Respond, Adapt, Reinvent: Nimble Strategic Planning

Thursday, March 17th

PRESENTERS:

- ANNIE CRANGLE, FRIDAY
- ANTHONY RODRIGUEZ, FRIDAY
- DAVID K. RICHARDS, **GROWTH PUBLIC SCHOOLS**
- J.J. LEWIS, COMPASS CHARTER SCHOOLS





Your name, position + organization & why you showed up this morning

- WARM-UP:



What do you associate with strategic planning? What have your experiences been like in past planning efforts?

— Q:



Welcome



- ANNIE CRANGLE, Partner, Friday

Annie specializes in organizational strategy—from public school performance to organization growth—and leadership development developing and executing leadership and equity training for emerging leaders. She has led strategic planning engagements for over 30 public charter school organizations across the country, all of which were unanimously approved and adopted by their Board of Directors.

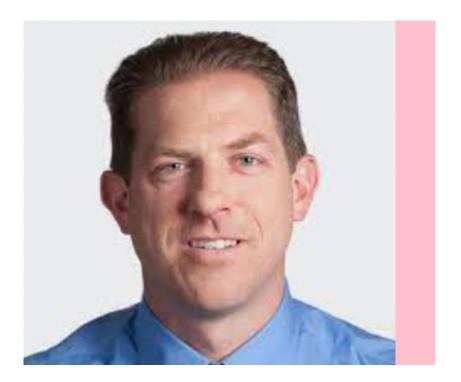


- ANTHONY RODRIGUEZ, Senior Strategist, Friday

Anthony Rodriguez (he/él/they) is a cross-sector collaborator, published researcher, and data-driven leader. He is passionate about harnessing partnerships, research, and stakeholder engagements to catalyze change, create effective decisions, and guide strategic planning to scale programmatic delivery and social impact. Anthony is a graduate of UC Berkeley Goldman School of Public Policy, a Coro Fellow alum, and a product of the charter school system.

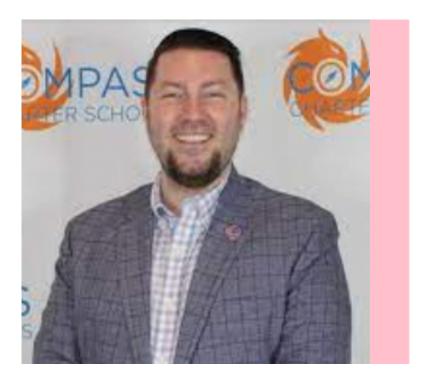


Welcome



- DAVID K RICHARDS, Founder, Growth Public Schools

David K Richards is an innovative leadership coach and visionary who helps changemakers usher in new paradigms for learning and leadership. He has worked in education reform for over 20 years as a teacher and founder of several innovative schools with nationally recognized Summit Public Schools. He holds a BA from UC Berkeley and an MA from Stanford University. He launched Growth Public Schools, a K-8 innovative school in Sacramento in 2017. David now advises and coaches others to launch and create high quality schools and programs.



- JJ LEWIS, Superintendent & CEO, Compass Charter Schools J.J. Lewis has been the Superintendent & CEO for Compass Charter Schools since October 2015. He holds a Master of Arts in Educational Leadership from San Diego State University, and a Bachelor of Science degree from Central Michigan University. He is currently working on his Doctor of Education in Organizational Change and Leadership from the University of Southern California. J.J. serves on the American Association of School Personnel Administrators D.E.I. Committee, The Charter Schools Resource Journal Editorial Board, Small School Districts Association Legislative Committee, and the Wellness for Educators Board of Directors.



We're working toward the day when everyone arrives at Friday fulfilled.



That's what Friday is all about.

Proud of what they accomplished.

Connected to the people around them.



- PART I Our Reality





Schools have been significantly impacted by the pandemic (maybe fundamentally changed) and have to think differently about planning for the future. As we work with schools up and down the state and across the country, here are some key strategic issues we observe:

- FRAMING





Meaningful use of technology

Student-centered instruction & joyful environments

Recruiting, developing, and inspiring talent

High quality coaching

Experiential learning beyond the classroom

Authentic translation of DEI

Standard operating procedures

Branding & communicating differentiators



Group Exercise

- Which of these themes resonate with you? How is this issue showing up in your school?
- What have you tried doing differently? What are some opportunities for innovation?
- How might you collaborate with other schools and/or community partners?





– PART II

Essential Elements of Nimble Strategic Planning



Friday

Friday Approach

Phase 1: Understand

Sept-Oct

- Stakeholder
 engagement &
 external research
- Internal needs
 assessment &
 landscape analysis
- Student voice & equity audit

Phase 2: Explore

Nov - Jan

- Key insights on positioning and core model
- Define aspirational theory of change
- Begin to identify strategic priorities

Phase 3: Create

Feb - March

- Formalize 3-5 year core goals
- Develop key strategies
- Assess risk
- Highlight opportunities for innovation

Phase 4: Launch

April - May

- Financial planning
- Year 1 Action Plan
- Targeted
 Implementation
 support
- Progress monitoring

