

Stargate School Climate and Culture Improvement Plan

Summary Action Plan for Recommendations from Reimagine Consulting Group

Prioritized Recommendations: Mission, Vision and Core Values

Recommendation	Responsible Party	Action Plan	Timeline	Progress Update
Collaboratively revisit the vision, mission statement, and core values to ensure all stakeholders understand these values statements and how their work supports them. -Recommit to organizational values -Focus on student-centered decisions -Clarify the uniqueness of Stargate and recreate the Stargate Way -Align day-to-day work to values and Strategic Plan -Create buy-in	Board Mission/Vision Taskforce	Investigate, propose, and vote on Mission/Vision (tie into Bylaws changes)	1 year	Mission Task Force will meet in December to begin discussion
	Board Executive Directors	Create buy in for Mission & Vision and Strategic Plan	3 years	
	Executive Directors	Align day-to-day work for all stakeholders with Mission & Vision and Strategic Plan	5 years	

Prioritized Recommendations: Clarify Stargate Stakeholder Roles

Recommendation	Responsible Party	Action Plan	Timeline	Progress Update
Clarify roles for each stakeholder by creating portraits/competencies (eg. Portrait of an Educator, Portrait of a Leader, Portrait a Board Member, etc.) that align with the Stargate mission statement.	Board	Clearly communicate the Board role to Stakeholders; Define the Board/Admin Responsibility Matrices; Define the desired "Stargate Family Member" role in school	1 year	
	Executive Directors	Define the Board/Admin Responsibility Matrices; Develop 1-paragraph Position Descriptions for all positions	1 year	
	Board Executive Directors	Adjust the above based on revised Mission & Vision	3 years	
Create a robust performance management system which includes an employee development plan.	Executive Directors	Complete full review cycle for teacher and administrator evaluations	1 year	Randa is in second year of implementation.
	Executive Directors	Complete full review cycle for classified staff using TBD system	3 years	
Provide training for all board members.	Board	Complete full training cycle using new board training system	1 year	The board training policy will be updated to reflect the new training modules recommended by CDE.
Diversify the board's makeup by adding more nonparent members.	Board	Investigate, propose, and vote on any changes in conjunction with by-law change	1 year	

Prioritized Recommendations: Create Shared Decision-Making Model

Recommendation	Responsible Party	Action Plan	Timeline	Progress Update
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Stargate leaders must prioritize transparency and collaboration by shifting toward a shared decision-making model	Executive Directors	Continue to refine Decision Making Matrix for both Admin/Staff and within Departments	1 year	Decision Matrix has been presented to staff. Team leads are collecting feedback from teams.
Stargate may want to build on the current teaming structures in order to maximize opportunities for stakeholders to have a voice at the decision-making table through a distributive leadership model.	Executive Director of Academics	Identify Teacher Leads	1 year	
	Executive Director of	Design Vertical Teaming structure	1 year	
	Executive Director of	Implement Vertical Teaming structure	2 years	

Prioritized Recommendations: Facilitate Team Culture Building

<i>Recommendation</i>	<i>Responsible Party</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Progress Update</i>
In moving towards a more positive climate and culture at Stargate, it is imperative to facilitate ongoing, intentional team building to rebuild trust, respect, and human connection.	Executive Directors	Execute effective Staff Kickoff, including team-building, implemented Communicate team-based priorities ("What are You For?") Establish system for sharing positive feedback of peers ("Stargate Shout-Outs") Include team-building in each PD Day	1 year	The feedback on the staff kickoff teambuilding activities was very positive. Shoutouts and staff newsletters are regularly shared.
	CRC	Set 2024-2025 Events Calendar	1 year	
Whether goals are school-related or task-specific, Stargate can foster the sense of collaboration and teaming by creating time and space for staff to work as a team.	Executive Directors	Include collaborative department time at each PD Day	1 year	

Activating New Mindsets: Trust

<i>Recommendation</i>	<i>Responsible Party</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Progress Update</i>
Listen to stakeholder feedback and ensure that staff and other	Board	Monitor Staff Survey results	1 year, ongoing	A third party will be hosting the survey this
Ensure that the Stargate's HR department provides staff a confidential	Executive Directors	Complete with new HR Staff	1 year	
The Board models trust, transparency, and empowerment of the staff and team by stepping back from involvement in the school operations and trusting the school administrators and staff to do their jobs.	Board	Monitor Staff and Parent Survey results and Board Evaluations; Get feedback from Executive Directors	1 year, ongoing	
Develop clear roles and responsibilities to allow members of the community to know what is expected of them.		See Portrait of a Stargate Family Member & Community Compact		

