



Strategic Plan 2026



Small school . . . BIG Results!

INTRODUCTION

Spectrum's Board of Directors (Board) is committed to continuous improvement in fulfilling its vision to be a leading college preparatory school of choice committed to high standards and exceptional programming. In order to achieve that vision, the Board works with its constituents to establish a five year strategic plan to provide direction for administration as they work with staff and families to equip students with the knowledge, skills, and attributes to successfully navigate the college and career of their choice and positively impact the world around them.

The Board also understands that in order for the school to thrive, it must be a high quality sustainable organization. The organization must be founded on sound governance and financial principles, while maintaining high quality staffing, steady enrollment, and safe and clean facilities to meet the school's growing needs.

Spectrum is proud of its past 16 years of success and current accomplishments and looks forward to celebrating a bright future. The dedication of students, staff, and families is essential to achieve the school's vision, mission, goals, and objectives. The Board and administration wish to thank all parties for making Spectrum a great place to work, learn, grow, and belong.

With gratitude,

Spectrum Board of Directors

Dave Lucas, Board Chairman (community member)

Tom Sagstetter, Board Vice Chairman (community member)

Jason Ruzek, Board Secretary (teacher)

Joe Thomas, Board Member (parent)

Cory Taylor, Board Member (parent)

Joshua Zehoski, Board Member (parent)

Nancy Moe, Board Member (teacher)

Spectrum Administration

*Dan DeBruyn, Executive Director and
Ex-Officio Board Member*

Mark Leland, High School Principal

Greg Heinecke, Middle School Principal

TABLE OF CONTENTS

Vision/Mission/Belief Statements.....	Page 4
Spectrum’s Past.....	Page 5
Spectrum’s Present.....	Page 6
Spectrum’s Future – Spectrum’s Strategic Plan 2026 Goals	Page 7
Goal #1: All Students Receive Life Skills Training.....	Page 10
Goal #2: Online Learning Program.....	Page 11
Goal #3: Meet or Exceed All VOA Academic Contract Goals	Page 12
Goal #4: Cohesive Co-Curricular Program.....	Page 15
Goal #5: School-wide Uniform Teaching and Learning Framework	Page 16
Spectrum as a High Quality, Effective, and Sustainable Organization.....	Page 17

VISION/MISSION/BELIEF STATEMENTS

Vision Statement

Spectrum's vision is to be a leading college preparatory school of choice committed to high standards and exceptional programming.

Mission Statement

Spectrum's mission is to equip students with the knowledge, skills, and attributes to successfully navigate the college and career of their choice and positively impact the world around them.

Spectrum believes that ...

S P E C T R U M	<u>Small school's/class sizes</u> meet individual needs, foster relationships, and provide a safe and supportive learning environment.
	<u>Staff who are trained, caring, and effective</u> are essential to meeting the unique needs of our students.
	<u>Parents/guardians</u> are the students' primary educators.
	<u>Participation in co-curricular activities</u> leads to increased leadership, teamwork, self-discipline, and academic achievement.
	<u>Engagement in learning and challenging coursework</u> lead to increased self-confidence and high academic achievement.
	<u>College and Career readiness</u> is achieved through rigorous coursework, targeted support, and individual determination.
	<u>Technological competency</u> is vital to students' future success.
	<u>Reaching the community</u> through service creates positive change in oneself and others.
	<u>Upholding high expectations</u> builds self-discipline, self-respect, and self-reliance.
	<u>Modeling collaboration and continuous improvement</u> leads to a healthy and sustainable organization.

SPECTRUM'S PAST

While crafting Spectrum's next strategic plan, the framework that provides guidance and direction for administration and staff over the next five years (into 2026), it is important to remember from where we have come.

