

Strategic Plan for 2004-2006

Prepared for Board Review

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Priority 1: Educational Excellence

Brief description:

All studies will be challenging. The educational program will cater to different learning styles, motivations and abilities. Gender equality will be evident in the depth, intensity and breadth of coursework. Students will be:

- informed about United States history and current events.
- actively involved in the community (e.g., service learning).
- literate in Hebrew language.
- taught the importance of maintaining a healthy and physically active body.
- given the necessary computer skills to function at the next level of schooling.

The school will be in compliance with all regulations governing licensed private academic schools, as specified in Title 22 of the Pennsylvania Code, Chapters 51, 53, 55, and 57.

Source documents/dates:

Guiding Principles 1 and 5 of 2001 Mission Statement.

Title 22 of the Pennsylvania Code, Chapters 51, 53, 55, and 57.

Implementation steps and timeline:

1. Administrative team will review the PDE regulations to ensure that the school is in compliance with all regulations.
2. Analyze standardized testing data.
3. Academic consultant will evaluate our program.
4. Track student honors.
5. Track acceptance rates to Torah institutions and universities.
6. Consultants will evaluate curriculum.
7. Record all teacher awards.
8. Each grade will have a yearly community project.
9. Develop educational goals for each grade and class.
10. Align our curriculum with state standards.
11. Review art and music programs.
12. Create Judaic special needs program.
13. Review health program.
14. Professional development plan will be linked to the educational excellence objectives.

Outcomes:

1. The school is in compliance with all regulations governing licensed private academic schools for nursery, kindergarten, elementary, and secondary programs.
2. Obtain private school accreditation (PAPAS) during the 2005-2006 school year.
3. Students will feel challenged though their school work.
4. Students will be accepted into universities and Torah institutions that are recognized for their academic excellence.
5. Hillel will receive more grants.

New Budget/Personnel Required:

1. New physical education equipment and storage shed must be purchased.
2. Budget and personnel for art and music programs
3. Budget and personnel for new Judaic special needs program
4. Budget and personnel for health program
5. Provide health benefits and better salaries

Priority 2: Health and Safety

Brief description:

Hillel Academy is committed to creating and maintaining a safe and caring environment for its students.

The school will be in compliance with all health and safety regulations governing licensed private academic schools, as specified in Title 22 of the Pennsylvania Code, §§.51.11-51.22 and pertinent health department regulations, as referenced or outlined in Title 22.

Source documents/dates:

Guiding Principle #6 of 2001 Mission Statement.
Title 22 of the Pennsylvania Code, §§.51.11-51.22

Implementation steps and timeline:

1. Develop and implement sound security and safety procedures.
2. Ensure that all staff will have appropriate clearances.
3. Specification of medical procedures (e.g., addressing students with extreme allergies, diabetes, asthma)
4. [The administrative and facilities staff] will conduct an internal audit of the school to ensure that the school is in compliance with Title 22, §§51.11-22 and pertinent health department regulations.

Outcomes:

1. Hillel will meet all requirements of Title 22 of the Pennsylvania Code, §§.51.11-22 and pertinent health department regulations.
2. Hillel will provide clean and orderly classrooms, lunchroom and playground.
3. Hillel will pass the annual Allegheny County Health Department inspection.
4. Hillel will experience no intentional injuries.
5. Hillel's critical incident forms will indicate a decrease in unintentional injuries each year.

New Budget/Personnel Required:

1. Safety lights
2. Two-way intercom system
3. The playground will be redesigned to promote more safety.
4. The foyer will be redecorated to be more inviting.
5. Other items as indicated by an internal review of compliance.

Priority 3: Derech Eretz

Brief description:

Hillel Academy students will constantly continue to develop their character and their love and caring for others.

Graduates will be models of:

1. Integrity
2. Decency
3. Kindness
4. Responsibility for self and others

Source documents/dates:

Guiding Principle #2 of 2001 Mission Statement.

