



HOLLY ACADEMY

Strategic Plan

2020-2025

Mission Statement:

To achieve individual academic success for all students through a positive family/school/community partnership

Vision:

Holly Academy will provide the highest quality comprehensive educational environment that inspires excellence in academics and character by:

- Educating the whole child: academic, emotional, physical, and social
- Setting high expectations
- Partnering with parents and the community
- Fully maximizing available resources
- Ranking in the top 10% nationally
- Building a dynamic organization that can influence and adapt to change

Core Values:

- Academic Excellence
- Exemplary Character
- Innovation
- Individual and School Pride

Strategic Goal #1.....Academics

“Holly Academy will consistently rank among the top elementary and middle schools for academic performance, while developing a strong global-ready citizenry.”

Objective #1: Educate the whole child to encompass academic, social-emotional, and physical learning.

Initiative #1: Improve HA students’ academic performance.

Action: Identify and address gaps in mastery of power standards

Time Frame: 2020/2021 school year

Responsibility: All teachers and instructional support staff

Projected Cost: Interventionist salaries

Measurable: Formative and summative assessment data

Action: Prioritize closing learning gaps associated with COVID-19

Time Frame: 2020/2021 school year

Responsibility: All teachers and instructional support staff

Projected Cost: \$40,000 (interventionists, technology, and software)

Measurable: Accelerated growth per student via NWEA growth targets

Action: Develop the School Improvement Plan based on gaps in NWEA and M-Step performance and power standards

Time Frame: Annually, throughout plan

Responsibility: Administration and all teachers

Projected Cost: None

Measurable: Formative and summative assessment data

Action: Grow Holly Academy’s students’ placement in high school honor’s courses

Time Frame: Throughout the plan

Responsibility: Administrative team and teachers

Projected Cost: None

Measurable: A minimum of 30% of freshmen students enrolled in honors courses

Action: Track HA students’ freshman year courses (honors, average, remedial)

Time Frame: Throughout the plan
Responsibility: Administrative team and eighth grade teachers
Projected Cost: None
Measurable: Data obtained from students

Actions: Identify HA senior alumni pursuing higher education, post high school
Time Frame: Throughout the plan
Responsibility: Administrative team
Projected Cost: None
Measurable: Data received from survey responses

Initiative #2: Holly Academy students will make responsible decisions, solve challenging situations, and set and achieve positive goals.
Actions: Teach skills necessary for students to control their emotions and behavior
Time Frame: Throughout plan
Responsibility: Social Worker and teachers
Projected Cost: TBD
Measurable: Student score on citizenship rubric

Initiative #3: Holly Academy will ensure the physical well-being of students
Action: The “Healthy Husky” campaign will prioritize health and safety during the COVID-19 pandemic
Time Frame: 2020/2021 school year
Responsibility: All staff
Projected Cost: \$15,000 (PPE equipment, sneeze guards)
Measurable: Low transmission rate of COVID-19

Objective #2: Improve math performance.

Initiative #1: Pilot “Big Ideas” math curriculum in K-3rd grades in the 20/21 school year.
Actions: Determine fidelity of curriculum for possible implementation in lower grades in 21/22 school year
Time Frame: 2020/2021 school year

Responsibility: Curriculum Director, academic coach, K-3rd math teachers, and math chair

Projected Cost: 2020/2021: \$4500

Measurable: Increased student performance in the classroom and on summative assessments

Initiative #2: Improve math trajectory for elementary students.

Actions: Execute strategies and activities included in the School Improvement Plan (SIP)

Time Frame: Throughout the plan

Responsibility: Curriculum Director, academic coach, K-5 math teachers, math chair

Projected Cost: TBD

Measurable: Data drop data analysis, students placed in appropriate math classes

Initiative #3: Improve the math trajectory for middle school students.

Actions: Execute strategies and activities included in the School Improvement Plan (SIP)

Time Frame: Throughout the plan

Responsibility: Curriculum Director, academic coach, K-5 math teachers, math chair

Projected Cost: TBD

Measurable: Data drop data analysis, students placed in appropriate math classes, student enrollment in Algebra I and Geometry courses

Objective #3: Incorporating real-world learning to classroom based teaching.