Spectrum's history begins in 2006 when the concept of a charter school in Elk River was beginning to take shape in the minds of a small group of enterprising individuals under the direction of Volunteers of America who remains the school's authorizer to this day. What began in 2006 has grown over sixteen years (as of 2022) into what is now known as Spectrum High School and Spectrum Middle School, serving students in grades 6 through 12. Spectrum has become an educational leader in the area and is impacting lives inside and outside of the classroom in extraordinary, and often, unprecedented ways. Spectrum made the journey from classes held in the local Boys' and Girls' Club, to temporary modular buildings where gym space was rented out from a local church, to the now three school buildings located on Industrial Circle NW and a 50 acre athletic complex in close proximity to the school campus. The process to get to this point spanned many building projects, successfully defied a faltering economy, and challenged everyone involved to give their all at every point along the way. Although sometimes seemingly daunting, Spectrum persevered and continually pushed forward in its quest for a permanent school home.

Spectrum's continued growth in enrollment has been both exciting and challenging. During the 2013-2014 school year, Spectrum served 514 students in one school building located at 17796 Industrial Circle NW. In 2014-2015, Spectrum opened a 6th grade-only building, which created a unique learning environment for young students who are making the transition from elementary to middle school. The 6th grade-only school building is located at 11044 Industrial Circle NW, which allowed Spectrum to better manage its enrollment as it then served approximately 600 students in grades 6-12. Continuing to manage enrollment, Spectrum opened its new 7/8-only middle school building, located at 17823 Industrial Circle NW, as it then served 700 students in grades 6-12. Today, in 2022, Spectrum's enrollment has grown to approximately 890 students, with plans to establish a comprehensive online learning program to meet the ongoing student academic needs, increase flexibility, prepare students for college online courses, and to remain competitive.

Over the past decade-plus, Spectrum has had the privilege of educating many highly dedicated students. Over 3,600 high school and middle school students have traveled Spectrum's hallways, which includes 50 plus foreign exchange students and approximately 675 graduates from fourteen senior classes. These students have emerged to be scholars, leaders, musicians, athletes, artists, and actors. Spectrum's quality programming, outstanding student body, exceptional staff, and high academic achievement continue to bring more and more students and families to the school. In order to manage the growth well, Spectrum's Board of Directors and administration are committed to maintaining its vision to be a leading college preparatory school of choice that is committed to high standards and exceptional programming. In doing so, Spectrum will equip its students with the knowledge, skills, and attributes to successfully navigate the college and career of their choice and positively impact the world around them.

Spectrum's Class of 2021 had 98% of its students taking college courses in comparison to the state average of 41%. In addition, 68/84 of these students took concurrent enrollment classes as compared to the state average of 9%, and the total percent of graduating seniors taking college courses was 82/84, or 98%.

While many of Spectrum's successes and achievements can be measured, there are many others that cannot. Spectrum has been favored by a remarkable number of wonderful and qualified staff who arrive precisely at the right time to fulfil a need. Likewise, supportive and caring families, too numerous to count, jump in and become integral to Spectrum's team. Spectrum's ongoing fiscal needs have always been met, sometimes through governmental hurdles that clear seemingly right before its eyes – all while providing safe and secure school buildings and grounds in which for students to learn and staff to work.



SPECTRUM'S PRESENT

Spectrum offers an exceptional educational choice for students and families in and around the Elk River area. This includes students from a wide geographic area. Spectrum's enrollment comes from communities to the east (e.g., Andover, Bethel, St. Frances, Blaine, and Anoka), west (e.g., Becker, Big Lake, and Monticello); north (e.g., Milaca, Princeton, and Zimmerman); and south (e.g., Maple Grove, Rogers, and St. Michael Albertville), in addition to the students who reside within the Elk River ISD #728 school district.

Spectrum provides students with a learning environment where students are continually challenged to excel. Challenging courses are provided through its robust College @ Spectrum High (C@SH) concurrent enrollment program. It offers college courses, taught by Spectrum faculty, that allow students to earn college credit while staying on the high school campus. Students are then able to more readily participate in extra-curricular activities, maintain relationships with high school peers and teachers, have greater accountability, and achieve at higher levels. In addition to multiple AP courses, Spectrum has 23 C@SH courses offered (over a 3 year high school career) through partnerships with Anoka-Ramsey Community College, the University of Minnesota, Twin Cities, Pine Technical and Community College, and Central Lakes College.