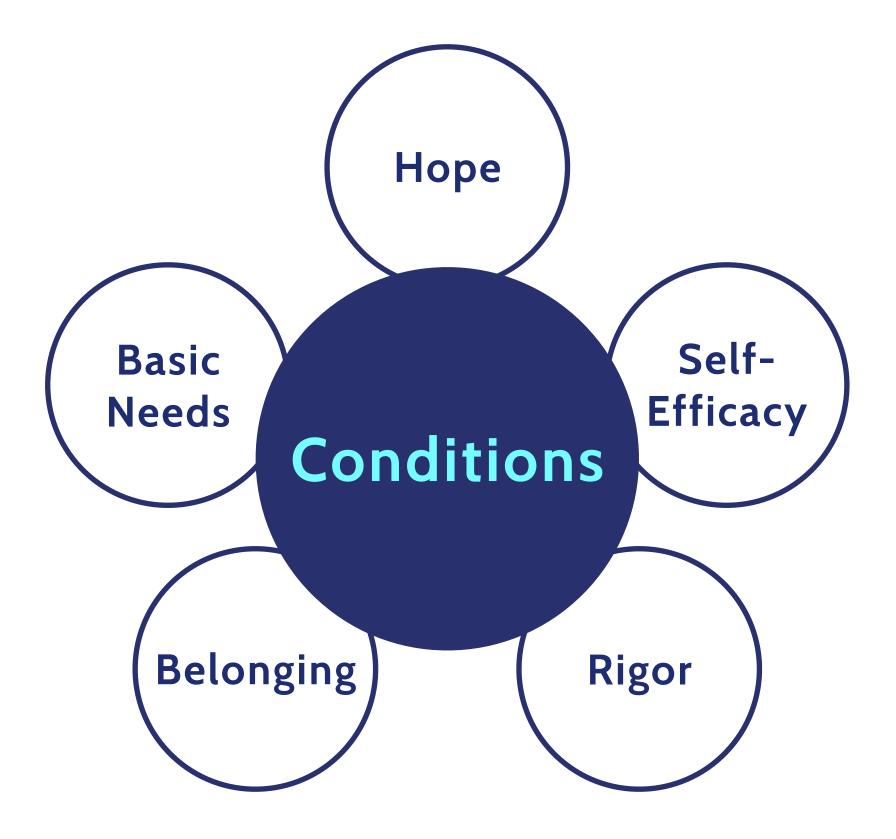
Friday



Essential Elements : Understand

Elicit student voice from an equity lens

- How are students experiencing school on a dayto-day basis?
- What are students' perceptions of the critical conditions of learning
- Identify and understand equity gaps





Essential Elements: Understand

Understand how the world is changing and prioritize what will affect you most

- Political, Economic, Social, Technological, (Environmental & Legal)
- Summary of National, State, and Local trends
- Eisenhower Matrix to categorize Urgency, Relevance

 Local Governance Confusion and conflict within the San Diego County Office of Education stirs how to regulate charter schools. Board members for SDCOE voted to regulate the enrollment practic being and the provide state of the provide state of	Confusion and
 school, yet staff members never cance out error members had overstepped the law. Disagreement demonstrates di for the extent of authority and enforcement of local agencies amon 1, Source 2) San Diego County Board of Education welcomes new student members In April, 10 new students joined the board, two representing each The new position was created as one way to elevate student voice people share their ideas, viewpoints, and feedback on their educa Judge ruled against San Diego-based non-classroom charter schools in declaring it did not deprive schools of funding during the pandemic. Learning Choice Academy, as well as two other schools, were at funds for about 25,000 new students last school year. The sta school funding levels to stabilize schools' and districts' finances yet unfroze the funding and gave all K-12 public schools dollar enrolled new students last year except for for non-classroom State leaders chose not to fund new students at those non-complex provide the school of the provide the school of the school of the school of the school school	Education stir: Judge ruled ag in a class actio State legislator school Newsom annou students to take CA first in nation CA first in nation testing mandate School safety gu school for up to K-12 budget clea School sunable to Secretary of Educ against charter sc against charter sc San Diego Unified i enrollment
 STATE State Policies State legislators placed a moratorium on new non-classroom sch In place from January 2020 to January 2025. Extra scruti as legislatures rushed to close funding loopholes and tigh oversight. (Source 1, Source 2, Source 3, Source 4) Newsom announced a K-12 vaccine mandate for California stur- January 2022 As more vaccines receive authorization (full and emerginable to attend in-person instruction if unvaccinated attendance-based funding and the demand for virtua California was the first in the nation to require vaccine verification or conformation study of the mandate was put in place, the state saw significant increases. For school staff, full proof of vaccination must be shown or content of the state saw significant increases. 	Thousands left for o experience in person experience in person to 35% since it begat to 35% since it begat to acher candidates e teachers retiring has i California Public Scho during the pandemic, Despite speculation, r COVID-19 has affected grades and subject are grades and subject are grades and subject are of the bipartisan political newsrooms and on ma Across 42 states, charte 7% increase from the p Urging educators to cor instruction increases stu
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PEST Framework

Local/Regional, State & National Level

Summary Analysis

Political

- Confusion and conflict within the San Diego County Office of Education stirs confusion on how to regulate charter schools
- Judge ruled against SD-based non-classroom charter schools in a class action lawsuit regarding funding
- State legislators placed a moratorium on new non-clas
- Newsom announced a K-12 vaccine mandate for California students to take effect as early as Jan 2022 CA first in nation to require vaccine verification or COVID
- testing mandates for state workers, school staff School safety guidelines prevent a child from returning to
- school for up to 10 days after exposure
- K-12 budget clean-up removed funding protections for schools unable to meet minimum instructional days Secretary of Education Eduardo Cardona is neither for or
- Vaccine authorized for use among children 5 and older

Social

- San Diego Unified is seeing a year-over year decrease in
- Thousands left for online charter schools that have years of experience in personalizing online education
- San Diego Unified District's substitute pool has shrunk 30%
- Teacher candidates entering the field has declined while teachers retiring has increased during the pandemic California Public Schools saw a 2.6% decline in enrollment
- during the pandemic, 88% came from K-6 Despite speculation, no major exodus from California
- COVID-19 has affected student learning differently across The bipartisan political divide playing out from the capital to
- Across 42 states, charter schools gained 240,000 students, a 7% increase from the previous school year
- Urging educators to continue to lean into technology based truction increases students' self efficacy

