST's ● Resources: TBD 	
	<ul style="list-style-type: none"> ● <i>Encourage stakeholders to participate in Professional Learning Networks with other districts</i> 	<ul style="list-style-type: none"> ● Leadership: employees across all departments ● Resources: TBD 	

Goal 4 Become a recognized leader in personalized virtual learning within California and across the US			
Strategy #2	Action Step (Tactic)	Leadership & Resources	Sample Success Indicators (Metrics)
Stay up-to-date with advancements in curriculum design and delivery aligned with scholar interests and diverse backgrounds	<ul style="list-style-type: none"> Identify Web 2.0 tools to enhance safety and engagement 	<ul style="list-style-type: none"> Leadership: Director of IT, Academic Directors, Director of Operations 	<ul style="list-style-type: none"> Curriculum review process in place and stakeholder feedback collected Observation of support practices utilized regularly to identify and support those students with academic, behavioral, and social/ emotional needs through a Multi-Tiered System of Supports (MTSS)
	<ul style="list-style-type: none"> Create a curriculum review/evaluation rubric and timeline that allows for stakeholder input 	<ul style="list-style-type: none"> Leadership: TBD Resources: Curriculum seminars for LCs 	
	<ul style="list-style-type: none"> Review and evaluate current curriculum offerings bi-annually by gathering and incorporating annual stakeholder feedback 	<ul style="list-style-type: none"> TBD 	

Goal 4 Become a recognized leader in personalized virtual learning within California and across the US			
Strategy #3	Action Step (Tactic)	Leadership & Resources	Sample Success Indicators (Metrics)
Explore new combinations of blended learning (virtual, in-person, on campus, and/or at home) and pilot new model enhancements	<ul style="list-style-type: none"> Elicit feedback from Advisory committees on suggestions for new programs to explore based on family survey results 	<ul style="list-style-type: none"> Leadership: OCLC coordinators, Advisory chairs Resources: TBD 	<ul style="list-style-type: none"> Define one new pilot concept from hybrid program (OCLC) to explore Within 5 years, at least 1 new learning model (hybrid, in-person, etc.) will be piloted and feedback invited from participant stakeholders
	<ul style="list-style-type: none"> Continue to pilot new ways to enhance existing programs, (ex. Accelerate Education) and other current Online Learning programs (ex. Online Learning program) 	<ul style="list-style-type: none"> TBD 	

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Goal 4 Become a recognized leader in personalized virtual learning within California and across the US			
Strategy #4	Action Step (Tactic)	Leadership & Resources	Sample Success Indicators (Metrics)
Share Compass' key competencies with external audiences in California and beyond to improve the representation of personalized virtual learning	<ul style="list-style-type: none"> Request Cabinet members to submit presentation proposals, encouraging collaboration with their Directors/Coordinators 	<ul style="list-style-type: none"> Leadership: Leadership Cabinet and Directors Resources: Conference travel costs 	<ul style="list-style-type: none"> Cabinet members present at no less than two conferences Director/Coordinator will submit at least one conference presentation proposal Compass staff representatives will present at at least three conferences a year Compass staff will publish key findings in at least one major professional publication Compass will have at least two employees' research published annually in peer-reviewed journals
	<ul style="list-style-type: none"> Encourage staff to identify opportunities to publish best practices 	<ul style="list-style-type: none"> Leadership: Staff Support Director Resources: TBD 	
	<ul style="list-style-type: none"> Identify/support at least 1 staff member to begin an action research project for potential publication 	<ul style="list-style-type: none"> Leadership: Staff Support Director Resources: TBD 	