Spectrum's graduating class of 2022 had 76 out of 88 seniors (86.4%) who earned at least 1 college credit during their time at Spectrum for a grand total of 3,017 credits. According to the College Board, the average college credit cost is \$447.50/credit at a 4-year public university in the United States. This amount of credits earned is equivalent to a possible savings of just over \$1,350,000 for Spectrum students and their families.

The class of 2022 had 4 seniors who completed all of the requirements, 40 credits within specific goal areas, for the Minnesota Transfer Curriculum. There were also 18 seniors who earned an Associate's Degree (60 college credits within specific goal areas) concurrent with their high school diploma. In total, there were 37 seniors who earned 40 college credits or more during their high school career.

Spectrum's Student Profile outlines seven competencies that identify and define the knowledge, skills, and attributes referenced in the district's mission statement. Spectrum graduates strive to be: globally competent individuals; responsible, engaged citizens; effective

communicators and collaborators; critical thinkers; authentic learners; innovative and creative problem solvers; and mindful decision makers.

Spectrum urges students to consider first the potential for achievement held rather than the elimination of challenges that might stand in their way. Spectrum believes it is the job of the educational system to establish an environment where all students can thrive and nurture their academic growth.



SPECTRUM'S STRATEGIC PLANNING PROCESS AND FUTURE PLANS

In the spring of 2021, in the midst of the ongoing global COVID-19 pandemic, which began in the spring of 2020, the Spectrum community comprised of parents, students, staff, administration, and School Board, felt it critical to the ongoing success of the school to conduct its next strategic planning session. In response, Spectrum employed the services of the Minnesota School Board Association. The process consisted of three Strategic Planning Committee meetings. In addition, the process included surveying key stakeholders as well as hosting several listening sessions. What follows is the final outcome, which has created Spectrum's Strategic Plan 2026 – a roadmap and foundational plan to set a strategic course for the school on its continued quest for excellence in educating its students.

Much of Spectrum's first 12-15 years were focused on establishing programs, finding permanent school homes, and reacting to challenges inherent with any new organization. Spectrum has seen great success through the hard work and dedication of many, the development of exceptional programming, and the success of its students. Working with stakeholders to intentionally plan strategically for the future will ensure continued success. According to CEO and Managing Director of Leadership Strategies, Inc. and bestselling author, Michael Wilkinson, strategic planning is important for 5 reasons:

1. To set direction and priorities
2. To get everyone on the same page
3. To simplify decision-making
4. To drive alignment
5. To communicate the message

As part of its intentional strategic planning, Spectrum conducted a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis. These were identified both in the stakeholder surveys and listening sessions. Out of this process, Spectrum identified the following strengths:

- 96.49% of respondents stated that they would recommend Spectrum to a family this is searching for a quality education for their student.
- 96.49% of respondents stated that, in general, they are satisfied with the quality of education provided by Spectrum.
- 93% of respondents stated that Spectrum effectively manages available funding and resources needed to advance student learning and achievement.

- 92.98% of respondents stated that school facilities are safe, secure, and well maintained.
- 91.23% of respondents stated that Spectrum is committed to long-range, continuous improvement, and a shared purpose and direction for the school.
- 91.23% of respondents stated that Spectrum adequately prepares students for college.
- 91.23% of respondents stated that Spectrum consistently tries to find ways to take action to improve programs and services for students.
- 91.23% of respondents stated that Spectrum does an excellent job of educating all students.
- 91.23% of respondents stated that Spectrum uses multiple methods of communicating about the school's work, which are clear, concise, and user friendly.
- 91.22% of respondents stated that Spectrum works to build support and encourages teachers, staff, and the School Board to provide feedback.
- 89.48% of respondents stated that they are satisfied with the level of communication from the school.
- 85.97% of respondents stated that Spectrum leaders provide direction, support, and resources for quality curricular and co-curricular/extra-curricular programs for students.

