

JO'S LEARNING ACADEMY (JLA)

2020-2025 STRATEGIC PLAN

FINANCE – ELEMENTARY EDUCATION – ENROLLMENT – FACILITIES – HUMAN RESOURCES -
TECHNOLOGY – FUND DEVELOPMENT**FINANCE**

GOAL #1: ___ Maintain bottom line equilibrium along with cash flow required to maintain educational program quality

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Plan, approve, and implement budgets to achieve goal	Annual budget cycle, monthly review of operations and capital expense	Annual budget cycle August December March June	Board of Directors Director of Finance CEO/Owner	Control expenses within available revenues Increase revenue	Annual Budget	Plan Training

GOAL #2: ___ Increase revenues for the elementary school

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Increase fundraising activities associated with the elementary school	Fundraising plans Fundraising Committees	Ongoing August December March June	Education Director Finance Director CEO/Owner Board of Directors	Ensure positive cash flow within each budget	Increased revenues	Budget reports Enrollment reports

EDUCATION ELEMENTARY

GOAL #1: JLA will maintain accreditation from Wisconsin Religious and Independent Schools Association (WRISA)

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Successfully complete the process of re-accreditation through WRISA	Complete revisions	Ongoing	Principal	Maintain high classroom standards	Certifications of accreditation	Up-to-date rating documents
	Semi-annual reviews	Reviewed			Submissions of updates	Trainings
	Stay up-to-date with changes at institutions	August 2020	ECEC Director	Implement self-assessment tool	Measurement tools	
	Maintain necessary training	August 2021	CEO/Owner	Communicate process to stakeholders at least once a year		
		August 2022	Consultants			
August 2023						
	August 2024	Board of Directors	Become members of councils			

Goal #2: JLA will improve its professional development (PD) program in order to improve student learning

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Create a cohesive PD schedule and plan including peer-led sessions and sessions aligned with program goals.	Needs Assessment	Ongoing	Education Director	Topics of Interest	Staff Evaluations	Budget
	Calendar out PDs	August				PD topics
	Schedule JLA staff and external trainers/consultants to lead sessions	December	Consultants	Survey	Track professional development	
		March	CEO/Owner	At least one PD for admin each year	Attendance at Professional Learning Communities (PLC)	
		May	Board of Directors			
Solicit input and feedback from Staff					Collaboration with PD providers	

Provide at least two differentiated PD days per year.	Work with Consultants, Head Start (HS), Early Head Start (EHS)			Identify and communicate annual program goals and areas of focus Create professional growth mindset	Staff survey results All staff maintain professional licensure or continuing education hours	Days calendared out for PD
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Goal #3- JLA will continue to increase student test scores on standardized and summative assessments

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
JLA administration and staff work to increase student performance on assessments.	Provide students different strands in core subject areas that they will be tested on. Provide large and small group instruction to increase comprehension Tutoring	Ongoing based on assessment and grade periods. October January March June	Education Director Program Supervisors CEO/Owner Board of Directors Consultants	Teacher collaboration Data-driven instruction Parent involvement Increase attendance Aligning curriculum and lesson plans	Teaching Strategies Gold ASQ, ASQ-SE PALS MAP Forward Exam Formative assessments Summative assessments	Professional Development Common Core WMELS Lesson Planning Curriculum Technology Time/practice

				Formal/informal assessments	Report cards	Financial
				Referrals for special services	Promotion	Social Services
				Educational partnerships		Parent Involvement and Resources

Goal #4: JLA will maintain a rigorous and data-driven learning environment

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Use student testing data to drive classroom instruction and student learning	Use testing data and assessments in lesson planning and analysis of student achievement	On-going	Education Director	Use formative and summative assessment data to improve lesson planning and student performance	Standardized assessment data	Professional development
		October				
		January	Program Supervisors		In-house assessment data	Access to student data
		March				
		June	CEO/Owner	Develop student ownership of goals and growth		Tracking students' scores
			Board of Directors			
			Consultants			

Goal #5: JLA will effectively and consistently implement a teacher-mentor program for new-to-JLA teachers

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Teachers will report feeling supported and informed in their first year at JLA	Follow mentoring program as outlined	Annually August	Education Director	Solicit mentors on annual basis	Regular ongoing meetings	Mentoring schedules
Mentors will feel effective and proud in their role	Review and adjust each year, as needed	Annually June	Program Supervisors	Facilitate the first meeting of mentors and teachers	Survey results Observation results	Guidelines for mentors and teachers
			Mentors		Annual reviews	
			Consultants	Follow up with mentors and teachers		

EDUCATION -SCHOOL

Goal #6: School will increase differentiated instruction for student literacy and reading skills

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Will expose students to literacy and reading strategies and skills	Provide students smaller group and one on one instruction time to improve English comprehension skills	On-going August-June	Director Education Supervisors	Provide small group and one on one instruction for identified students	MAP RIT scores Other assessments	Classroom teacher and resources Curriculum Educational support staff
			Consultants	Provide formal and informal		

				assessments to measure progress		Parent support
				Include parents in their child's instruction		

Goal #7: School will steadily increase membership and participation in the Parent Action Committee (PAC)

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Strategically utilize parents and personnel to drive meetings and events	Track attendance at all parent events and PAC meetings	Ongoing November May	Education Director	Identify parents interested in contributing	Membership rosters Attendance rosters	Fiscal resources Facilities
	Have PAC planning meetings at beginning of each school year	Annually September	School Office Manager	Form relationships with vendors and other donors		Contact information
	Hold PAC meetings and PAC-sponsored events	Monthly	PAC President	Identify one parent from each classroom to represent room		