San Diego Unified expected to receive less funding in 2022-2023 school year

San Diego County's unemployment rate is 5.3%

San Diego Unified, finished the year with a \$24 million surplus out of a \$1.5 billion spending budget CA's unemployment rate sits at 7.5% higher than the national

Economic

- California has a tremendous budget surplus, expected to reach
- Education sector saw a \$19B decrease in spending among
- consumers from 2019 to 2020 National unemployment hovers at 4.6% as of October, with
- Job-related stress, propelled by COVID, threatens teacher
- Biden's \$9 billion American Families Plan seeks to address the
- Biden signed \$1.9T COVID relief bill, with \$126B earmarked for Title I schools

Technological

- Governor Newsom's May budget proposal revision includes major investments towards internet connectivity
- One in five California households with K-12 students reported not always having internet access needed for virtual schools
- Proposed Senate bill will require a regionalized network of technical assistance to schools and local ed agencies
- Wi-Fi 6 will increase speeds and effectively delivers content through dispersed networks and devices Learning Pods launched during COVID can be used for a variety of streamlined and specific ways of engaging students.
- Increases the possible exposure of cyberattacks through taking advantage of vulnerabilities. Student safety during hybrid learning is a

ing concern



Reflect on what makes your school unique

- Competitor Analysis
- Collective input on core identity questions:
 - Who we Are
 - What we Believe
 - What we Do/How we Do it
 - Our Impact

	21ST CENTURY CHARTER SCHOOL	ASPIRE CHARTER ACADEMY	CHARTER SCHOOL OF THE DUNES	ENTERPRISE ACADEMY	HAMMOND ACADEMY De SCIENCE & IECENOLOGY	Northwest Indiana Lighthouse Academies	STEEL CITY A C A D E M Y	
Basic Message	All Roads Lead to College – and Beyond.	We never set limits on how much your child can achieve.	Let's Build the Future	Students first, Family focused	Provide the highest quality level of education.	Prepare scholars with the academic & social-emotional skills necessary to succeed.	Rigorous Minds. Authentic Selves. Connected Lives. Boundless Opportunities.	Enriching S Grades
Curriculum	College & career readiness	Moral focus / character building	Responsibility & partnership	"Student-centered" Growth & achievement	Technology & research-based	Whole child development	Identity, community, & academic knowledge	Succes
Talent & Recruitment Messaging	College focused students - "Earn an associate's degree while in high school"	Emphasis on the individual - "We focus on every child's unique needs, abilities and interests"	Personal independence - "We cultivate students with the ability to solve problems, set goals, accept responsibility & become active partners in the community."	Nurturing individual needs - "Assure every student achieves his/her own unique potential."	Communal learning - "Education should be a collaborative effort of staff, faculty, parents, community, business, and most of all, students."	Path preparation - "We concentrate our efforts on preparing students for success in high school and beyond."	Diverse learning - "Navigate the constantly changing economic conditions and realities of their future world - advocate for themselves & their communities for life."	Strong at progra "High-qualit program in basketball, volleyball, tra baseb
Visual Aesthetic	Engaging red, school pride attitude	Clean, community focused	Location inspired, natural colors	Professional, yet friendly	Traditional	Engaging, good use of photography	Simple, clean	School & s pride, trac

Friday





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Who We Are

One of California's top performing public schools, Yu Ming is an Oakland-based charter school teaching students through Mandarin-English bilingual immersion. Our students reflect the diversity of the greater Bay Area and our approach prepares them to contribute to an increasingly multicultural society.

Every student graduates Yu Ming fluent in Mandarin Chinese and English (the two mostspoken languages in the world), prepared for success in any rigorous high school program, and squarely on the path to college.

Our Mission:

nd diverse community to become empowere engaged, and outstanding global citizens.

Every student should be held to high expectations, regardless of their background, so they can perform at their best What We Believe academically. Doing so requires an individualized approach: every child at Yu Ming receives the attention and support they need to succeed on every measure. We unlock each student's unique potential by anchoring our model on four pillars:











What We Do

We guide students to mastery across core disciplines-math, science, social studies, and history—in both English and Mandarin Chinese.

We facilitate project-based learning grounded in real-world scenarios and provide opportunities for global travel and civic engagement.

We offer numerous opportunities for enriched learning, exposing our students to Visual and Performing Arts, Choral and Instrumental Music, and Design Lab.

How We Do It

Our Community celebrates the diversity of Alameda County, welcoming students from all socio-economic, ethnic, and language backgrounds.

Our Teachers and Staff are dedicated, continuous learners who care deeply about the success of all students. Our teachers have deep content knowledge and passion for teaching. We provide our teachers with coaching, mentoring, and protected time to analyze student achievement so they can continue to refine their craft.

Our Students are encouraged to be independent thinkers and creative problem-solvers who collaborate with empathy and lead with humility, guided by our graduate profile skills.

Our Parents are active partners who give their time and resources in whatever way is meaningful for them to support their child and enrich the Yu Ming community.

ups to lead their peers in

Short-term Impact

Students enjoy the benefits of being bilingual: achieving substantially higher academic outcomes than their monolingual peers, regardless of race, class, gender and learning differences, and are more likely to pursue college

Students bridge cultural borders on a daily basis and build relationships across languages and geographies

Students demonstrate cultural empathy and are prepared for success in an increasingly interconnected world

Long-term Impact

We contribute to a more equitable public education system and prepare global cit a multicultural society.



Translate DEI to your site for strengths and growth opportunities

- Review definitions
- Why is DEI important?
- What are our current strengths?
- What are our opportunities for improvement?



