



GOAL High School

STRATEGIC ROAD MAP 2017 – 2022



Strategic Road Map



GOAL High School

Guiding our course to change the world, one student at a time.

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Executive Summary

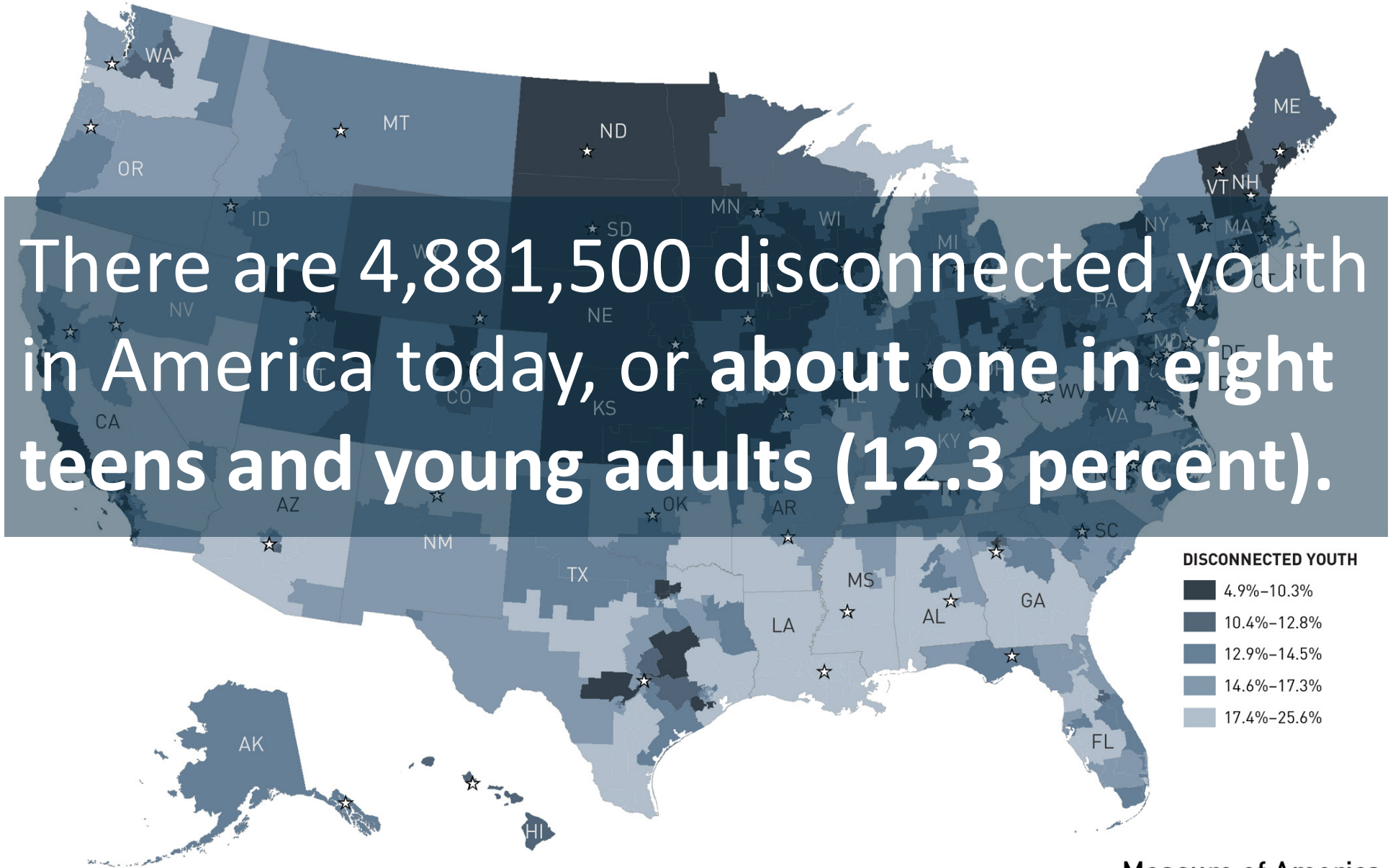
At GOAL Academy High School, we are changing the world one graduate at a time. We are an alternative high school serving students across the state of Colorado. Our approach leverages multiple resources to develop highly personalized learning pathways designed to re-engage disconnected youth with learning.