Initiative #1: Each Husky Den will develop a global-ready focus.

Actions: Identify and incorporate grade level themes

Time Frame: Throughout plan

Responsibility: Teachers

Projected Cost: TBD

Measurable: Activities monitored through lesson plans

Strategic Goal #2.....Finance and Facilities

“Holly Academy will develop the financial and facilities resources to creatively and effectively support the achievement of its academic goals while providing financial stability for long term viability.”

Objective #1: Holly Academy will “right size” the budget based on projected enrollment, and will provide proformas for downsized enrollment.

Initiative #1: HA will stabilize and improve enrollment.

Actions: Market the benefits of attending Holly Academy

Time Frame: Throughout the plan

Responsibility: Administrative team and marketing committee

Projected Cost: TBD

Measurable: Enrollment numbers

Initiative #2: Analyze data to determine a fiscally prudent budget.

Actions: Present an original budget and revised budgets as necessary with revenues exceeding expenditures that are adjusted to enrollment trends

Time Frame: Throughout the plan

Responsibility: MAST Financial and Director

Projected Cost: TBD

Measurable: Original budget and revised budgets

Objective #2: HA will negotiate a bond redemption and/or seek alternate financing to maximize financial stability.

Initiative #1: Renegotiate current bonds.

Actions: Research and seek out options

Time Frame: Prior to October, 2021

Responsibility: MAST Financial

Projected Cost: TBD

Measurable: Increased revenue over expenditures

Objective #3: Ensure that the total compensation package for all staff is fiscally competitive.

Initiative #1: Adjust level one teacher salary to more closely align with local districts.

Actions: Utilize annual surveys to use as baseline

Time Frame: As needed, throughout plan

Responsibility: MAST Financial and finance committee

Projected Cost: TBD - based on decision of the finance committee

Measurable: New baseline salary (based on decision)

Initiative #2: Adjust competitiveness of six-fifteen year teacher salaries.

Actions: Compensation will be adjusted appropriately

Time Frame: As needed, throughout plan

Responsibility: MAST Financial and finance committee

Projected Cost: TBD - based on decision of the finance committee

Measurable: New salary (based on decision)

Initiative #3: Adjust health benefits to ensure fiscal sustainability

Actions: HA will explore options such as single coverage for new employees, an increase in cash in lieu amount, etc.

Time Frame: Beginning the 20/21 school year

Responsibility: MAST Financial and finance committee

Projected Cost: TBD

Measurable: Positive impact to budget

Objective #4: Provide necessary funds to integrate technology throughout HA and use in innovative ways.

Initiative #1: Maintain current equipment and replace as needed according to technology replacement plan.

Actions: Maintenance of existing technology

Time Frame: Annually, throughout the plan

Responsibility: Technology Manager

Projected Cost: TBD (minimum of \$15,000 per year)

Measurable: Technology equipment is updated

Actions: Maintain network safety measures and content filtering
Time Frame: Annually, throughout the plan
Responsibility: Technology Manager
Projected Cost: \$2,500
Measurable: Software is properly working and firewall captures Inappropriate content

Initiative #2: HA will use technology innovatively in the classrooms

Actions: Embed technology to enhance curriculum
Time Frame: Annually, throughout the plan
Responsibility: Technology department and teachers
Projected Cost: TBD
Measurable: Staff evaluations

Actions: Ensure HA stays apprised of cutting-edge technology developments
Time Frame: Annually, throughout the plan
Responsibility: Technology department and administration
Projected Cost: TBD
Measurable: Staff evaluations

Objective #5: Emphasize the beautification and sustainability of the facilities and grounds.

Initiative #1: Create a systematic approach to grounds maintenance beyond the scope of lawn care.

