



STRATEGIC PLAN GOALS 2024-2029

ABOUT ASPEN PUBLIC SCHOOLS

Aspen Public Schools, a non-profit 501(c)3 charter school management organization, operates three public charter schools in Fresno, CA. The mission of Aspen is to transform the community by developing exceptional leaders. The overall vision leads to a greater quality of life for all people in Fresno, regardless of race or economic status. To deliver on this mission and vision, Aspen is focused on the promise of equal educational opportunity for all children. Aspen currently educates students in historically underserved neighborhoods, with roughly 80% of our students identifying as Black and Latino. With its college-preparatory focus, the Aspen approach is attaining academic gains throughout the network. Beyond our students and schools, Aspen is an engaged partner in the Fresno community, and involved in the larger conversation about how to improve public education and student achievement for all.

Aspen's approach to teaching and learning enables every student to succeed at the highest levels. We:

- Recruit and develop successful teachers and school leaders who strategically use student data to drive instruction and leadership development;
- Create a school culture where joy and belonging mark the student experience, emphasizing leadership development and focusing students on college and their futures;
- Provide students with a grade-level curriculum, a facilitated learning environment that demands more student cognitive lift, and intense intervention when they are struggling so every child has a path to success.

MISSION

Transforming the Community by Developing Exceptional Leaders

VISION

We envision a greater quality of life in Fresno, where all families have access to opportunities and contribute to their communities.

LETTER FROM THE EXECUTIVE DIRECTOR

Dear Aspen Public Schools Community, On behalf of Aspen Public Schools and the Aspen Public Schools Board of Directors, we are pleased to present our five-year strategic plan.

We began this process in May 2023, first convening a Strategic Planning Steering Committee and next engaging with the entire community to gather your feedback and understand your priorities. The leadership of the entire Strategic Planning Steering Committee made this strategic plan a huge success. First and foremost, the plan reflects your vision for the future of our school system.

Despite the challenges of the last few years, we believe now is the time to move our organization forward and embark on a journey to create better schools for all students in every classroom. This five-year plan creates an exciting new chapter for the Aspen Public Schools community.

A recurring theme throughout our strategic plan is a commitment to excellence and equity for all students. In addition to establishing authentic relationships with students and families, we must ensure we are providing academically rigorous opportunities in socially supportive, equitable learning environments.

As we move forward with our goals, we will continually monitor our identified metrics, ensuring we meet established targets and make adequate progress. I am confident that as our community collaborates to achieve long-term goals, we will build upon the tremendous success of our organization and take it to even greater heights.

I could not be prouder of the collective group of district and community contributors who came together to establish a roadmap to success. It is truly a privilege to serve the students, staff, and families of Aspen Public Schools. Our future is bright, and I look forward to all that we will accomplish together! On behalf of the Aspen Board of Directors and all our staff and students, thank you for your continued engagement in our school community.

Sincerely,
Shelly Lether
Executive Director/CEO/Founder

STRATEGIC PLANNING PROCESS

In May 2023, Aspen Public Schools established a Strategic Planning Steering Committee comprised of nine individuals with diverse perspectives and expertise. Moving into the start of the organization's 20th year, the Strategic Planning Steering Committee participated in a four-month intensive process to set a plan to achieve ambitious goals over the next five years that will improve the lives of Aspen Public Schools students, their families, and the broader community.

The process began with a comprehensive engagement process with a variety of education partners, convening education Aspen Public Schools staff, families, Board of Directors and

community members, and school leadership to evaluate the organization's identity and establish a vision for impact and plan for the future.

The Strategic Planning Steering Committee asked for feedback from education partners to better understand the current state of our schools. We facilitated focus groups and one-on-one conversations to better understand concerns and hopes for the future. We also used the feedback from our Community Schools Advisory Council to review further the thoughts and feelings of the larger Aspen Public Schools community.

The Strategic Planning Steering Committee reviewed and analyzed the critical feedback to use as an organizational assessment. From this, the committee set meaningful goals for the future. Throughout four sessions, the Strategic Planning Steering Committee worked together to develop the five-year strategic plan that will guide the work of Aspen Public Schools moving forward.

MEET THE NEEDS OF ALL STUDENTS

The students of Fresno will become great leaders in their community, which is why they are our biggest priority. Every student deserves to achieve at high levels, and it is the responsibility of our school and staff to provide access to everything each student needs, including joy and excitement about learning. Our commitment is to ensure our students' academic, social, emotional, and physical health and wellness success. We will build a set of strategies to achieve this.

