



STRATEGIC PLAN

MISSION

Aspen View Academy will succeed through academic excellence in a challenging and stimulating learning environment that emphasizes math, technology and language arts, enabling our students to become critical thinkers, responsible citizens, strong community members and future leaders.

VISION

We recognize that an education is incomplete without fostering the arts, sports, nature, and character. Together, with our students, faculty, parents and community, we will develop civic and personal responsibility, intellectual passion, and differentiated instruction in a safe, orderly, balanced and nurturing environment.

CORE VALUES

Aspen View Academy (AVA) holds the following core values:

- Character development based on Capturing Kids Hearts
- Academic achievement using 21st century technology to implement the Core Knowledge sequence, a rigorous mathematics curriculum, and daily, hands-on science instruction;
- Individual focus on students regardless of achievement, aptitude, or grade level. Students will be taught at their level no matter the challenges and without labels;
- Well-rounded students due to the appropriate balance of academic rigor and child development;
- Financial stability as a priority;
- Parental involvement in their child(ren)'s education;
- Positive culture where educational success is a priority and a love for learning is rampant; and
- Employment of the best, most enthusiastic, and passionate teachers, staff, and administrators.

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SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS) ANALYSIS

AVA’s competitors provide pre-kindergarten through eighth grade education. This includes all public, private, and charter schools within a 10-mile radius. AVA has various substantial advantages over traditional public schools and has a significant cost advantage over private schools. While less differentiated from other charter schools, AVA is unique in its commitment to the development of well-rounded young adults through its emphasis on math, science, and literacy.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • AVA is a school modeled after the combined successes of other established charter schools. • AVA strives to balance academic rigor and childhood. • AVA hires dedicated, enthusiastic, and passionate teachers, staff, and administrators. • AVA is run by approachable, experienced administrators. • AVA provides a unique character education program. • AVA prioritizes financial stability and has established a healthy savings plan while investing in its current students, staff, and community. • AVA utilizes fluid flexible ability grouping/differentiation. • AVA’s campus is easily accessible from many areas. • AVA offers a variety of extracurricular activities, including sports. • AVA has comparatively small class sizes in middle school grades • AVA has a rigorous curriculum • Enthusiastic and Committed Staff • Strong Curricular Focus • Strong Parent Commitment • Strong and Cohesive Board Governance • Strong Financial Position • Strong K-5 Differentiation 	<ul style="list-style-type: none"> • Highly Qualified Status • Singapore Math implementation w/Fidelity • Weak classroom management skills in middle school • Reactive approach to discipline at all levels • Unsure if CK is implemented w/Fidelity • Inconsistent implementation of Special Education Statute



OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Dissatisfaction with traditional, neighborhood public schools by general public due to class sizes, teachers, curriculum, etc. • Private sports clubs increasing in popularity for middle school age groups • Priority enrollment in elementary school for preschool students • Create marketing plan which distinguishes the school from other CK Schools in Douglas County • Explore more age-appropriate discipline plan for grades 6-8 • Create ONE hallmark feature of AVA--make the school stand out among multiple CK schools in DC • Replace outgoing staff with HQ/diverse staff members • Establish Working Relationship with Foundation to collaborate on budget and fundraising • Create a cohesive annual PD plan which aligns with strategic plan • Create and implement hiring plan for 2017-18 	<ul style="list-style-type: none"> • Lack of understanding within the general public about charter schools. • Reliance on per pupil revenue (PPR) funding. • Addition/expansion of new/existing charter schools as current charter schools cannot meet enrollment demand. • General improved perception of traditional, neighborhood public schools if funding increases and class size decreases. • A change in the political climate of Douglas County School Board, Colorado Department of Education, and other elected officials. • At least 4 new charter schools will open in DC between 2017 and 2018 • Potential loss of teaching staff to the new schools • Potential loss of students to the new schools

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GOALS AND OBJECTIVES

AVA will strive to meet all goals as specified in the DCSD Aspen View Academy Contract and the application (collectively, Charter Contract) and the Colorado Department of Education Charter School Grant Program applications as well as those described below.

Long-Term Objectives	Annual Objectives	Functional Strategies	Responsibility/Status
1. Improve educational experience on continual basis	1.1 Improve scores on all student assessments 1.2 Expand integration of technology 1.3 Continue individual student growth 1.4 Implement curriculum with fidelity	1.1.1 Collect and proactively monitor iReady assessment data 1.2.1 Evaluate current uses of technology and revise as appropriate 1.2.2 Identify areas for expansion 1.3.1 Measure through standardized tests, teacher observation, and other school approved assessments 1.4.1 Evaluate efficacy of curriculum and revise as appropriate 1.5.1 Identify areas for new opportunities 1.5.2 Implement activities and evaluate efficacy	Admin, SAC, Board ACTIVE
2. Build strong AVA community, increase parent satisfaction & involvement	2.1 Create demand and maintain a strong wait list 2.2 Conduct annual parent and student surveys of teachers and administration as well as experience at AVA 2.3 Improve/increase parental involvement 2.4 Create and maintain goodwill within AVA and the greater community	2.1.1 Develop and implement a marketing/PR plan 2.2.1 Review and address with staff, teachers, and administrators and/or make policy adjustments as necessary 2.3.1 Organize activities within the AVA community 2.3.2 Identify opportunities for parental involvement at AVA and communicate them effectively 2.4.1 Organize at least two activities with the greater community each year 2.4.2 Initiate and maintain involvement in community business organizations (PTO) 2.4.3 Assist in PTO Chair recruiting	Board, Admin, Foundation/PTO, SAC ACTIVE



Long-Term Objectives	Annual Objectives	Functional Strategies	Responsibility/Status
3. Promote staff and professional development	3.1 Foster a performance culture 3.2 Provide opportunities for professional development 3.3 Utilize a mentor program 3.4 Develop and manage staff 3.5 Implement AVA academic programs with fidelity	3.1.1 Implement an equitable pay for performance program ** 3.1.2 Conduct teacher surveys twice per year ** 3.1.3 Perform formal evaluations annually ** 3.1.4 Perform monthly teacher observations **	Admin ACTIVE
4. Improve board efficiency & function	4.1 develop strong committee responsibilities 4.2 increase board member development, recruiting & training 4.3 define clear board roles, committee engagement and oversight 4.4	4.1.1 engage CLCS in annual and ongoing training 4.2.1 foster board engagement with staff, parents & AVA community 4.2.2 build strong recruiting mechanism for long-term board health 4.2.3 board succession planning (Charter Board Connections)	Board, Admin ACTIVE
5. Maintain financial stability	5.1 Support core functions fully with PPR and mil levy funds 5.2 Invest in curriculum, human capital, and programming as appropriate	5.1.1 Utilize conservative budgeting techniques, including substantial reserves 5.2.1 Meet or exceed charter school best practices for financial matrices 5.3.1 Formal asset review	Board, Admin ACTIVE