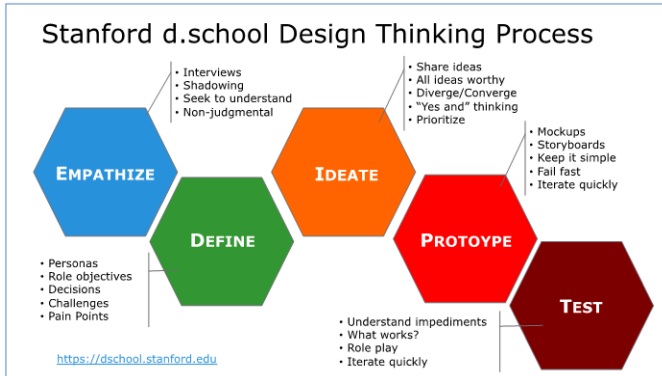**Overview:** Your goal is to plan your change project using the prompts on this document. You should be doing something you care deeply about and that will positively impact your organization/community. It DOES NOT have to be huge. It can be a small step for a bigger issue/topic. See Flan's SAMPLE for what this looks like at a mastery level.

Design Process:

1. Issue development
2. EMPATHIZE: Exploration and discovery/problem research
3. DEFINE: Issues/Roles
4. IDEATE: Share and consider ideas
5. PROTOTYPE: Designing project
6. TEST: Implementing the action plan
7. Reflection, Adjustment and Celebration

PART I (Due Feb 28th, including data collection, if needed) → due April 22nd

Note: If you are working in a team, each person is accountable (and responsible) for an equal amount of questions, although you all should be collaborating on the answers. Please identify who is accountable for each question.

Issue Development:

1. Identify your issue. Communicate it as clearly as possible, as if someone has never heard of the problem before.

There is no unified area for information regarding clubs. On the Peak to Peak website, there is an existence of old resources that no longer apply. For example, the idea of a *club calendar* exists but has failed to be updated and often includes wrong information. Students do not have the ability to access the calendar, change information, and often staff are unable to change the information for the students. This causes a great deal of failure around communication and thus has caused this source to become unreliable and not used to its full potential. Additionally, the Peak to Peak website has a page where it is supposed to lay out information for all the clubs, their meetings, how to join, and extra information. Once upon a time, this was done; however, again, it is reliant about staff updates and is old and retired: the website does not accomplish what it's supposed to and yet again leaves confusion - for example, on the description of Student Council; Ms. Shedd is listed as the advisor even though Ms. HF replaced her last year. The reason for this issue derives from the difficulty of updating the website. If there were a student based system that could actually create updates on the website, then it would be easy to change, not reliant on the staff, and overall better.

2. Why did you choose this topic? What is your investment in it?

I chose this topic because I am a part of a variety of different organizations at our school and feel as though they have never consistently had a formal or effective system of communication, scheduling, and organization with other clubs and the general student body. Additionally, one of the most important parts of my life at school is clubs. Whether it be in Student Council, PAC, the honors societies, and the other organizations I'm a part of, I find a lot of joy and satisfaction in participating in group activities and societies. For me, I found my friends through these organizations; however, a majority of the exposure of these clubs was through asking around and working hard to learn info about each of these clubs - this unnecessary confusion could be minimized through updating clubs' presence virtually on the website, both in terms of their descriptions, information, and scheduling. Also, the more opportunities we're able to promote student leadership the better and have student leaders actually understand and be a major part of contributing to their club working throughout the school is vital.

3. Without collecting any data, what is your personal understanding of this issue?

My personal understanding of the issue, similar to question one, is the difficulties that I've run into around trying to schedule events and meetings and the conflicting problems. As I talk to staff sponsors and students who use the club calendar, they've expressed similar problems and grievances in regards to the club calendar. Additionally, last year, I tried to collaborate with multiple organizations to work on putting on a lively coffeehouse for Tri-M, but a majority of the information about the clubs was incorrect, including who the staff sponsor was and who the student leadership was. This led to me being unable to find the proper lines of communication and reach the people I was really trying to talk to - ideally, this shouldn't be an issue and it should be public information. Finally, I have a friend who had a club, well established, but didn't have a page on the website and took forever to get it recognized and familiarized.

EMPATHIZE: Exploration and discovery/problem research
Once a specific problem has been identified, the next step is to investigate: *Is this an actual need or only a perceived problem in the community? Who is affected by the problem? In what ways? Are there other groups or individuals already addressing this need? How might others view the problem differently? What will it take to make an impact? What might success look like?*

1. What do you ACTUALLY know about the issue? What might be the limits of what you know? Develop a list of questions you need to ask about this issue and determine where you can get the answers.