17

Exercise: DEI at RAFOS



Having different types of people from a wide Individual differences (e.g. personality, langua identity, sexual orientation, sexual identity, co service of learning.

Diversity

Equity (v)

Inclusion

- Removing the predictability of success or fai environments. (Adopted from: National Equ
- Student focus: The creation of opportunitie that are capable of closing the achievemen Employee focus: The creation of opportun professional growth opportunities and res
- functioning Education Equity: Education equity is the background, race, color, ethnicity, gender discriminating factor. This hinges on acce growth, and excellent educators who are
- (Adapted from: The Department of Edu Putting diversity into action by creating harnessed to create value. (Source: Div
- The active, intentional and ongoing er geographical) with which individuals n understanding of the complex ways in

Tying it together: Diver

re aspects of model	ty/equity/inclusion look like at RAFOS? In Why is DEI important?		
emic ction	 Diverse narratives and perspectives at play in curriculum, increases buy-in from diverse audiences Want to bring rich experiences into the classroom - provide opportunities for highlighting diversity and inclusion Our community is changing - should emphasize how important this is; we are attracting diverse populations and should speak to that Demonstrate we values all types of diversity 	 What are our current strengths? Intentional about providing multiple voices in our work, designing instruction + choosing instruction - prevent students from being sheltered from diverse thought 	 What are our opportunities for improvement? Diverse background of stakeholders can help control for implicit gaps of experiences among staff Examining how grading and assessment structures are designed - are they inclusive to different types of learners, those different types of learners, those w/ statistical gaps How we communicate our curriculum needs - be more explicit about who we are (Ex. EL program is novel based) Building teacher's confidence + helping to provide support for having difficult conversations What does an inclusive curriculum look like? Should broaden our lens. look like? Should broaden our lens. How do you promote socioeconomic change when you don't teach economics? Want to remain sensitive to the needs and status of these students (levels of affluence)



Create a concise & accessible overview of 3-5 year vision

- Generate laundry list of strategic priorities & group into core buckets (five or fewer)
- Reflect on the WHY to generate an outcome statement
- To define core strategies, understand what it will take to get there and associated risks/stretch opportunities

Strategic Plan Framework



Core Goal 1 (staff development)

Build trusting relationships and a culture of collaboration, innovation, and ongoing learning.

Key Strategies:

- Articulate and reinforce Compass' vision and values
- Improve processes for staff goal setting and on-the-job coaching aligned to performance
- Improve methods of reflection, sharing, and collaboration across departments
- Support staff to pursue professional learning opportunities and share back key insights

Core Goal 2 (equitable scholar outcomes)

Provide equitable support for all scholars by leveraging the full Compass community to advance each individual scholar's academic and social emotional progress.

Key Strategies:

management systems

- Create and reinforce org-wide standard measures for scholar success (academic and social)
- Educate, and motivate families to achieve shared expectations for scholar success using diverse communications channels and community events
- Improve our ability to identify and support individualized scholar support needs (academic and social)
- Develop and track measures of equity and generate new solutions to equity gaps

Core Goal 3 (growth)

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

Key Strategies

- Review composition of communities and identify new families who may benefit from personalized virtual learning
- Monitor and assess implications of federal, state, and local politics and policy changes
- Develop a communications strategy to influence the narrative of Compass and promote its status as a premier public school
- Research and apply for new charters in smart locations that expand Compass's impact

Core Goal 4 (thought leadership & model innovation)

Become a recognized leader in personalized virtual learning within California and across the US.

Key Strategies:

- Communicate Compass's approach, expectations, and unique benefits
- Stay up-to-date with advancements in curriculum design and delivery aligned with scholar interests and diverse backgrounds
- Explore new combinations of blended learning (virtual, in-person, on campus, and/or at home) and • pilot new model enhancements
- Share Compass' key competencies with external audiences in California and beyond to improve the representation of personalized virtual learning



Essential Elements: Create

Utilize simple frameworks to refine and define core practices

- Align on core practices and common expectations
 - Academic instruction
 - Data and assessment
 - Coaching rubrics
 - K-12 "look-fors"

ACADEMIC STRATEGIES PYRAMID

COLLEGE READY GOALS

ACADEMIC STANDARDS

- Common Core or State Standards
- College Readiness Standards

METRICS

ACT (+21/+24)

- AP (90% participation/50% pass)
- State tests (PARCC, SB, STAAR, etc.)

K-8:

HS:

• MAP (+75th percentile)

INSTRUCTIONAL DESIGN

TIME

K-8:

 Close Reading, Guided Reading, Writing, Phonics, Vocab.

METHODS

• Balanced Rigor (Math), CGI

INTERNALIZATION AND

PLANNING

HS:

- Guided Practice; College Lecture; Guided Seminar; Close Reading
- Mathematical Inquiry; Scientific Inquiry; **Historical Inquiry**

K-8:

- 2.5 hours literacy/day
- 100 mins. eyes on text/day
- 100+ mins. math/day
- 90+ mins. reteaching/week

HS:

- Seven or eight 50-65 min. periods 3 x week
- 90-100 min periods 1 x week in modified block

INSTRUCTIONAL POWER MOVES

OBSERVATION/FEEDBACK

- Observation/Feedback Meeting
- Walkthroughs/Rounds
- Real-time coaching

DATA-DRIVEN INSTRUCTION

- Weekly Data Meeting
- Daily Data Dive (D3)
- Reteach plan and practice
- Data Days
- School/Regional APM Meetings

Amplify Science ACT-aligned HS interims

• Pre-AP and AP for All Curriculum

STANDARDS, CURRICULA,

AND ASSESSMENTS

KIPP Wheatley ELA

• STEP (step out by grade 3)