Year One Goal

By 2024:

1. All teachers, with the support of school administration and trusted educational partners, will establish goals to meet the needs of their individual students.



Five Year Goals

By 2028:

1. 100% of students will meet their growth goal as set by i Ready;
2. 80% of students will meet their stretch goal as set by i Ready;
3. 100% of students will be in classrooms where teachers demonstrate a positive mindset and utilize inclusive practices that meet students' social, emotional, academic, health, and wellness needs as measured by observations and the Aspen Core Competencies rubric;
4. 90% of students surveyed will say that they feel a sense of belonging at their school; and
5. 80% of students surveyed will express that they feel they are on track to meet their educational goals.

REIMAGINE FAMILY PARTNERSHIPS

Why

We know that families are essential partners in the education of students and we are honored to work hand in hand. We must first deeply understand our families—their hopes and dreams for their students and the challenges they face. Next, we will build a vision for the ways we engage families and the role staff and leadership should play. All staff will understand the critical role that families play as we improve the experience and student learning outcomes for all. The Board of Directors will support this vision for family partnership and ensure our success in creating a strong relationship with all families.

Year One Goal

By 2024-25:

1. Aspen Public Schools will define a vision and outline roles for families as partners in their child's education.



Five Year Goals

By 2028-29:

1. 80% of the Aspen Public Schools parent and guardian community feels school and family partnerships lead to improved outcomes for all students; and

2. 80% of families indicate that their engagement (committee membership and attending events, community schools events, board meetings, and student success team meetings, etc.) significantly contributes to their child's social-emotional and academic development and enhances the overall well-being and cohesion of their family unit.

INVEST IN STAFF

Why

To provide students with a high-quality education, we know that every staff member is critical to success. We provide staff with the tools necessary to be successful at their jobs and grow professionally and personally. We believe in a culture of growth and development that fulfills and enriches the lives of staff. We will maintain a culture where staff feel valued and prepared to meet student needs.

Year One Goal

By 2024:

1. All Aspen Public Schools staff will have access to ongoing, weekly professional development opportunities, including coaching, aligned with personal and professional growth goals. These opportunities develop teachers' skills, practices, and knowledge in service of improving student outcomes.



Five Year Goals

By 2028:

1. 90% of all Aspen Public Schools staff will be satisfied, based on survey feedback, with their position and the support they receive and plan to return for the next school year;
2. 80% of all staff demonstrate they are incorporating wellness practices that positively impact productivity and joy in the Aspen Public Schools Community; and
3. 100% of teachers and instructional staff with Aspen Public Schools for three years or more will score proficient or distinguished on the Aspen Core Competencies feedback form.

ESTABLISH OPERATIONAL EFFECTIVENESS

Why

Running an effective organization requires intentional and efficient systems. We're dedicated to ensuring our organization has the resources it needs to reach its goals. We'll equip staff with the tools they need to thrive and operate at their best, including clear policies, procedures, and documentation vital to supporting our students, staff, and community. Our intuitive approach to operations empowers our people to serve our community well.

Year One Goals

By 2024-25:

1. We will audit current operational systems to identify pain points and potential opportunities to reduce frustration and time, or we will create a more efficient systems; and
2. We will revise and document all policies, procedures, and guidance documents in the Aspen Wiki.

Five Year Goals

By 2028-29:

1. 80% of staff will be satisfied with our systems/processes; and
2. There will be clear and consistent systems, policies, and procedures for day-to-day operations that at least 95% of staff can access and use without additional support.

ALIGN OUR MISSION AND VISION

Why

Aspen Public Schools has been a pillar of the Fresno community for over 20 years. As we move into our next 20 years, there is an opportunity to unite the school community and build a deep investment and understanding of our mission and vision. We will help the entire school community understand the role they play in developing the exceptional leaders that transform their communities. We will focus on concrete ways to support the well-being of the whole child and their families.

Year One Goals

By 2024-25:

1. We will define leadership as a school community and ensure that all education partners understand the mission and their role in it;
2. We will select a resource to support students, families, and staff in building leadership skills;
3. We will become a certified community school; and
4. Staff will collect success stories from alumni to support the celebration of our 20 years as a charter school organization.



Five Year Goals

By 2028-29:

1. Parents and students will be able to speak to at least one instance when their leadership skills have changed their lives; and
2. Every staff member, student, and family will feel they are supported to achieve success and have their unique gifts and genius recognized.

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