QUESTIONS	WHERE TO FIND ANSWERS
Please describe your experience with the club calendar. Do you feel like it is an issue which needs to be addressed? How should it be addressed? How often are meetings, events, and other activities interrupted due to a failure of communication through the club calendar? How to modify the club calendar and give students access to the club calendar? Would it be possible to gain access to go in the back end of the website and update a variety of the information? Are there more sustainable ways to allow the website and club calendar to be updated?	Staff and student leadership Ms. Durland

2. Identify and seek out multiple perspectives on the issue: Who ALL is affected by this issue? Who might see it differently? How are you going to get these perspectives by Feb 28th? What data already exists?

There are a variety of people affected by this issue including the staff and student leadership, but also students who just experience many clubs. Some people who might see this issue a little different than myself is student leadership + staff who do not want to use their time updating the calendar and information on the website as it's a hassle and often does not seem productive, especially when clubs and organizations do not refer to the calendar for scheduling purposes in the first place. I'm going to get all of these perspectives by sending out a wide form to the entire student body to try and get feedback and speak with a variety of staff in regards to their perspectives and experiences to ensure I know the difficult and methods of updating the calendar and how it works. Data already exists in CSHS where we've had multiple discussions and data points based around the calendar and the general website.

3. Research how this issue affects other groups or (school) communities and how they have addressed it. What did you research and what did you learn? (list urls for all sites used with a short summary of findings - need AT LEAST 5)

I went to a variety of schools to look at their school calendars and clubs pages and found the following:

- https://moh.bvsd.org/school-life/clubs-activities ← For Monarch, they use a Google Sheet pasted on their main club page which has easily accessible and updated information which students can edit and staff can edit with extreme ease - it also allows clubs to link to other pages so clubs can include additional information in case they aren't able to fit it into a Google Sheet column.

- https://fah.bvsd.org/activities/fairview-clubs ← Fairview has a very similar setup where they use a Google Sheet in order to access and update information - their page is a little cleaner than that of Monarch's and they have a general bit on the top where they can list out announcements - seeing a trend in terms of sheets

- https://www.kentdenver.org/student-life/clubselectives ← Kent Denver has a site which is FANTASTIC - while they don't use the Google Sheet, they have a video which drives spirit and excitement around the ideas of clubs and helps to create a fondness and eagerness for people to participate in all the clubs they're apart of. Additionally, they split the clubs into different categories so people can easily see the different clubs and find which one might appeal to them. ALSO, they have a big google document with all the descriptions of the clubs which is extremely accessible and would be easy to update.

- https://www.dawsonschool.org/student-life/traditions-co-curriculars-and-clubs# ← Dawson's club page is fine…. It follows some of the other structures in the sense of using small descriptions but doesn't have dates and seems very difficult to update. One thing I do really like about Dawson's page is their use of visuals and images in order to bring some life to their clubs and help people generate interest around their organization.

- https://www.prospectridgeacademy.org/page/high-school-clubs ← Out of every school I've looked at, theirs is probably my least favorite, but even still, they link to club's personal websites. While I don't think making each club create a website is effective… or fair, I think that encouraging it through things like the Google Forms seen above is a good idea.

4. Examine the issue in terms of power and self-interest; who makes decisions about this issue ? Why does this matter?

     The person who makes decisions about this issue is Ms. Durland. This matters because she is in charge of communications and really is the person who makes final decisions on both the look of the website and the function of the calendar. This is important because as head of communications of the school she makes the final decision of what is shown to the broader public and what is not. This is significant because there exists bias in her decisions and what she puts her time and effort in. Now, on the other hand, if there was a change to the calendar / club page, it would be significantly publicized and easily accessible as she would have the power to ensure people could listen. For myself, I'm already on good terms with Ms. Durland because of previous correspondence and I'm hopeful that I would be able to convince her to change.

5. Examine the issue in terms of root causes. What are the ACTUAL causes for the issue? Be cautious of actual vs. perceived causes. How do you know this is actually what is causing the problem? What information do you need to make sure it's not something other than what you think? What is your plan to ensure what you think are the root causes actually are?

     The ACTUAL cause for the problem is inaccessibility. I believe the perceived cause is "laziness" of student leadership and staff sponsors, but the truth is it's just difficult to update a website and calendar efficiently. I know this is the cause of the problem from the variety of conversations I've had with staff and student leadership AND my own experience. In order to ensure I do know this is the issue, I will be sending out my form to make sure that others have experienced the same thing as me and understand the problem from their perspectives and make sure each individual has the opportunity to express their thoughts.