Eureka Math

- Module/Unit internalization

• Lesson Internalization & Planning

Content Teams

Meeting

Unpacking standards





Essential Elements: Launch

Dynamic action plan utilizing project management tools

 Develop Annual Action Plan template (tactics, leadership, resources, metrics)

- Streamline planning, strategic priorities, compliance deadlines & staff routines
- One central tracking system

Goal 1	Build trusting relationships and a cult		Success Indicators (Metrics)	
Strategy #2	Action Step (Tactic)	Leadership & Resources		
Improve processes for staff goal setting and on-the-job coaching aligned to performance management systems	 Create job descriptions for all positions and align to values and Impact Statement 	 Leadership: People Division Resources: Compensation consultant 	 100% of staff will engage in professional development and share their takeaways 	
	 Implement new pilot coaching model to support stronger research-based instructional strategies 	 Leadership: Staff Support Department Resources: Stipends/ investments in outside instructional coaching sessions 	 with peers or other Compass staff Number of peer-led professional development sessions Alignment with passion 	
	 Align staff goals with team or project-related outcomes; incorporate passion project/passion-driven goals for staff 	• Leadership: Advisory Committees, Leadership Team	 project/passion driven goals 100% of staff will contribut to departmental lead measure reporting 	
	Create explicit opportunities to provide real-time feedback	 Leadership: Grade-level teams Resources: New survey instrument 		
	 Identify common areas where all staff are struggling and identify new training strategies 	 Leadership: People Division, Staff Support Department) Resources: Stipends/ investments in outside instructional coaching session 	15	
	 Build collaboration between staff members' expertise in order to better leverage internal expertise at Compass 	Ecution and Department		

Phase I: Understand	Subitems	Ø Friday O	Client Task	Timeline	Status	
Background Document Review	÷	▶ 造1	0	0	Mar 1 - 18	In Progre
Stakeholder Interviews	\mathbf{A}	Ŀ	0	0	Mar 14 - Apr 15	In Progre
Highlight Survey Administration	<u>(+)</u>	Ŀ	0	\bigcirc	Mar 21 - Apr 1	
SWOT/PEST Focus Group	\mathbf{A}	Ŀ	0	\bigcirc	Apr 18 - 29	
Landscape Analysis	(+)	Ŀ	0	\bigcirc	Apr 25 - May 27	
Key Insights	(+)	Ŀ	0	0	May 23 - 27	
Equity Analysis	÷	Ľ8	8	8	May 23 - 27	





Reflections: Compass Charter Schools





- - A-G grant plans we had conversations about this, plug it in, allocate dollars
 - We used to use LCAP as the northstar, but strategic planning requires nimble and responsive tactics to deploy
- - How you involve stakeholders in forming a story
- - "It's not mine, it's ours" created buy-in and shared accountability
 - Required with LCAP but can be done in a more meaningful way it's broader than the 8 state priorities, more specific to our organizational identity



Helps to align all plans to an overarching 3-5 year strategic vision

• An updated narrative enriched by diverse perspectives:

Shared ownership of strategic direction



– PART III

Strategy + Story









- People are looking at non-traditional options right now
- "There's no way I can do this in five weeks."

- You have to be a great organization AND be organized and compelling in messaging and visual identity
 - First impressions are important



"... the GPS team had already wrestled with what aspects of their founding vision needed to shift and had crafted a clear theory of change that defined their mission, their vision, and how their unique model made both possible. As a result, our rebrand work was able to focus not on redefining their identity, but rather on conveying their identity in the most compelling way for their audiences."