Implementation steps and timeline:

1. Run "Project Derech."
2. Run "Mida (character trait) of the month."
3. Train teachers in dealing with and preventing bullying.
4. These character traits will be included and repeated throughout all parts of our curriculum.
5. Track office referrals due to such negative behaviors.
6. Develop procedures for addressing disciplinary infractions and follow-up of problem situations.
7. Record compliments received from outsiders.

Outcomes:

1. Decreased office referrals due to negative behavior.
2. Increased compliments from outsiders.

New Budget/Personnel Required:

1. Budget for "Project Derech"
2. Budget for "Mida (character trait) of the month"

Priority 4: Identification and Love for Israel

Brief description:

Hillel will nurture a love for the land of Israel and identification with the state of Israel and its people.

The students will gain:

1. A feeling of the holiness of the land.
2. An awareness of living in Israel as an ideal:
 - a. Knowledge
 - b. History
 - c. Geography
 - d. Current events of modern Zionism and the state of Israel.
3. Knowledge of the diversity of religious views on Zionism.

Source documents/dates:

Guiding Principle #4 of 2001 Mission Statement.

Implementation steps and timeline:

1. Implement the "Get to Know Israel Program" and assess student outcomes on the program.
2. Track alumni who visit and move to Israel.
3. Conduct school-sponsored family mission trip to Israel.
4. Conduct school sponsored student trips to Israel.

Outcomes:

1. Students will master the "Get to Know Israel Program."
2. Increases in number of alumni who visit and move to Israel
3. Successful trips or preparation for trips in a future school year

New Budget/Personnel Required:

Funding for family and student trips to Israel

Priority 5: Authenticity of Different Torah Paths

Brief description:

Teachers of Jewish Law and Jewish thought must be cognizant of the varied backgrounds from which our students emanate, and recognize this in their teaching, by not alienating them (or their parents) and at times quoting from varied acceptable sources. Teachers will actively promote tolerance for different Torah paths in discussions, class activities, and supervision of student interactions.

Source documents/dates:

Guiding Principle #3 of 2001 Mission Statement.

Implementation steps and timeline:

1. Gain approval of an expanded board policy and procedures for this priority, including the management of parent and student concerns.
2. Conduct faculty sensitivity training.
3. Implement classroom strategies to promote tolerance.
4. Family education, including professionally-led retreats, Shabbatonim, etc. to build cohesion and mutual understanding

Outcomes:

1. Reduction in complaints from students and parents regarding situations in which students or teachers exhibit intolerance of other authentic Torah paths. [This does not include complaints about Board-approved school policies.]
2. Classroom observations will reflect faculty's sensitivity to different paths.
3. Students will be engaged in classroom activities to promote tolerance of diverse Torah paths, as evidenced by classroom observations.

New Budget/Personnel Required:

Possibly a curriculum or program for classroom use

Possibly additional funds for teachers to work on teaching and promoting tolerance

Priority 6: Community Support

Brief description:

Hillel is committed to obtaining community support and creating positive public relations. Hillel Academy will receive financial (and in-kind) support from:

- Board members
- Parents
- Grandparents
- Alumni
- Broader Jewish community

Source documents/dates:

Vision/indicators of success "D" of 2001 Mission Statement.

Implementation steps and timeline:

1. Monitor donations from these groups.
2. Create public relations campaign (articles, ads.)
3. Locate, inform, and solicit grandparents, alumni, and prospects from broader Jewish community through website, newsletters, parlor meetings and distribution of news articles.
4. Establish newsletter through lay leadership.
5. Develop programs to promote Hillel Academy.
6. Develop and conduct Board Member orientation sessions for fostering effective Board-community relations.