GOAL #8: JLA will increase grade levels to 6th Grade

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
JLA will create a high performing and innovative elementary school for students, K4-6 th grades.	Market elementary school to current and potential students. Build classrooms for middle school	2021 – 2022 – 3rd Grade 2022-2023 – 4th Grade 2023-2024 5 th Grade 2024-2025 6 th Grade	CEO/Owner Education Director Board of Directors	Research innovative curriculums. Market elementary school. Use data to increase student performance.	Enrollment Assessment/test scores Student performance	Classrooms Curriculum Staff Marketing

ENROLLMENT

GOAL #1: Increase and maintain high enrollment

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Maintain 90% capacity in Elementary School	2021 – 2022 – 3rd Grade 2022- 2023 – 4th Grade 2023-2024 5 th Grade	Ongoing August January	Education Director CEO/Owner Leadership Team	Create marketing program for Elementary School Develop strong relationships with families	Weekly FTE reports EHS/HS reports Financial reports	Funds Marketing materials Resource materials for families

	2024-2025 6 th Grade		Board of Directors	to assist with retention		on funding programs
			Consultants	Maintain strong partnerships with EHS/HS services		Staff
				Continue to implement policies in education that encourage best practice and high quality		

FACILITIES

GOAL #1: __Renovate existing space

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Convert existing buildings and classrooms to increase grade levels	Secure funding for renovation projects Construction	Complete by 2025	CEO/Owner Education Director Finance Director	Capital Budget Fundraising	Project completion	Fiscal resources Contractors

			Board of Directors			
Identify other renovations projects	Needs assessment	Ongoing 2020 – 2025	CEO/Owner Education Director Finance Director Board of Directors	Capital Budget	Projects completed	Fiscal resources Contractors

HUMAN RESOURCES (HR)

GOAL #1: Hire highly qualified staff

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Recruit and hire high quality, highly educated teachers and staff who are a cultural fit at JLA	Increase applicant pool (quantity and quality) Hire candidates through highly selective process Target highly qualified candidates	Ongoing August 2020-2025	Consultants Education Director Owner/CEO	Increase referrals Social Media and Website Job postings/sites Job Fairs	Open/Filled positions Teacher licenses, Registry Levels Employee survey Retention Enrollment	Fiscal resources

				Recruitment Videos	Student test scores	
				Target student teachers		
				In-depth interview process		

GOAL #2: Develop highly qualified staff

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Cultivate current staff	On-going, honest, helpful performance feedback Consistent follow-up	Ongoing June 2020-2025	Education Director Consultants	Goal-setting with employees 90-day evaluations Consistent, timely follow-up Open communication PD	Staff survey Accreditation requirements met Evaluation tools	Revised evaluation tools Training Fiscal resources

GOAL #3: Retain highly qualified staff

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Increase length of service	Surveys, stay interviews	Ongoing August 2020-2025	Consultants	Hiring/interview process	Length of service	Training
	Hiring process		Education Director	Orientation (all)	Turnover rate	Fiscal resources
	Onboarding		Owner/CEO	Mentor	Reasons for turnover	Data
	Compensation and benefits		Board of Directors	Clear, accurate job descriptions	Survey results	
	Ongoing feedback			Feedback		
	Advancement opportunities			PD		
	Advancement opportunities			Advancement opportunities		
	Incentives			Competitive salary & benefits		
			Stay/exit interviews			

TECHNOLOGY

GOAL #1: ___ Maintain Internet bandwidth to meet the needs of staff and students

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Increase Internet bandwidth as needed	Increase Internet bandwidth	Ongoing 2020-2025	Consultants Education Director Technology User Group (TUG)	Negotiate with vendors	Bandwidth assessment	Fiscal Resources

GOAL #2: ___ Implement technology plan to support increased use of technology for student learning

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Expand use of technology in the classroom	SMART Board technology PD Upgrade teachers to laptops Student take home tablets or Chromebooks Mobile computer carts	Ongoing August 2020-June 2025	Education Director Owner/CEO Consultants	Select teachers to train as trainers for future development of classroom SMART use Research and procure laptops for teachers Research options, select, and procure mobile	Surveys Observations	Fiscal resources

				computer carts and student take-home devices		
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FUND DEVELOPMENT

GOAL #1: Develop a formal planned giving program

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Recruit individuals for planned giving program	Activities for all donor levels Direct mail marketing	June 2023: 10 new known planned giving donors	Resource Development Manager CEO/Owner	Site visits Donor development strategies	Fund Development Report Event calendar	Marketing Board of Directors
Set the tone for future funding	Transition current donors into planned giving donors Develop name, incentives and giving levels			Events Use language like "Legacy Gift"		Legal Representation

GOAL #2: Create Fundraising Committee and set fundraising goal

Objectives	Tasks/Activities	Timeline	Lead Role	Strategies Used	Measure/Document	Resources Needed
Create and have an active fundraising	Introduce ways of giving	Ongoing	Education Director	Meetings	Board Reports	Board of Directors

committee with a team goal and individual goals	Strategic planning activities	August 2020-June 2025	Board of Directors	Conference calls	Fund Development Reports	CEO/Owner
Increase annual fundraising goal 10% each year	Trainings on identifying giving potential and matching donors with a cause	2020 - 2025: Have minimum of five members on committee	Owner/CEO	Trainings	Finance Reports	Stakeholders
Financial support from the Board	Fund development events		Consultants	Utilize committee members and stakeholders		
Establish relationship between the JLA team and Board of Directors			Finance Director			