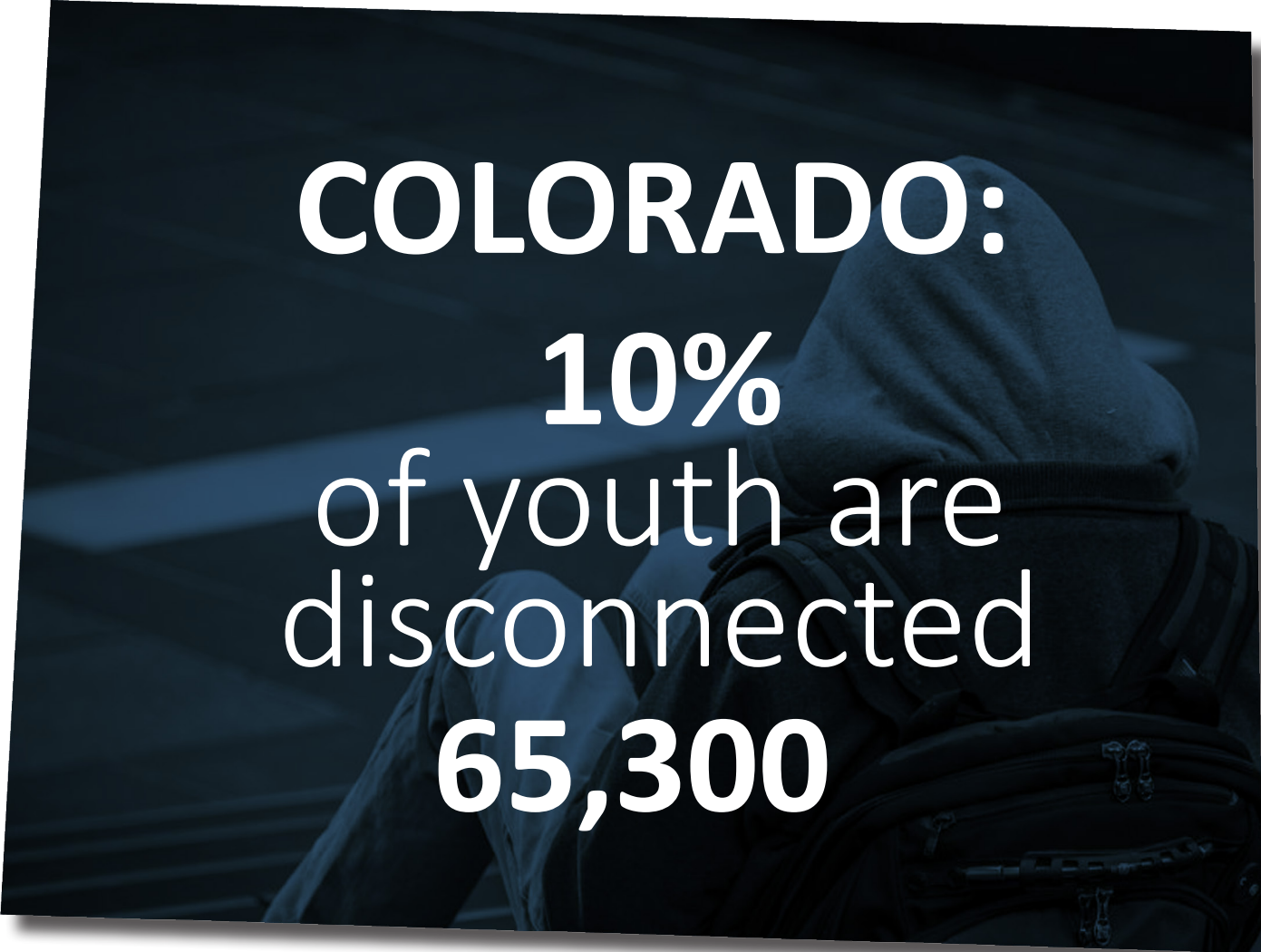
When one of our students graduates with a high school diploma, both the student and the community win. High school graduates earn \$700 to \$750 more in monthly income. (U.S. Bureau of Labor Statistics, 2014). High school dropouts cost the government about \$275,000 over the course of their working lives, whereas an average high school graduate produces a net benefit to government of approximately \$180,000. The lifetime fiscal gap between bachelor degree recipients and high school dropouts exceeds \$1.1 million (Center for Labor Market Studies, 2007).