Outcomes:

Increased financial support from above mentioned groups

New Budget/Personnel Required:

1. Possibly software to set up a database for fundraising activities.
2. Budget for printing of marketing materials.

Priority 7: Growth of Student Population

Brief description:

Increase enrollment by at least 10 % over the next two years.

or

Enroll all orthodox non-lubavitch students whose needs can be met by Hillel.

or

The building will be filled to capacity according to the regulations forth by the Pennsylvania Department of Education, Title 22, Pa. Code §§53.11-53.12; §§55.1-55.2; §§57.1-57.2.

Source documents/dates:

Vision/indicators of success "B" of 2001 Mission Statement.

Implementation steps and timeline:

1. Develop a recruitment plan that will include ads, open house, and invitations to school.
2. Track and analyze growth and retention.
3. Explore regulations and resources required to open a day care program.

Outcomes:

The outcome will be determined after the Board clarifies which of the goals it endorses.

New Budget/Personnel Required:

1. Budget for recruitment activities
2. Possibly construction budget, if building is to be enlarged

Priority 8: Financial Stability and Growth

Brief description:

Hillel Academy is committed to a consistent positive cash flow status and yearly significant contributions to our endowment fund. Hillel will maintain a balanced budget.

Source documents/dates:

Correlates to Vision/indicators of success "C" of 2001 Mission Statement.

Implementation steps and timeline:

1. Produce mid-month financial reports and statements for review by Budget committee chair.
2. Ratify budget by June 30 2005.
3. Solicit significant contributions to Hillel Foundation, including bequests.
4. Create financial plan and growth targets.
5. [Rabbi Nissel] be aware of our cash flow position and actively manage it.
6. Establish active fundraising committee.
7. Evaluate financial staffing

Outcomes:

1. Vendors paid on time
2. Yearly growth in Hillel Foundation
3. Ability to increase expenditures in terms of raises, health benefits, and new programming

New Budget/Personnel Required:

Ability to concentrate more of Rabbi Nissel's time and effort on fundraising

Priority 9: Faculty and Staff

Brief description:

Hire and maintain a highly professional staff and faculty.

Staff and faculty will continually grow in their ability to perform their duties.

Source documents/dates:

Drs. Brent and Abrams correspondence

Implementation steps and timeline:

1. Create and distribute job descriptions for all employees including the certification requirements outlined by the State Board of Private Academic Schools (§51.34).
2. Perform standard yearly evaluations of each employee.
3. [Principals] create a professional growth plan with each teacher.
4. Based on the teachers' plan, a comprehensive ongoing professional development program will be designed and implemented.
5. Conduct ongoing faculty recruitment from alternative sources.
6. Recruit Judaic studies principal for 2005-2006 year.
7. Adopt and use a standard format for evaluation and progressive discipline.
8. Distribute contracts on time.
9. Implement outcomes-based supervision and tracking of staff and faculty assignments.
10. [Teachers] attend communal in-service programs as well as complete individualized professional development.

Outcomes:

1. Job descriptions for all employees approved by the Board.
2. Completed standard yearly evaluations of each employee.
3. Professional growth plan completed for each teacher.
4. Comprehensive ongoing professional development program designed and implemented
5. Faculty vacancies will be filled in accordance with position descriptions.
6. Judaic studies principal will be appointed for 2005-2006 year.
7. Development of progressive discipline procedures.
8. All professional employees will have contracts on time.
9. Implementation of outcomes-based supervision and tracking of staff and faculty assignments.

10. [Teachers] will attend communal in-service programs as well as complete individualized professional development.

New Budget/Personnel Required:

1. Funds to hire Judaic studies principal
2. Task management software (Outlook) made available to all administrative staff and support staff

Priority 10: Education for All

Brief description:

Hillel is committed to educating all Jewish children regardless of their ability to pay tuition.

Source documents/dates:

Guiding principle #8 of 2001 Mission Statement.

Implementation steps and timeline:

Board approval of a policy regarding the recruitment and enrollment of tuition-free students.

Outcomes:

No one will be turned away due to his or her inability to pay

New Budget/Personnel Required:

This priority will have budget impact. Details to be determined once Board clarifies the policy and procedures.