- CASE STUDY





Week1 Understand Dec 6-10

Week 2

Explore Dec 13-17



M Input/Feedback

W Friday Heads Down

5-Week Sprint

Week 3

Create Jan 3-7

Week4

Refine Jan 10-14



Weekly Cadence

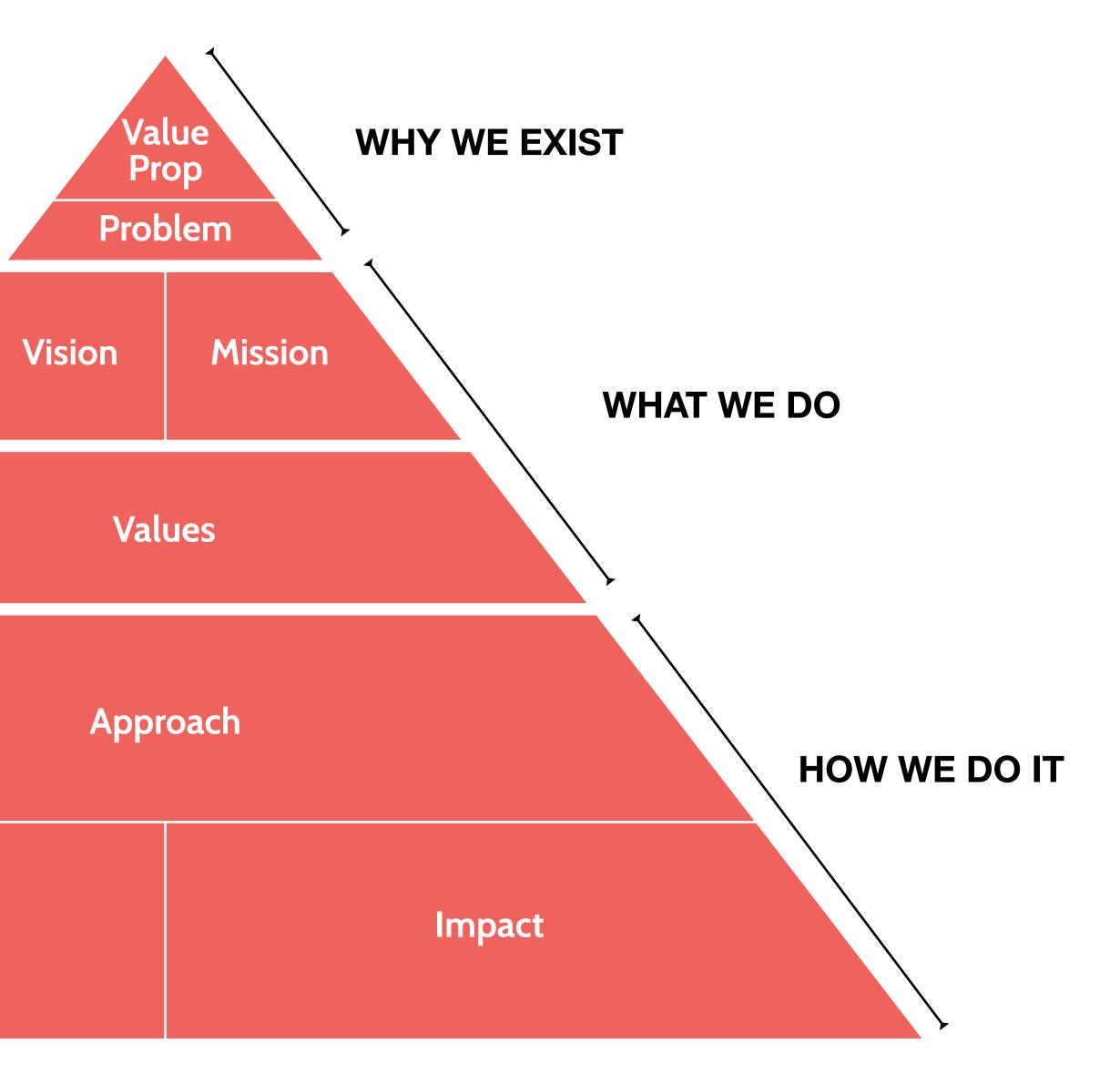
F Presentation



Friday

Brand Architecture

Proof Points





logo variations

Our full-color logo should be used on light color backgrounds, while the white logo is used with the GPS blue background. The full-white logo is used for all other dark backgrounds.

A black GPS logo is available if color processing is not an option.















Mission

At Growth Public Schools, we serve students individually to truly prepare them—emotionally, socially, academically—to blaze their own paths in a changing world.

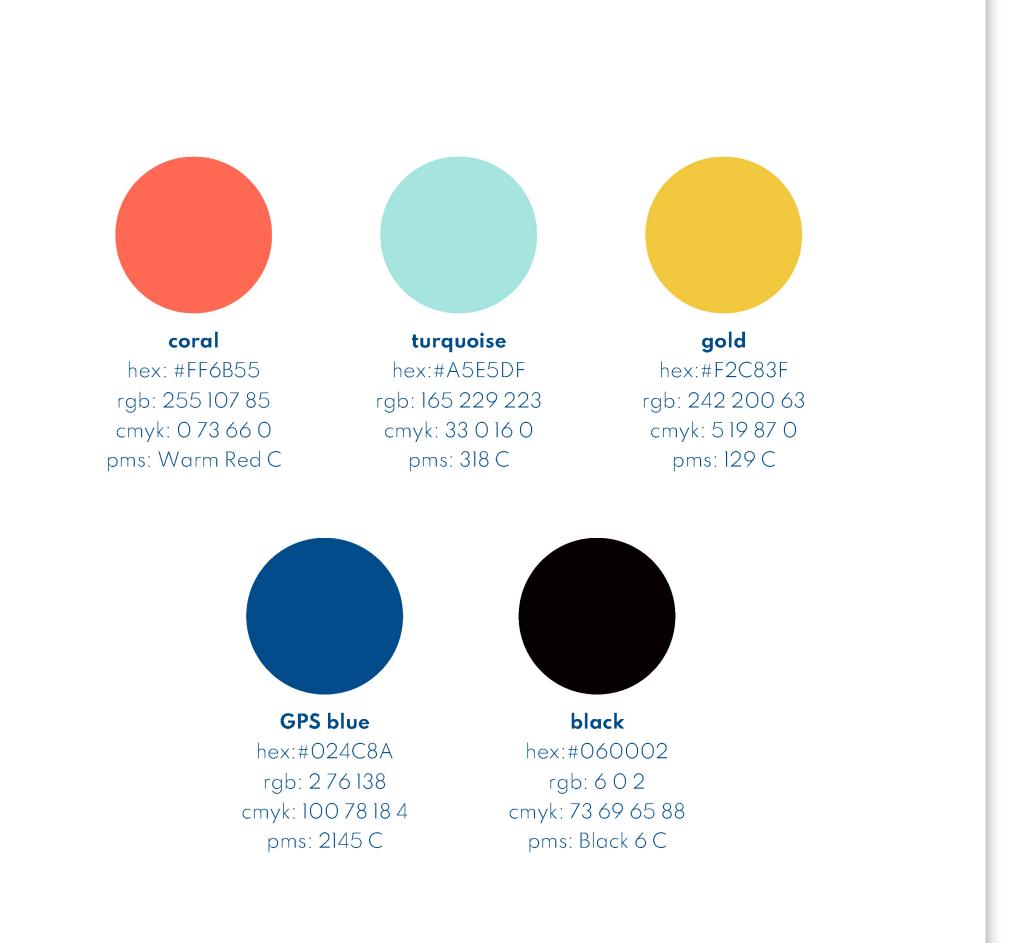
Vision

We envision a school system where people come first. And as we strive to learn and grow as humans, we believe we will, in turn, develop a better world.



colors

Our colors represent the joy and positivity we bring to every action every day. Full of energy, while also being grounded, GPS colors are a reflection of our work and attitude.





typography

The Spartan font is a geometric sans-serif font that has a range of versatility, so it can be used in a variety of sizes and compositions.