Actions: Create sustainable plan
Time Frame: 20/21 - 21/22 school years
Responsibility: Facilities Director and maintenance department
Projected Cost: TBD
Measurable: Plan is created and grounds look pleasing

Initiative #2: Integrate the grounds into curriculum units.

Actions: Explore and identify options related to the campus
Time Frame: 20/21 - 21/22 school years

Responsibility: Facilities Director and PLC committees
Projected Cost: TBD
Measurable: Increased use of grounds for teaching and learning

Objective #6: Make improvements included in the five year capital plan.

Initiative #1: Replace hallway and classroom carpet, as needed.

Actions: Replace carpet
Time Frame: Annually, until completed
Responsibility: Facilities Director
Projected Cost: Estimated \$4,000 per room
Measurable: Carpet replaced

Initiative #2: Repair concrete beams and columns in the main building

Actions: Research what is required for the replacement and select vendor
Time Frame: During the 22/23 school year
Responsibility: Facilities Director
Projected Cost: \$15,000
Measurable: Beams and columns repaired

Initiative #3: Remodel student restrooms in the middle school building.

Actions: Remodel all middle school restrooms prior to the 23/24 school year
Time Frame: Outlined above
Responsibility: Facilities Director
Projected Cost: \$200,000
Measurable: Restrooms remodeled

Initiative #4: Replace all windows in the original main building and middle school (upper and lower)

Actions: Replacement of all windows
Time Frame: Beginning October, 2021 - completed November, 2021
Responsibility: Facilities Director
Projected Cost: \$200,000
Measurable: All windows replaced

Strategic Goal #4.....Culture

“Holly Academy will preserve and enrich a culture of innovation, leadership, and Husky Pride valued by its Board, parents, students, and staff.”

Objective #1: Develop a plan to integrate our campus and one-to-one technology to provide innovative and creative techniques for learning.

Initiative #1: Create opportunities to innovate the campus and technology for science.

Actions: Visit schools to observe their environmental science programs

Time Frame: Over the 20/21 and 21/22 school years

Responsibility: Administrative team, science department

Projected Cost: TBD

Measurable: A workable plan and proposal to Board

Actions: Develop a pilot program

Time Frame: 21/22 school year

Responsibility: Administrative team, science department

Projected Cost: TBD

Measurable: Pilot program presented to Board

Initiative #2: Explore opportunities in other content areas.

Actions: Network with other school educators to foster ideas

Time Frame: 21/22 school year

Responsibility: Administrative team, core committee chairs

Projected Cost: TBD

Objective #2: Promote leadership skills in Holly Academy students.

Initiative #1: Identify and teach leadership traits for each den.

Actions: Design opportunities for Y5-2nd grade students to display leadership

Time Frame: Throughout plan

Responsibility: Administration and elementary teachers

Projected Cost: TBD

Measurable: Roadmap for leadership development in Y5-2nd grades

Actions: Design opportunities for 3rd-5th grade students to display leadership
Time Frame: Throughout plan
Responsibility: Administration and elementary teachers
Projected Cost: TBD
Measurable: Roadmap for leadership development in 3rd-5th grades

Actions: Design opportunities for 6th-8th students to display leadership
Time Frame: Throughout plan
Responsibility: Administration and middle school teachers
Projected Cost: TBD
Measurable: Roadmap for leadership development in 6th-8th grades

Actions: Gather and analyze yearly citizenship data inclusive of office referrals and citizenship grades
Time Frame: Throughout plan
Responsibility: Administration, teachers, and PBIS team
Projected Cost: TBD
Measurable: Collection of data and presentation to the Board

Objective #3: Further develop the Holly Academy Husky Pride Program.

Initiative: Establish parameters for token reward recognition

Actions: Determine how each den will reward behavior
Time Frame: Throughout plan
Responsibility: Administrative team, PLC members
Projected Cost: TBD
Measurable: Documented implementation of consistent reward model

Actions: Focus on Husky Pride externally through a marketing plan
Time Frame: Throughout plan
Responsibility: Marketing committee and social media staff
Projected Cost: TBD
Measurable: Defined marketing plan