Activating New Mindsets: Collaboration

<i>Recommendation</i>	<i>Responsible Party</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Progress Update</i>
Ensure that the new school leadership positions being hired (and	Board	Complete through Hiring Process	1 year	
Activate and strengthen advisory committees and give them the power to drive decisions to help staff feel more engaged and invested in the school	Executive Directors	Involve staff committees to support decision-making Utilize RACI Decision Matrix	1 year	Decision Matrix has been presented to staff. Team leads are collecting feedback from teams.
School board can engage stakeholders in interactive planning sessions when decisions must be made (ensure that those closest to the challenge are involved in outlining solutions)	Board	Leverage community surveys for identifying potential changes to by-laws and Mission/Vision	1 year	

Engage in interactive community stakeholder conversations and sessions to engage regularly with broader stakeholders (share information, but solicit feedback as well)	Board	Hold Board Office Hours/Coffee Chats to engage with community	1 year	Coffee Chats happening monthly. Board has provided opportunities for community engagement in Sept, Oct and Dec.
Build on the strength identified through the Climate and Culture		See above		
Leverage opportunities within the school calendar to increase points of collaboration (Wednesday early dismissals can be a great opportunity for more collaborative planning & decision making)	Executive Directors	Integrate collaborative planning for departments within each PD Day	1 year	
Clear decision-making protocols should be created and implemented		See above		
As noted in the initial recommendations, collaboration can be		See above		
Create authentic opportunities to celebrate and reward staff	Executive Directors	Implement system to celebrate and reward staff (Teacher Shout Outs)	1 year	November Month of Thanks
	Board	Implement system to celebrate and reward staff (Teacher 5, 10, 20 year Recognitions; Teacher Appreciation System (Internal & External))		Board member wrote thank you notes to each staff member.

Activating New Mindsets: Transparency

<i>Recommendation</i>	<i>Responsible Party</i>	<i>Action Plan</i>	<i>Timeline</i>	<i>Progress Update</i>
Continue to practice radical transparency by sharing a plan to implement the recommendations based on the findings with all stakeholders. -Empower stakeholders to be part of the decision-making process as much as possible to create buy-in and assure everyone is on the same page -Create clarity around how/when decisions are shared vs. kept confidential (and implement this decision-making model with fidelity) -Increase clarity and transparency of "swim lanes"	Board	Conduct Stakeholder Meeting and State of the School Meeting to communicate goals, decisions, and progress to community Utilize Community Surveys and Taskforces to inform decision-making Develop Board Shared vs. Kept Confidential Matrix 1-Year Job Descriptions	1 year	Stakeholder meeting held in October, presentation shared on website. Stakeholders are invited to take part in the mission and vision discussion.
	Executive Directors	Share and utilize RACI Decision Matrix with Staff Make public 1-paragraph Job Descriptions for current and new positions	1 year	Decision Matrix has been presented to staff. Team leads are collecting feedback from teams.
Review established communication pathways with community and hold all stakeholders accountable for following it	Board	Re-vamp and re-implement Board Complaint Form	1 year	
Communicate expectations to stakeholders frequently and give		See Performance Mgmt Systems for Staff	1 year	
The Board of Directors and Executive Directors should provide key weekly updates to keep stakeholders abreast of policies, initiatives, etc. and always share a "why" about changes. To avoid the rumor mill, share learnings, successes and failures of goals/initiatives	Executive Directors	Continue communications to community via StarNews	1 year	Regular communications sent
	Board	Continue communications to community via Board Updates	1 year	Regular communications sent

Emerging Questions

How will Stargate prioritize this work moving forward? What kind of accountability structures can be put in place?

- What concrete steps can Stargate take to make time and space for this work?
- How might Stargate map out a plan for 2023-24 that is realistic and strategic to help move toward enacting these shifts?
- How can Stargate leaders leverage outside support/coaching to continue prioritizing this work?
- What are the existing structures (committees, leaders, etc.) in place at Stargate that we can leverage to further this work?
- How might Stargate move towards an enhanced sense of clarity about its systems, processes, roles, procedures, and goals?

- In what ways can Stargate leaders and stakeholders move toward enacting and embodying these mindsets (trust, collaboration, and transparency)?
- How might Stargate ensure that leaders (school and board level) embody the competencies and mindsets necessary to lead toward change?
- In what ways does a change in leadership present opportunities and challenges for the work of enhancing culture and climate?
- Do any of the proposed shifts and changes feel unrealistic for Stargate? How might any challenging recommendations be “tweaked” in order to become something feasible and realistic for Stargate?
- What might various stakeholders in the Stargate community need to do in order to build a deeper sense of buy-in among stakeholders?