

Strengths:

- Invested School Community
- Immersion Model
- School Leadership
- Program Demand for K-5 - how do we make the demand for K-8?
- Amazing students
- Teachers - should be on there but it's not
- Board and Leadership Alignment

Weakness:

- Middle School attrition
- English Program
- Teachers - Recruiting and Quality of Teachers
- Diversity of students
- Professional Development
- Parent/Staff Attitude/Chatter
- Marketing Strategy
- Board Operations: Policies, bylaws, contract with DPS, etc

Opportunities:

- Denver Growth
- Cultural diversity of staff
- Fundraising & Development
- Strategic Partnerships

Threats:

- Middle School Low Enrollment
- Negative Culture
- Teacher Turnover

DNA of the School:

1. Immersion Model
2. Academic Excellence
3. Intercultural Competence
4. Engaged Students
5. Passionate/Engaged Families
6. High-Quality/Passionate/Engaged Teachers
7. High Demand School

Academic Excellence - what does that mean? how do we measure that? what is our ultimate goal?

Strategic Plan Goals:

1. Academic -
 1. Academic Excellence
 1. Indicator: do we have a sustainable middle school program in 3 years?
 2. Financial - facilities
 3. Operational - board, school policies, facilities
 4. Cultural - what defines us culturally? Communication

Who do we want to be in 10 years?

1. A K-8 campus and a K-5 feeder campus
2. A national leader in language immersion

Where do we want to be in 3 years:

1. Middle School - we have a model in place - we will check in at year 3
2. #1 School of Choice

Strategic Goals and Indicators - you can show on your website

DLS 4 Goals:

1. Academic Excellence
2. Long-term financial viability
3. Operational Health
4. Culture

Other Notes:

You can't expect what you can't inspect

What is the DNA of DLS? Need to know this before we replicate

What are you going to hold tight and let loose?

4 domains in establishing goals:

1. Academic
2. Financial - facilities
3. Operational - board, school policies, facilities
4. Cultural - what defines us culturally?

Only pick 1-2 things that Kathy is responsible for and will be measured on

What's the metric or measurement?

What's the baseline for 2016-2017 - it may be to set the baseline

Make everything position based not people based

Finance committee - 3-5 people - should be somebody from the community who is an expert - advisor to the finance committee

DLS Mission:

Goals should come out of your mission and vision

- Goal: Academic Excellence, Intercultural Competence
 - What does that look like?
 - Against whom are you benchmarking yourselves? Have you looked at their data?
 - What are you using to measure that academic excellence?
 - How do you measure intercultural competence?

Vision:

1. What model are you benchmarking against?
2. How do you know or will measure if your kids are productive as valued and global citizens?
3. Post-secondary goals - as a K-8 how do you know you are doing this? Let students know we are going to survey you middle of 9th grade - to find out where they felt prepared academically - then survey the parents about their grades - ask about remedial classes and if they had to join
4. Replication - where is that in our plan?

Principles:

1. High Standards - what does that mean?
2. Personalized instruction - what does that mean? Do you have ILPs? Be careful with this

Core Values:

- are you who you say you are? and if not where do we need to ramp up?
- if you walked into our school could you feel this within the 4 walls

Board Visit Days - 3x a year for the board to show up and have a show and tell