GPS uses Spartan Bold for headers, buttons, and call-out text. Spartan Regular is primarily used for longer body copy and smaller text. Weight variations may be applied as needed for emphasis and hierarchy purposes.

It is recommended to use the brand typeface in all collateral. However, in the event that Spartan is unavailable, please substitute with Helvetica.

Download the Spartan font family here.

Spartan Thin

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

Spartan Regular

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

Spartan Bold

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz



photography

Our photos showcase the interactions between students, staff, and their environments. Photos focused on the person(s) with a subtle background helps to emphasize the focal point and bring to life the relationships being built.

When possible, photos should be placed in a circular shape to reflect the shapes in our logo.





graphic elements APPROACH To visually communicate our approach and values, GPS utilizes icons that represent each.



Diverse Community

Our staff, students, and families are as diverse and vibrant as the Greater Sacramento area we serve.



Restorative Practices

We work to restore relationships rather than punish behavior.



Social-Emotional Learning

We teach students to understand their emotions, build relationships, resolve conflict, and develop grit.



Project-Based Learning

We root lessons in real-world, hands-on examples rather than memorization.





graphic elements **HEROIC VALUES** To visually communicate our approach and values, GPS utilizes icons that represent each.



Hard Work:

Giving your best effort; being willing to make mistakes and learn from them



Empathy:

Stepping into another person's shoes; making amends



Relationships:

Understanding ourselves through our connections with others



Optimism:

Taking something that seems bad and choosing to see it as an opportunity



Integrity:

Honesty; doing the right thing when no one is looking



Community:

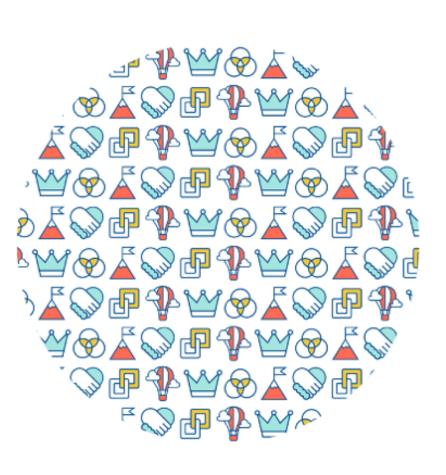
Encouraging, supporting, and listening to others; thinking of others before yourself

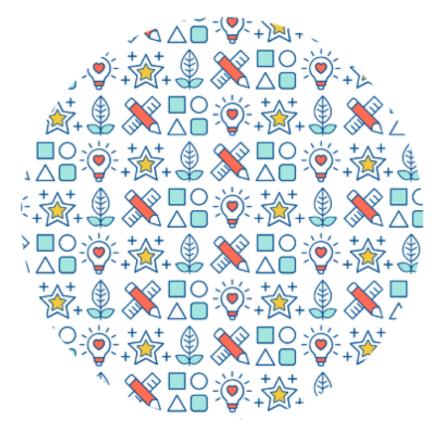


graphic elements

PATTERNS

The approach and values patterns have been developed to provide an additional graphic element which creates dynamism and interest when necessary.







graphic elements

PATTERNS

The approach and values patterns have been developed to provide an additional graphic element which creates dynamism and interest when necessary.



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growthps.org





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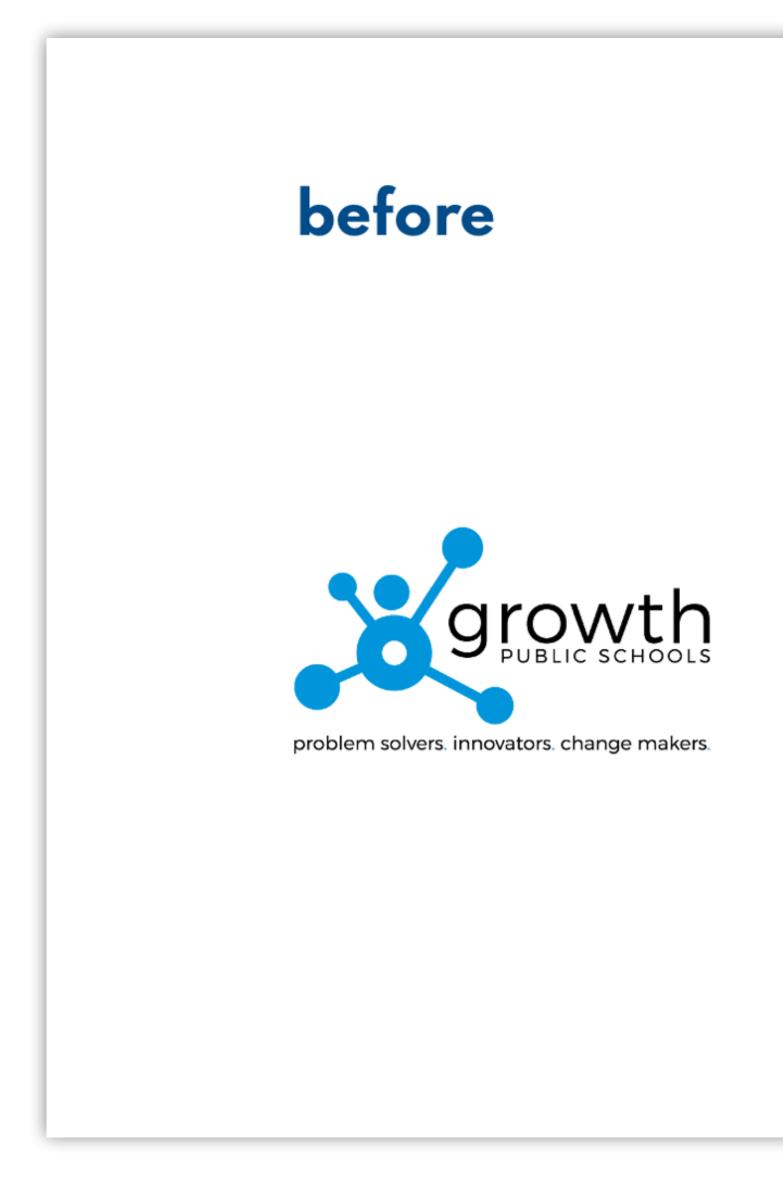
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growth