Parents surveyed continue to choose Spectrum for the following five-core reasons:

1. High academic standards
2. Small class sizes
3. Small school population
4. High behavioral standards
5. College courses offered on Spectrum's campus

Likewise, out of this same process, Spectrum identified the following areas of opportunity:

- Continue improving ways for staff, teachers, and Board members to provide input on key decisions regarding school district policies and practices.
- Continue encouraging and supporting professional development of all staff.
- Continue seeking ways to ensure internet access at home and prioritize in-person learning (specific to the timing of this survey in the 2020-2021 school year during the pandemic)

In addition to developing new one to five year goals and objectives, a revised vision, mission, and belief

statements were a byproduct of the strategic planning process. Specifically, Spectrum’s Vision changed from *“The Vision of Spectrum High School and Spectrum Middle School is to be a leader in fostering academic and personal excellence through programs emphasizing high academic standards in a small-school setting”* to *“Spectrum’s Vision is to be a leading college preparatory school of choice committed to high standards and exceptional programming”*.

Likewise, Spectrum’s Mission changed from *“The Mission of Spectrum High School and Spectrum Middle School is to encourage students in attaining their maximum potential through a 3-dimensional strategy emphasizing:*

- *College preparatory curriculum;*
- *A technology integrated environment; and*
- *Community-based outreach”*

Spectrum’s new Mission reads, *“Spectrum’s Mission is to equip students with the knowledge, skills, and attributes to successfully navigate the college and career of their choice and positively impact the world around them”*.

The Committee reviewed Spectrum’s Belief Statements and, based on the feedback from the stakeholder surveys and listening sessions, revised the statements to read as found on page 4 of this document.

Armed with critical and invaluable feedback as a result of the strategic planning process, the School Board developed the following Strategic Goals and Objectives, which are the foundation of the Strategic Plan 2026, measured annually to ensure progress.

Excellence is not a destination; it’s a continuous journey that never ends. – Anonymous

STRATEGIC PLAN 2026 GOAL AREAS

GOAL AREA #1

Spectrum will design and implement a comprehensive plan to ensure all Spectrum students receive life skills training (knowledge, skills, and attributes) prior to graduation.

GOAL AREA #2

In order to meet ongoing student academic needs, increase flexibility, prepare students for college online courses, and remain competitive, Spectrum will establish a comprehensive online learning program.

GOAL AREA #3

Spectrum will meet or exceed all academic contract goals with its authorizer, Volunteers of America – MN. This includes meeting its World's Best Workforce requirements of closing the achievement gap for identified student groups and ensuring all students graduate on time and college and career ready.

GOAL AREA #4

Spectrum will continue working towards a more cohesive co-curricular program in grades 6-12 – bringing athletic and non-athletic activities under one comprehensive program.

GOAL AREA #5

Spectrum will design and implement a school-wide uniform teaching and learning framework for determining curriculum content, processing, aligning, and reviewing curriculum and assessment, establishing instructional expectations, and coordinating support systems.



STRATEGIC PLANNING OBJECTIVES AND UPDATES: GOAL AREA #1 (COMPREHENSIVE PLAN TO ENSURE ALL SPECTRUM STUDENTS RECEIVE LIFE SKILLS TRAINING)

Spectrum will design and implement a comprehensive plan to ensure all Spectrum students receive life skills training (knowledge, skills, and attributes) prior to graduation.

OBJECTIVES	UPDATE: March 1, 2022
<p>December 2021, develop and align curriculum and instruction (vertically and horizontally) for <u>life skills</u> across grade levels, utilizing Advisory, College and Career Readiness, and/or other appropriate courses.</p> <ul style="list-style-type: none"> ○ Research current practice and anticipated outcomes to ensure intentional teaching and learning of life skills (knowledge, skills, and attributes). ○ Determine whether the AVID program will play a role in this plan or whether it should be continued at Spectrum. 	<p>The timeline was adjusted to May 2022 to be more realistic while completing all other curriculum alignment work and curriculum mapping efforts.</p>
	<p>The Coordinator of Curriculum and Instruction updated the Board at the February 2022 meeting on the work being done with staff. She also explain how many of the goals are closely tied together. We are on track to have the work completed in the May/June timeframe.</p>
	<p>Staff worked with AVID teachers to identify the critical elements of AVID to be taught to all students through the College and Career Readiness (CCR) courses in high school.</p>
<p>By February 2022, address implementation implications for scheduling and registration (for the 2022-2023 school year) and establish and implementation model and timeline to begin in fall 2022.</p>	<p>The AVID elective will only offer in grade 12 for the 2022-2023 school year. No AVID elective courses will be offered beyond 2022-2023.</p> <p>The grade 9 writing course was added for the 2022-2023 school year. A gap was discovered as part of our curriculum alignment work.</p>