6. Think about who (individuals or groups) might be a resource in addressing this issue. List them here and how they can help. Why are these the right people?

Like listed in my questions section, I believe Ms. Durland is a foundational point as she is the head of the website organization and ensures its functionality and representation of students. One of the possible places she may point me too when considering the calendar is Mr. H - I'm not 100% sure but I believe he is one of the main contributors to the calendar and helps to manage it. He is a strong connection because he is passionate about the importance of the calendar and has been a long supporter. Another individual who may be important is Mr. Seidman as he is in charge of the associated clubs and their publicity / accessibility. However, the most important groups who will be a resource are the clubs themselves as they will be tasked with working to help inform others about their club and helping me to advocate for a better website page + calendar.

7. How will you know if you have made a difference on this problem? What will change look like? What metrics will you use?

It's a little difficult to know if I've made a difference as the most evident display will occur in the early part of next year when clubs are in full swing, but my ideal look is to have every club have their club meeting ACCURATELY scheduled on the calendar and have their information, contact points, and staff sponsors displayed on the website in a way that is accurate. That should accomplish the positive difference and change I'm looking for which will allow for disruptions to be minimized. Additionally, for solid metrics, I will do a last round of polling after all the changes are created to quantitatively see if the perception around club organization has improved from the initial form I'm sending out.

8. How does this issue (and addressing it) help support the mission/vision of the related organization? Whose needs will be met if you move forward and act on this issue? How will it cause positive change and for whom?

P2P Mission: "Be a community that values and recognizes scholarship, academic achievement, and creativity. Provide an environment in which each student is known, respected, and valued as an individual of great potential and promise."

This issue supports the vision of the organization (Peak to Peak) because by improving organization of our clubs, we're able to further support students' success in scholarship and creativity; by allowing students to thrive in different clubs and being able to access information about the individual clubs, students are able to create schedules and follow their passions which helps them increase their performance and "great potential and promise." Additionally, this helps to ensure that students, and their corresponding clubs, are respected at the same level as other clubs. Also, by ensuring that student leaders have access to club information, it helps to increase student representation. This will create a positive change for students, staff, and prospective students who look to our website to learn more about our clubs.

9. What metrics already exist to gauge this issue and what data is available or needs to be collected to support a need for improvement (i.e. identifying exactly how many parents/guardians actually park in spots, how many spots vs. student permits exist, etc.)?

Qualitative feedback is everywhere. I've had countless conversations with a variety of staff who help to support student clubs and it's been identified as a permanent issue. Additionally, student leaders have also expressed a great deal of frustration around how clubs work at our school and their often inconsistencies. Unfortunately, I don't have a ton of quantitative data at the moment, which is hopefully what my form will accomplish!

10. Write a step by step plan for what actions are needed to get all the information necessary, based on these questions, who will do each step and when they will happen to be ready for Feb 28th.

Action	Who will do this?	When?
Collect qualitative feedback from student leadership regarding club	Alex	Feb. 17th-21st

calendar + club page + communication between clubs		
Collect qualitative feedback from staff club leadership regarding club calendar + club page + communication between clubs	Alex	Feb. 17th-21st
Send email to Ms. Durland about the club calendar + website focused on questions outlined from earlier section (*offer time to speak more and be open to additional emails - one email will not solve it)	Alex	Feb. 27th
Create and publicize form addressing questions from earlier section and gathering quantitative feedback around club system	Alex	Feb. 27th

PART II (Due Feb. 28)

DEFINE: Determine challenges, roles, goals
1. What did you learn from the information collected? How might this information shape your action plan? Is there more information that you still need? What is it?

From the information collected, I learned a great deal. From the form specifically, I found that a majority of the student leaders and student members know very little about the club calendar and club page, if anything at all. Yet they expressed that if they knew information, and had that corresponding information, then it would be an extremely valuable resource and help to solidify communication across different clubs. This shapes my action plan by solidifying opinions and thoughts I already have as they have been supported by a majority of students. However, I'm still waiting for a reply from Ms. Durland to get a staff's opinion on the matter and see whether this would be a possible adaptation and change.

2. Is this the right time to address this? Does it even need to be addressed? How do you know?

I believe that this is the right time to address this because there is no "specific" time outlined for this issue as it's a constant thing that exists. I think it would be extremely important to get on top of this before the club fair so it's easy to access information about clubs and create a more streamlined information basis. In terms of a need of being addressed, this issue definitely needs to be addressed because clubs are not being represented fairly or equitably and need to have access to publish information. I know this because of the quantitative and qualitative data gathering in my form which supported the need and called for a corresponding reform

3. What is YOUR why? Articulate a why/how/what statement really emphasizing the why.
I believe that _____. I also believe that _____. That is why I am _____. Specifically, I will _____. This is because I believe _____.

