



## Strategic Plan 2025

### **We strive together for academic excellence.**

Because we value diversity and equity in academic excellence, we will unlock every child's potential and unearth their strengths to reduce the opportunity gap over the next five years. (Reach Up)

- Increase the percentage of students at grade level until at least 80% of students within each subgroup demonstrate grade-level competency in English Language Arts and Math according to standardized and internal assessments while maintaining a whole child educational model.
- Ensure students at/above grade level progress at least one grade level per year, and students and student subgroups behind grade level progress at least 1.5 grade levels annually according to standardized and internal assessments.
- Meet the previous two objectives through strong student support systems, ensuring that all students are able to meet high expectations with 100% of students below grade level receiving intervention support.
- Ensure that all our students, regardless of their socio-economic groups will be academically successful demonstrated through a no more than a 5% difference in performance between any sub groups.
- Create a dashboard and annual checkpoint system in collaboration with the campus SAC and UIP process so data reporting is systematic and in alignment with collaborative school improvement processes.

## **We strive together to be an anti-racist school.**

We value the diversity of all of our staff, students and their families and we recognize the negative impacts of racism in education throughout history. We will educate our community about racism and identity, create opportunities to practice how to be anti-racist, and work to change racist practices within education in Highline and our larger community. (Diversity, Equity and Inclusion - DEI)

- Our goals for our Board:
  - Learn about diversity, equity, inclusion and anti-racism.
  - Consider anti-racism and equitable practices when creating or revising policy.
  - Set organization-wide goals to continue to improve in our striving to be an anti-racist organization and monitor progress on those goals.
  - Recruit Board members who reflect the diversity of the student population of Highline.
- Our goals for our students:
  - Learn how to discuss difficult subjects respectfully and to apply conflict resolution skills within a diverse community of their peers.
  - Learn curriculum that tells the story of marginalized and oppressed groups and how people have worked to change our country to become more equitable and inclusive.
  - Empower students to be advocates to create a more equitable world both in personal interactions and in the community through service projects.
  - Have multiple teachers of color through their years at Highline.
- Our goals for our families:
  - Create opportunities to learn about equity, diversity and anti-racist practices with other parents.
  - Build intentional relationships of trust and care across cultural differences.
  - Develop trust for families of all backgrounds so that they know staff will be open and responsive to their concerns.
- Our goals for our staff:
  - Learn about diversity, equity, inclusion and anti-racism.
  - Reflect and practice becoming an anti-bias educator with support from both peers and leaders.
  - Bring their full self and background to the work and feel valued and heard.
  - Have colleagues that reflect the diversity of our student population.

Students: from Safe Communities Safe Schools Survey	By 2025
Students in grades 3-5 will report that they have positive feelings and attitudes toward diversity will score	Score 3.8 or greater on a 5 point scale
% of Students in grades 3-5 who will respond positively to "I am taught to respect other people who are different from me."	98%
% of Students in grades 6-8 who respond positively to "My school teaches me to respect people of all backgrounds."	98%
% of students who have at least one teacher of color	50% or more
Parents: from DPS Parent Satisfaction Survey	
% of parents who responded positively to: How well does your child's school communicate respectfully with people from different cultural backgrounds?	90%
% of parents who responded positively to: How well does your child's school value the diversity of children's backgrounds?	90%
Staff: From Insight or Promise 54 survey	
% of staff who agree that staff at my school discuss how our identities influence the way we interact with students	95%
% of who agree that Staff members are held accountable for DEI	90%
Increase the % of Staff of color who express that they feel trust in their colleagues to match or exceed that of white staff	Increase from 35% to at least 60%
Increase the % of Staff of color who express that they feel that formal feedback contributes to their professional growth to match or exceed that of white staff	Increase from 35% to 70% or more
Increase the number of staff of color at Highline from 35% of all staff to	45% or more

## **We strive together to be a model in our community for an ethical and sustainable organization.**

Because we value operational excellence as a foundation for achieving the school's mission and vision, we will achieve effective outcomes in resource management, enrollment, facilities, and staffing. (Finance/ Reach In)

- Highline will be financially stable and maintain a fund reserve of at least 30 days for all campuses.
- Highline will ensure facilities meet its enrollment and programmatic needs for each campus to thrive.
  - Highline will open a preschool in Southeast Denver
  - Highline will develop an action plan for a middle school in Northeast Denver
- Highline will meet annual enrollment and growth targets to support strong financial and operational health.
- Highline will maintain a healthy and diverse workforce through a positive work environment and competitive compensation as measured by a 10% or lower voluntary teacher attrition rate and increase in staff diversity to reach 45% of the total staff being people of color.

## **We strive together to be one Highline community.**

Because we value collaboration and our shared identity as Highline Academy Charter Schools, we will articulate what it means to be a Highline school and how our mission is actualized and aligned across campuses. (Reach in)

- Highline will be able to define:
  - What is the core of a Highline Academy School experience;
  - What autonomies can exist at the campus level;
  - How both schools collaborate.
- ECE - 8th grade is the best model to deliver our mission, so we will work to define the conditions to make this a reality at both schools.
  - Open a preschool in Southeast Denver area
  - Develop an action plan for a Middle School in Northeast Denver
- Because we value the REACH program's potential to empower our students to reach their potential, we will set expectations (norms) for how to use the program throughout the year, provide training and support across campuses for implementing REACH and hold teachers and staff to those expectations.
- Our positive recognitions (Shout-outs) sustain student and staff culture. We will continue to grow in our ability to "shout out" Highline to the larger community.
- We will build and sustain opportunities for our staff, parents, and students to work together across campuses to enrich and support our community.