STRATEGIC PLANNING OBJECTIVES AND UPDATES: GOAL AREA #2 (COMPREHENSIVE ONLINE LEARNING PROGRAM)

In order to meet ongoing student academic needs, increase flexibility, prepare students for college online courses, and remain competitive, Spectrum will establish a comprehensive online learning program.

OBJECTIVES	UPDATE: March 1, 2022
By June 2021, hire a person to fill the role of Online Program Coordinator (or assign responsibility internally).	Lynn Sommerstad was hired in October as Spectrum's Online Program Coordinator. She is currently serving a dual role as the MS Dean of Students as well.
By August 30, 2021, research current practice, program options, and requirements.	Mrs. Sommerstad is connected with MNOLA monthly meetings and researched other programs across the state in the development of our program.
By September 2021, School Board meeting, present Online Learning Program Application to School Board for approval.	This took place in November in accordance with MDE's application deadlines.
By October 30, 2021, submit Online Learning Program Application to the Minnesota Department of Education (for the 90-day review).	The application deadlines required by MDE were met.
By February 2022, begin to market program for the 2022-2023 school year <ul style="list-style-type: none"> Consider having the online program available for registration Establish a three-year (2022-2025) implementation plan 	<p>Spectrum leadership participated in the required four training throughout the winter/spring with MDE.</p> <p>The program was marketed internally to C@SH students for 2022-2023. All C@SH teachers have met to discuss and are on board.</p> <p>Registration included an online and in-person option for each C@SH class.</p> <p>Commitment to run online options (and how many sections) was determined based on registration interest. Multicultural Literature is being offered fully asynchronous for one section. This is our pilot course. Three others are being offered asynchronous within the synchronous course due to low numbers.</p> <p>MDE reviewed the application and approved Spectrum's online program in June 2022.</p> <p>While the online program will begin in the fall of 2022 for current students, we anticipate promoting enrollment specifically for the online program for fall 2023 (registration spring 2023).</p>

STRATEGIC PLANNING OBJECTIVES AND UPDATES: GOAL AREA #3 (ALL ACADEMIC CONTRACT GOALS)

Spectrum will meet or exceed all academic contract goals with its authorizer, Volunteers of America – MN. This includes meeting its World’s Best Workforce requirements of closing the achievement gap for identified student groups and ensuring all students graduate on time and college and career ready.

Contract Goals

Contract Goal #1: Spectrum students will perform well on state examinations when compared to students at schools (with similar demographics) they might otherwise attend.

Contract Goal #2: Over the term of Spectrum’s contract with Volunteers of America – MN (2019-2024), Spectrum will maintain an average state-determined minimum growth score of -0.5.

Contract Goal #3: The difference between the “all-students” proficiency rate in the school and any reportable subgroup proficiency rate will be reduced over the term of the contract in both Reading and Math using state examination or other agreed upon exam data as evidence of the school meeting their primary statutory purpose of improving all pupil learning and all student achievement.

Results

Contract Goal #1: Spectrum students will perform well on state examinations when compared to students at schools (with similar demographics) they might otherwise attend.