I believe that communication and accessibility is essential. I also believe that community is a cornerstone which is significant to the development of humans, specifically people who are learning more about themselves and the groups they're a part of. That is why I am passionate about ensuring that communication is clear in regards to clubs so that people are able to find organizations that they're passionate about, learn more about them easily, and help to create stronger communities / schedules. Specifically, I will target the information regarding clubs on the P2P website and the club calendar. This is because I believe the corresponding communication with clubs is paramount.

4. Who are your potential supporters? Why are they important in your plan? How will you garner their support and enlist them in your common vision?

I believe that my potential supporters are the members of clubs and club leaders. They are important to my plan because they are the people that this change project directly affects and improves the experience of. I will garner their support and enlist them in my common vision by drawing on their experience with the club calendar and website and have them understand its shortcomings. Then, through this, provide examples with other schools and have them comparatively understand how helpful and how much of a benefit it will be to insert these changes and ensure their part in my vision is properly represented - I've already been able to do this with my forms to get feedback.

5. Who can actually make the change/s? (Who has power?)

I believe the person with this power is Tracy Durland, because she is directly responsible for the Club Website and the Club Calendar. However, while the club website is under her jurisdiction, the club calendar is largely controlled by staff, so I may have to appeal to staff as a whole in regards to the changes I want to give students and their independence. Also, staff leaders have to relinquish some responsibility to make sure these changes go through but I feel confident about ensuring their hand off as it takes something over their plate, and it's not a relatively large amount of work for staff to lose and students to gain.

6. How much will this cost? Make a line by line budget (with links to materials, as needed).

This will cost no money. It's all digitable and I will be able to code/create everything - the only cost is time.

7. What is your project SMART goal?

My smart goal is to create a system where students can have access to add/remove events to the club calendar for their organization by April 21st, and an accessible system on the Club website and students can edit their section of their club and change corresponding information regarding leadership, info, meeting times, and have that information publicize by April 2st. I will know I have achieved this goal when both systems are in place as described above.

8. What are potential challenges? How will you attempt to overcome those obstacles?

Potential challenges derive from a lack of support from Ms. Durland and being unable to edit the website / calendar. I can attempt to overcome these obstacles by drawing on coding experience and support in editing the back ends of websites. Specifically with the club calendar, there are potential issues with students not following protocol and causing mayhem through scheduling, so I would work to ensure there is a clear outline of tasks / rules around what students are and not allowed to do with dealing with events scheduling. I also see issues with these news systems being upkept, so I would ensure that either a student or position in Student Council would work to oversee that these systems remain.

9. How will this progress be determined in the short term (1 year or less)? What might progress look like in the longer term (more than 1 year)? Identify your metrics and data collection method.

This progress will be determined in 1 year or less based on an exit poll (based off the initial questions used in the linked form) determining if students have had improved communication and experience with the new system - additionally, it will be visually apparent on the club website with new / updated information and actually accessible info that comes clear. In the longer term, a similar poll may be used in order to see if feelings and experience in regard to the calendar + website has changed. Being able to see a positive increase would indicate that the project has succeeded long term - also, checking how often students update the website / calendar would indicate the students' involvement and the success of the project.

10. How will you determine the impact of its work—how will you measure the nature and the degree of difference made by achieving (or making progress toward) the chosen goal(s)?

As indicated in the question above, I will determine the impact of its work using an exit poll to ensure that its effectiveness is accurately measured. This whole project is based on the idea of students and their experiences with clubs, therefore, the most important feedback in determining the impact of its work is by feeling the pulse of the student body and their opinions about clubs and their associated effectiveness with scheduling - hopefully, questions that will specifically improve is the amount of conflict active that could've been prevented with a calendar, non-club members finding information on the website, and allowing students to feel as though they have a greater level of control and independence. Also, to a broader point, if this entire thing is dropped and the website goes back to the way it was… then the impact is little to none. Thus, its longevity is also a different determining factor.

11. How will you communicate updates about the process and progress being made, whether internally or with a broader audience?

I will communicate updates and progress about what's being done through HS Spirit Google Classrooms, emails with club leaders, and the club website itself. In terms of which of these mediums I choose to use the most, I am most likely to use emails with club leaders as it directly works with the people I need in the most immediate moment, but when discussing general thoughts with club members, using HS Spirit and the website is extremely significant.