growthps.org















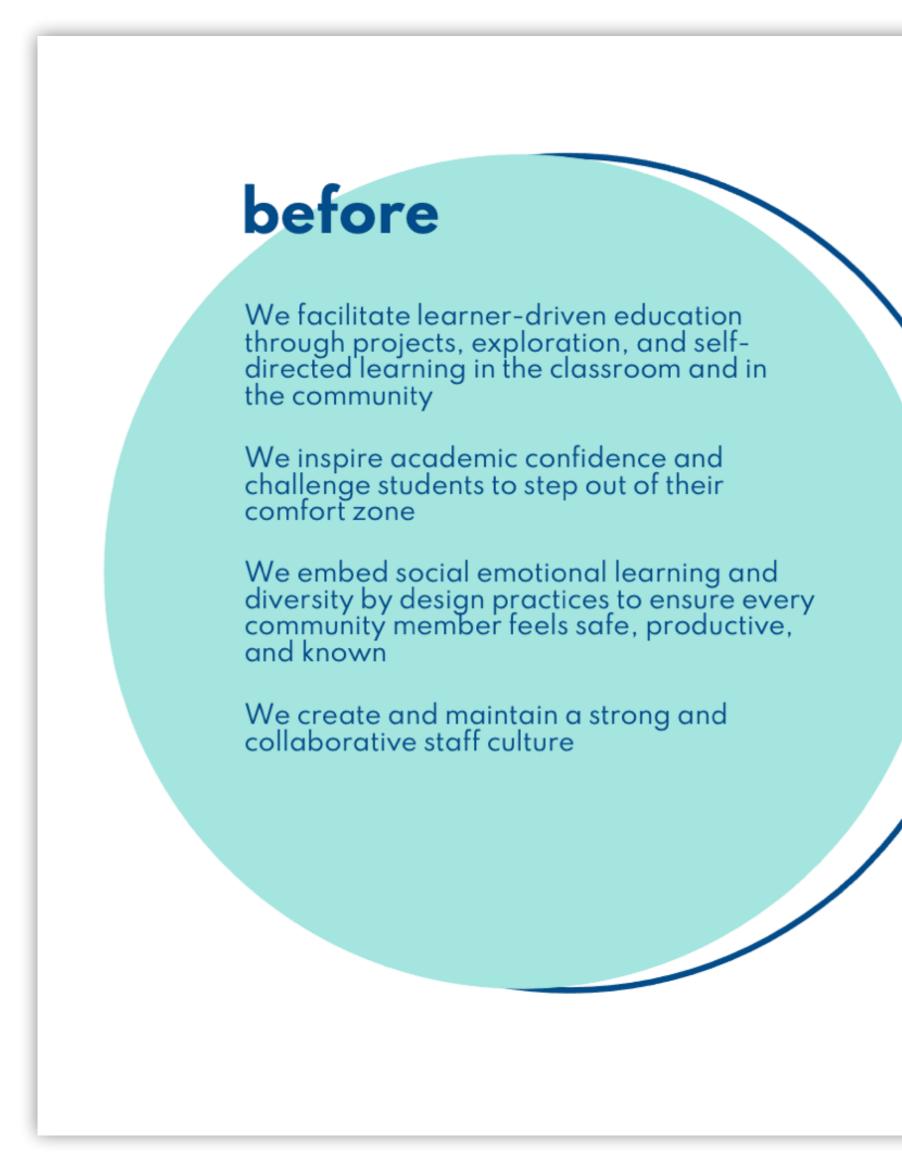
before

In the rapidly growing and diverse region of Sacramento, GPS celebrates the power of community to develop creative, compassionate, and selfdriven learners. GPS breaks away from a factory model of education in order to prepare students for a changing world. From a foundation of love and positive relationships, we use innovative, research-based practices to support students to build new skills.

after

GPS breaks away from a one-sizefits-all approach to education, serving students individually to truly prepare them—emotionally, socially, academically—for the changing world. We provide an educational experience that develops the whole child—their heart, their relationships, their brain—to support students as they blaze their paths and create fulfilling lives.





after

Diverse Community $\triangle \Box$

Our staff, students, and families are as diverse and vibrant as the Greater Sacramento area we serve.



Restorative Practices

We work to restore relationships rather than punish behavior.



Social-Emotional Learning

We teach students to understand their emotions, build relationships, resolve conflict, and develop grit.



Project-Based Learning

We root lessons in real-world, hands-on examples rather than memorization.





"As the founder of Growth Public Schools, I knew this project would be an emotional one. In some ways, I was letting go of the GPS I first knew. But Friday's clear process and the need to stick to a defined schedule helped me provide feedback strategically not reactively. There simply wasn't time to look back until the end. And by that point, I was already in love with the new Growth Public Schools we had built together."

DAVID RICHARDS Founder of Growth Public Schools



– PART III

Closing Thoughts + Q&A





— Q:

What is the most important thing you are leaving with to communicate to your Board Chair or your #2?









Thank You!

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