READING MCA Scores (FY22) (Percent Proficient) (All Academic Accountability Tests)							
	Year	Spectrum	ISD #728	PACT Charter School	Kaleidoscope Charter School	Ave. for Comparable Schools	State of Minnesota
All Students	2019	69.48	70.13	66.1	62.24	66.16	59.21
	2022	71.70	59.40	59.5	50.2	56.37	51

MATH MCA Scores (FY22) (Percent Proficient) (All Academic Accountability Tests)							
	Year	Spectrum	ISD #728	PACT Charter School	Kaleidoscope Charter School	Ave. for Comparable Schools	State of Minnesota
All Students	2019	60.87	71.28	61.78	53.85	62.3	55.03
	2022	47.10	59	54.9	36.2	50.03	44.6

SCIENCE MCA Scores (FY22) (Percent Proficient) (All Academic Accountability Tests)							
	Year	Spectrum	ISD #728	PACT Charter School	Kaleidoscope Charter School	Ave. for Comparable Schools	State of Minnesota
All Students	2019	63.93	62.93	53.13	53.06	56.37	50.73
	2022	53	53.5	37.3	39.4	43.4	41

Contract Goal #2: Over the term of Spectrum’s contract with Volunteers of America – MN (2019-2024), Spectrum will maintain an average state-determined minimum growth score of -0.5.

TBD

Contract Goal #3: The difference between the “all-students” proficiency rate in the school and any reportable subgroup proficiency rate will be reduced over the term of the contract in both Reading and Math using state examinations or other agreed upon exam data as evidence of the school meeting their primary statutory purpose of improving all pupil learning and all student achievement.

MCA READING Test Result Comparisons

Year/% Increase/decrease	All Students	Hispanic/Latino	GAP	Black/African American	GAP	Asian	GAP	2+ Races	GAP	Special Education	GAP	Free/Reduced	GAP
2019 (baseline)	69%	28%	-41%	N/A	N/A	65%	4%	75%	+6%	42%	-27%	60%	-9%
2021	72%	48%	-24%	50%	-22%	73%	+1%	70%	-2%	32%	-40%	56%	-16%
2022	71.7%	73.9%	+2.2%	41.6%	-30.1%	100%	+28.3%	60%	-11.7%	40%	-31.7%	48.9%	-22.8%
Average % increase/decrease from baseline	N/A	N/A	-30%	N/A	+7.9%	N/A	-18.65%	N/A	+12.85%	N/A	+8.85%	N/A	+10.4%
RESULTS	N/A	N/A	Met	N/A	Not Met	N/A	Met	N/A	Not Met	N/A	Not Met	N/A	Not Met

MCA MATH Test Result Comparisons

Year/% Increase/Decrease	All Students	Hispanic/Latino	GAP	Black/African American	GAP	Asian	GAP	2+ Races	GAP	Special Education	GAP	Free/Reduced	GAP
2019	61%	N/A	N/A	N/A	N/A	67%	-6%	42%	-19%	24%	-37%	50%	-11%
2021	49%	39%	-10%	27%	-22%	64%	+15%	54%	+5%	17%	-32%	28%	-21%
2022	47.1%	36.36	-10.74%	40%	-7.1%	54.5%	+7.4%	46.43%	-0.67	26%	-21.1%	12.24%	-34.86%
Average % Increase/Decrease	N/A	N/A	+0.74%		-14.9%		-17.2%		-21.16%		-10.45%		+6.93%
RESULTS	N/A	N/A	Not Met		Met		Met		Met		Met		Not Met

Additional Academic Data

ACT Trend Scores															
YEAR	2019-2020			2020-2021			2021-2022			2022-2023			2023-2024		
	SHS Avg.	State Avg.	Nat. Avg.	SHS Avg.	State Avg.	Nat. Avg.	SHS Avg.	State Avg.	Nat. Avg.	SHS Avg.	State Avg.	Nat. Avg.	SHS Avg.	State Avg.	Nat. Avg.
Average composite ACT score (Data for seniors that graduated that year, not the juniors who took the test.)	24.2	21.3	20.6	22.6	21.6	20.3	21.9	21.0	19.8						
English Benchmarks (ACT)	23.7	20	19.9	21.7	20.2	19.6	21.9	19.7	19						
Math Benchmarks (ACT)	23	21.3	20.2	21.2	21.5	19.9	20.1	20.7	19.3						
Reading Benchmarks (ACT)	25.7	21.8	21.2	25.1	22.2	20.9	23.6	21.7	20.4						
Science Benchmarks (ACT)	23.9	21.5	20.6	22.2	22.0	20.4	21.6	21.4	19.9						
% of Students who were college ready in all 4 areas (ACT)	52	30	N/A	30	32	N/A	26	28	N/A						