12. Brainstorm your idea/s for a project design.

Google Spreadsheet for website to control club activities which can be updated - similar to Fairview, then, create a form linked to the spreadsheet which can easily update information linked on the sheet. THEN, reach out to the club

leaders, verify meeting times, and update on Google Calendar which students now have access to video. I'll be making an instructional video to teach uses of the associated new design + systems.

IDEATE: Share and consider ideas

13. Complete the active listening simulation to hear questions that will promote thoughts about your project. What ideas/solutions/suggestions do they have? What feedback do you plan to use?

During the active listening simulation, my peers helped to talk to me about communication and ensuring that everyone understands the new system. Specifically, this helped me brainstorm the idea around creating a video + system to walk people through the brand new system. They also continued to reiterate advice I got from other sources around the spreadsheet and how to make it accessible to students. I plan to use the instructional learning and continue to work with more students on adapting them into the new system and how to pass it down.

PROTOTYPE: Design Project

14. Based on all the thinking and data collection above, what is the project you are designing? What are all needed elements? Record the completed plan idea and include all necessary implementation elements below.

First, I need to create a Google Form to collect information from the club leaders about their clubs and corresponding information. Second, I need to compile that information into a Google Spreadsheet. Third, I need to develop a Google Form that is easily able to update the associated information on the Spreadsheet. Fourth, I need to update the Google Calendar with all the club information. Fifth, I need to make a guide to teach people how to update the Calendar. Sixth, I need to ensure this system is passed on and not forgotten.

TEST: Implement action plan

15. Identify a step by step plan with a timeline to achieve your goal. What are the specific actions you will take to achieve your goal and who will do this/when will it happen in the project plan? Complete these steps according to your plan!

Action	Who will do this?	When?
Create Google Form to collect information about clubs	Alex	March 28th
Update Information in Google Spreadsheet	Alex	April 15th
Develop a Google Form to Update information	Alex	April 22nd
Update Google Calendar w/ information	Alex	Once 90% of club information is received
Create guide to update	Alex	Once 90% of club information is received
Send out post form	Alex	May 1st

REFLECTION, ADJUSTMENT, CELEBRATION

1. What went well? What needs to be changed? What are the next steps?

Overall, everything has been going extremely well. I followed my calendar extremely well; however, we did have a slight hiccup as I was waiting for club information to come in. I reached my desired threshold in mid April, however, by that point, I have been a little overwhelmed with the musical. Thus, I should be able to pretty easily finish the rest of the project after Mamma Mia is done as it should only take 2-3 more hours of devotion. So, the only thing that needs to be changed is the timeline, which will certainly be complete in time before the end of the year. Specifically, I need to publish everything so that students can easily access it, thus making the post-form more effective and actually measure how successful and meaningful the project was. In conclusion though, the project has been working well, we now have a comprehensive list of all the information and I just need to plug it in and then we're all done. The one thing I need to ensure, both with this and HS Spirit GC, is that the entire project is not abandoned and it is maintained next year. This will be my main focus over the next few weeks.

RUBRICS:

PART I

Associated Standard: Standard 4 (S4): Understand organizations and use that understanding to make decisions, plan & implement projects/meetings/marketing.

Mastery	Proficiency	Progress	Awareness
Students thoughtfully respond to all questions related to the chosen issue and gather relevant data in order to better understand the issue.	Students respond to all questions related to the chosen issue and gather data in order to better understand the issue, however, it is surface level.	Students respond to some questions related to the chosen issue and/or gather some data in order to better understand the issue but there are gaps.	Question responses/data are missing.

PART II

Associated Standard: Standard 4 (S4): Understand organizations and use that understanding to make decisions, plan & implement projects/meetings/marketing.

Mastery	Proficiency	Progress	Awareness
The action plan shows a clear understanding of the issue based on the data collection/step I and the organizational structure. It includes all necessary steps for implementation.	The action plan shows understanding of the issue based on the data collection/step I and the organizational structure. It includes steps for implementation. However, it is surface level.	The action plan shows some understanding of the issue based on the data collection/step I and the organizational structure. It includes some steps for implementation. However, there are gaps.	There are significant gaps that make implementation not possible.

Associated Standard: Standard 7 (S7): Understand the financial aspects of organizations and apply that understanding to financial planning.

Mastery	Proficiency	Progress	Awareness
All budgetary items are considered and calculated in the project budget.	Most budgetary items are considered and calculated in the project budget.	Some budgetary items are considered and calculated in the project budget.	Budget is missing.

Associated Standard: Standard 3 (S3): Understand and participate in the process of setting, achieving, and evaluating project and personal leadership goals.

Mastery	Proficiency	Progress	Awareness
The project goal is SMART.	The project goal is mostly SMART.	The project goal is somewhat SMART.	The project goal has missing elements.