The GOAL Academy High School Strategic Road Map is focused on addressing the need underscored by the 65,300 disconnected youth in Colorado. The Road Map outlines the objectives, priority strategies, and action plans targeting the essential conditions necessary to support our students' future success.

A critical component of reversing the dropout effect is a pervasive sense of collective efficacy; it includes a shared belief in ourselves, our students, and the impact of our work. This living, breathing document will ensure the mission and vision of the school are realized and sustained.

There are 4,881,500 disconnected youth in America today, or about one in eight teens and young adults (12.3 percent).





COLORADO: 10% of youth are disconnected 65,300

Mesa 14% / 2,600 * **Larimer** 7.5% / 3,900 * **Boulder** 7.5% / 3,300 * **Weld** 12.4% / 4,400 * **Logan** 29.1% / 1,100 * **Morgan** 14.4% / 500 *
Adams 16.3% / 9,000 * **Arapahoe** 13.4% / 9,000 * **Douglas** 7.6% / 2,100 * **Jeffco** 10.1% / 6,100 * **Garfield** 11.4% / 700 * **Eagle** 9.9% / 600
El Paso 13.7% / 12,400 * **Pueblo** 15.2% / 3,000 * **Crowley** 41.9% / 400 * **Otero** 15.2% / 400 * **Fremont** 29.5% / 1,200
Las Animas 18.8% / 300 * **Conejos** 24.3% / 200 * **Montezuma** 22.7% / 600 * **Montrose** 19.1% / 800 * **Delta** 26.2% / 700

Some counties are not listed in the study due to a population size too small for a reliable estimate.

Measure of America. 2017. Promising Gains, Persistent Gaps: Youth Disconnection in America. www.measureofamerica.org/youth-disconnection-2017

“Disconnected youth are teenagers and young adults between the ages of 16 and 24 who are neither working nor in school.”



MISSION

Develop productive
members of society.

VISION

Helping all students
achieve their full
potential in a
caring, supportive,
and personalized
environment.



Our Shared Beliefs

We believe...

- in our students.
- all students can learn and experience academic success.
- in providing an education which promotes learning and personal growth.
- student success starts with healthy, dependable relationships.
- in valuing diverse and individual student needs.
- consistent and reliable systems and structures are necessary to best support students, families, and staff.
- creative and flexible solutions are an important and integral part of the continuous improvement process.
- maintaining a welcoming, safe, and healthy environment encourages and promotes honesty, respect, and transparency.
- our communities are made stronger through relational trust.





Strategic Parameters

Student Success

- We will never give up on a student.
- We will be extensive in our efforts to meet the needs of each student.
- We will create personalized learning paths for each student aligned to their goals and dreams.
- We will recognize the inherent potential of each student.
- We will respect that success looks different for every student.
- We will provide the opportunity for every student to demonstrate learning in multiple ways.
- We will provide quality academic support.
- We will commit to learn how to best leverage technology to further student success.
- We will acknowledge the learning styles of every student so as to foster learning based on student strengths and desires.
- We will encourage students to take advantage of opportunities to engage with their communities.