Graduation Rates and College Readiness										
YEAR	2021-2022		2022-2023		2023-2024		2024-2025		2025-2026	
	SHS	State Avg	SHS	State Avg	SHS	State Avg	SHS	State Avg	SHS	State Avg.
% of students graduating from Spectrum High School in 4 years	93.3%	83.3%								
% of graduating seniors who enroll in and plan to attend a post-secondary institution/military after graduation (as of the date of graduation)										
# of college credits offered at Spectrum in the specific year										
# of students attending full-time PSEO. Spectrum believes that students and the school are better served remaining on campus while earning college credits.										

STRATEGIC PLANNING OBJECTIVES AND UPDATES: GOAL AREA #4 (COHESIVE CO-CURRICULAR PROGRAM)

Spectrum will continue working towards a more cohesive co-curricular program in grades 6-12 – bringing athletic and non-athletic activities under one comprehensive program

OBJECTIVES	UPDATE: March 1, 2022
By spring 2021, hire an Activities Coordinator to oversee middle school athletics (grades 6-8) and non-athletic activities (grades 6-12).	Katie Erdmann was hired in the spring of 2022 as the Activities Coordinator.
By June 2021, establish a fundraising policy for all co-curricular activities	While the school has a fundraising policy, it needs to be reviewed for consistency in all activities. This objective has been delayed, to be accomplished by June 2023.
By August 2021, work with activity leaders to establish written purpose statements and handbooks for each activity.	Some are complete. Others are in process.
By September 2021, establish procedures to communicate and collaborate with the School Board for approval and review of all student activities in alignment with the requirements in chapter 14 of the Uniform Financial Accounting and Reporting Standards (UFARS) Manual.	This has not yet been accomplished. The goal for 2022-2023 will be to have approval by December 2022 for the 2022-2023 school year.
By spring 2022, develop the co-curricular portion of the Spectrum website to align with the comprehensive program.	Portions of the website have been adjusted under the umbrella of “Activities”.

STRATEGIC PLANNING OBJECTIVES AND UPDATES: GOAL AREA #5 (SCHOOL-WIDE UNIFORM TEACHING AND LEARNING FRAMEWORK)

Spectrum will design and implement a **school-wide uniform teaching and learning framework** for determining curriculum content, processing, aligning, and reviewing curriculum and assessment, establishing instructional expectations, and coordinating support systems.

OBJECTIVES	UPDATE: March 1, 2022
By August 2021, hire a Curriculum and Instructional Coach to ensure alignment of curriculum with daily instruction.	<p>Rachel Cappola was hired in August 2021 as the new Curriculum and Instructional Coach.</p> <ul style="list-style-type: none"> CCR/AVID Teachers began meeting on Tuesday, Feb. 15. The intent was to have a final list for courses and across curriculum by May 27, 2022. <p><i>Note: Ms. Cappola moved to another school in September 2022. Spectrum is currently working to hire another Instruction and Curriculum Coach.</i></p>
By spring 2022, establish a framework that includes essential skills and attributes expected of every graduate from Spectrum.	These have been incorporated into advisory, CCR, and the Community Outreach Program.
By August 2021, establish a three-year plan (2022-2025) to adapt the Community Outreach Program to meet the needs of students, families, the school, and the authorizer.	Community Service/Service Learning is being incorporated in to other classes, which will be consistent across grade levels (grade 6-life skills; grade 7-Health; grade 8-advisory; grades 9-11-CCR; and grade 12-Senior Capstone). An update was provided to the School Board at the February meeting. This goal is on track.
<p>By June 2022, ensure completion of curriculum maps for all courses, including common assessments and unit progressions.</p> <ul style="list-style-type: none"> Provide a curriculum that is vertically and horizontally aligned in all subjects. Continue developing the Curriculum and Instruction portion of the Spectrum website to maintain availability, transparency, and accuracy of information, policies, and procedures. 	<p>This is an ongoing process and updates will be added when completed.</p> <p><i>Note: Science standards have been changed and discussions are taking place regarding the sequence of science course offerings at the high school.</i></p>

