

Ensure monumental growth and achievement for all students through aligned high impact instructional practices, intellectual prep and a culture of **learning**

- On a quarterly basis, leaders conduct HIIP Walkthroughs together in order to determine state of rigor across all departments and/or blocks.
- On a weekly basis, every teacher is observed by his/her coach, who provides feedback on both content and execution. Feedback is either delivered real-time (with a follow-up to process impact and transferability within the week) or within 48 hours.
- Leaders ensure every classroom has a safe, focused, and joyful academic culture, where 90%+ of students are on task at any given time.

Align and **scale** our capacity to meet the demand from students and families

- Defend our autonomy through coordinated advocacy
- Develop parent leadership and community support through training, partnership, and our community programs
- Build partnerships within the communities we serve on non-charter specific issues including economically disadvantaged formula, DACA, civil rights, etc.
- Open KALE2 or KALMS2 in SY19 with the second school to open the following year
- Facility projects are on track to be completed on time and under budget
- \$4 million in capital raised by winter 2017 and growth campaign is on target

Make our commitment to **DEI** live in mindsets and anti-racist practices

- Develop regional and school leadership in cultural competence and communication
- Create region-wide DEI strategic plan with clearly defined metrics and goals
- Create yearly scope and sequence for school and regional office staff
- Compile database of PD sessions and resources for sharing and collaboration

## Build and execute on a clear **Talent** strategy

- Region-wide compliance on MTEL, SEI, CORI, fingerprinting, etc. requirements
- Develop career pathway, including teacher evaluation process and change management plan (incorporate in recruiting, retention, 1:1 PDs, recommitment, etc.)
- Hire a Director of Talent who will own progress monitoring and people data analysis
- Refine and align onboarding/orientation process

## Improve our **data** practices

- Facilitate smooth collection, management and usage of academic data
- Provide training for school-based staff to interpret and use data systems
- Develop and design data dashboards with a focus on standardization and accessibility
- Refine academic data culture and data accessibility, with an emphasis on collaboration

## Increase clarity and consistency of our **operations**

- Start using VoE scorecard to evaluate performance of Directors of School Operations (DSOs) and Regional Director of Operations
- Refine VoE, specifically focusing on how operations can continue to create more time for school leaders to focus on instruction
- Clarify communication structures between school leaders, Regional Director of Operations, and Leadership Team