Relationships

- We will respect each student's story.
- We will ensure students are at the center of our decisions.
- We will engage, respond, and respect others in our interactions.
- We will model the healthy behaviors we expect.
- We will find a balance between consistency and flexibility.
- We will provide clear and consistent communication.
- We will commit to embracing social diversity.
- We will develop and sustain strong community partnerships.

Honest and Respectful Culture

- We will commit to establishing the climate necessary to build relational trust.
- We will establish appropriate boundaries.
- We will all commit to our systems, procedures, and structures.
- All GOAL Programs:
 - Will be aligned with the Strategic Plan.
 - Will be fiscally and operationally responsible.
 - Will embed training for staff.
 - Will have tools to evaluate the effectiveness of the program.
 - Will be clearly communicated to the school community.

Objective I

Each student will be responsible for educational experiences aligned to their goals and dreams.

Strategy:

We will provide an environment where students are empowered to discover unique interests while connecting to relevant resources to become post-secondary and/or workforce ready.



Action Plan:

We will...

- cultivate positive relationships with students, families, educators, and community members through virtual and/or face-to-face interactions.
- assist each student in the development of their plan of study, coordinate regular meetings to ensure alignment to their goals, and monitor their progress.
- develop support-based plans connecting students with relevant and available organizational and community resources.
- empower each student's self-discovery by cultivating meaningful experiences through exposing them to different learning opportunities and academic risks.





Objective I I

Each student will continue to develop a healthy lifestyle that strengthens their personal, social, emotional, and physical well-being.

Strategy:

We will model and integrate the knowledge and behaviors necessary for students and staff to develop a healthy body, mind, and character to support growth and success within individuals.



Action Plan:

We will...

- implement instructional practices that demonstrate the connections between a healthy body, mind, and character that support learning, community, and achievement.
- develop and implement school-wide systems of support to address cognitive, social/emotional, familial, and communicative challenges.
- refine GOAL High School's systems of support that empower students to transition throughout their lives with a positive sense of self, a feeling of worth and ability, and firsthand knowledge of how to actively seek and maintain optimal well being.

Objective I I I

GOAL High School will support each student's learning through consistent, respectful, responsive, and safe school communities.

Strategy:

We will create safe school communities and model professional interactions including direct, indirect, and digital communications.



Action Plan:

We will...

- refine and implement professional development and continuous improvement practices that promote mutual accountability and support the primary goal of maximizing the skills and efficacy of GOAL Academy High School's staff and systems.
- establish a culturally informed environment that empowers students and staff while allowing students to be innovative, connected, and responsive.
- identify, model, and integrate strategies to create safe and supportive school climates and communications that are appropriate and culturally informed.
- develop and implement professional standards and trainings to ensure collaborative communication and relational trust among our internal and external community members.
- develop strong planning and feedback systems that actively engage community members to support effective decision-making, collaboration, and continuous improvement.



The Strategic Planning Process

The Strategic Planning Committee included members of the GOAL Community who represented multiple voices and roles. The planning process began in April of 2017. Staff from our Northern, Denver, Colorado Springs, Pueblo, and Southern regions participated in the development of the Road Map. Among this group were teachers, counselors, counseling assistants, paraprofessionals, a regional manager, principal, social worker, community liaison, school board member and an administrative assistant. Equally important to the creation of a living, breathing, and authentic document was the active participation of our parent and student members on the committee.

The planning team was thorough and intentional in drafting a set of shared beliefs and strategic parameters which embody the mission and vision of our school. As the plan evolved and expanded to include operating objectives and action plans, members of the committee elicited feedback from their respective communities and worked with the group to incorporate their input into the framework of the Strategic Road Map.

The final document underwent a review process where students, staff, and parents were provided the opportunity to review, refine, and revise the document. As part of this process, the GOAL Board of Directors also had the opportunity to review the preliminary document and provide input.

Every department and region will develop action plans specific to each objective outlined in the road map. This phase of work will provide accountability through the creation of action steps, time-lines, metrics, and the designation of key personnel. An annual review of the overall plan will be conducted by the School Accountability Team as part of the Continuous Improvement process.





CHANGE YOUR WORLD