STRATEGIC PLANNING OBJECTIVES AND UPDATES: SPECTRUM WILL REMAIN A HIGH QUALITY, EFFECTIVE, AND SUSTAINABLE ORGANIZATION

Spectrum believes that a high quality, effective, and sustainable organization provides the necessary environment for the school to thrive – allowing the school to meet its strategic goals. A high quality, effective, and sustainable organization will show evidence of success in (at least) the following five focus areas: (1) Board Governance; (2) Staffing/Human Resources; (3) Enrollment; (4) Facilities; and (5) Finances. It is important to inspect what one expects. As a result, Spectrum will track targets in each area.

Focus Area Targets

Focus Area 1: Board Governance Targets					
Performance Indicator	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Annual Meeting held in the fall (with program, academic, and strategic plan updates)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: Oct. 28, 2021	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
New Board members begin statutorily required training within 6 months of taking office and complete within 12 months	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No New Members: Cory Taylor	<input type="checkbox"/> Yes <input type="checkbox"/> No New Members: Jason Ruzek Joshua Zehoski	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Board annual goals met	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Board agrees to operating protocols annually (June-Aug timeframe)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
VOA Governance Award received annually (from previous year)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Focus Area 2: Staffing/Human Resources					
Performance Indicator	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
% of staff indicating they enjoy working at Spectrum based on the annual staff survey (no less than 95%)	100%				
Salary and Benefits analysis completed every three years and modified as the budget allows (FY22 for coaches, paras, admin., teachers, custodial; FY21 all other staff)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Coaches, paras, administration, and teachers completed	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No All other staff due	<input type="checkbox"/> Yes <input type="checkbox"/> No Coaches, paras, admin., teachers, custodial due	<input type="checkbox"/> Yes <input type="checkbox"/> No
Health benefit annual increase held to no more than 7.5% for E+1 and family or \$100 for individuals while maintaining comparable coverage (Jan-Dec coverage).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No % = 7% (E+1/F) and \$70.20 (employee)	<input type="checkbox"/> Yes <input type="checkbox"/> No % =	<input type="checkbox"/> Yes <input type="checkbox"/> No % =	<input type="checkbox"/> Yes <input type="checkbox"/> No % =	<input type="checkbox"/> Yes <input type="checkbox"/> No % =

Focus Area 3: Enrollment															
Performance Indicator	2021-2022			2022-2023			2023-2024			2024-2025			2025-2026		
	B	A	%	B	A	%	B	A	%	B	A	%	B	A	%
Average enrollment meets or exceeds budgeted enrollment numbers for the school year.	814	813	99.88%												
Hold no less than 2 HS and 3 MS Information and Tour Nights (per year)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Dates: MS (01/20/22, 02/08/22, 03/22/22) HS (01/20/22, 02/08/22)			<input type="checkbox"/> Yes <input type="checkbox"/> No Dates:			<input type="checkbox"/> Yes <input type="checkbox"/> No Dates:			<input type="checkbox"/> Yes <input type="checkbox"/> No Dates:			<input type="checkbox"/> Yes <input type="checkbox"/> No Dates:		

Focus Area 4: Facilities					
Performance Indicator	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Average staff rating on the Climate Survey regarding maintaining facilities that contribute to a safe environment at 85% or better (agrees or strongly agrees)	100%				
Complete and document at least quarterly walk-throughs of facilities (addressing safety, maintenance, and cleanliness) – Starting in winter 2022/2023	N/A				
Building Projects					
Complete new high school parking lot and entrance at by fall 2022	In process and on schedule				
Complete sidewalk addition and crosswalk at middle school – summer/fall 2023	N/A				
Begin discussing and planning for field house, performing arts center, and athletic complex improvements in 2023-2024.	N/A				

Focus Area 5: Finances					
Performance Indicator	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
VOA Finance Award received (based on previous school year)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
MDE Finance Award received	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Finance Committee annual goals met	100%				
Audited fund balance % (Policy 20-25%)	24%				
Maintain or improve bond rating with S&P (BBB+)	BBB+				