



HEBREW ACADEMY
OF TIDEWATER
Konikoff Center of Learning



STRELITZ
Early Childhood Education Center

2018–2021 Strategic Plan

INNOVATION, ACCESSIBILITY, COMMUNITY

Mission statement

To provide the highest quality Judaic and General studies education and to establish a strong foundation for lifelong learning in a dynamic, supportive, and enriching Jewish environment.

Core values

Respect, Community, Repairing the World, Love of Learning

Dear Parents, Trustees, Faculty and Staff,

Over the past two years our school has been deeply involved in a self-study process to prepare for our upcoming re-accreditation. At the same time, we have been developing a new strategic plan that will guide our school into the future. This plan is the product of extensive board collaboration, parent input, faculty and staff engagement as well as outreach to community leaders and the energy and vision of our school administration. This document has set our priorities for the coming years. It will guide us as we judiciously apply our energies and resources to continue advancing our institution and school community.

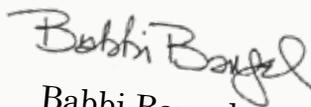
Within this plan, you will find our mission statement, our four core values and very specific actions that we need to take as a community to position our school for the future.

This Strategic Plan is a living document. We invite every parent, community member, and friend of the school to join us as we work together to accomplish these goals. As we look to the future, we are excited to implement changes for growth, while maintaining our school traditions. We thank you for choosing to invest in the Hebrew Academy of Tidewater and the Strelitz Early Childhood Education Center.

Best regards,



Heather V. Moore
Head of School



Babbi Bangel
President

Innovation

Ensuring Student Success through Innovation and Engagement

The Hebrew Academy of Tidewater and Strelitz Early Childhood Education Center provides students with life ready skills, knowledge, and a learning environment designed to equip them with the tools to be problem solvers, critical thinkers, collaborators and active global citizens. Our goal is to provide a challenging curriculum that prepares our students with a strong foundation for lifelong learning as they develop a confident sense of self steadfast in Jewish faith and heritage.

- Active student-centered learning enriched with students' choice and grounded in individual social and academic needs
- Encouraging professional development and mentoring programs to maintain and build on our strong #lifeready academic programming

ACTION ITEMS

1. Active Classrooms

Recent educational studies provide evidence that physical activity improves on-task behavior and academic achievement.

- Increase the active equipment within the classroom.
- Track student progress while utilizing the equipment.

2. Student-Centered Learning

Teachers will design units based on student strengths and interests allowing the students to provide input in activities that support individual levels and learning styles.

- Facilitate activities using methods such as project/problem based, inquiry-based, game-based, and entrepreneurship learning.
- Provide opportunities for continued professional development.
- Connect with schools that have implemented progressive teaching strategies and coordinate peer observation visits.



3. Student Choice

In accordance with student-centered learning, Hebrew Academy of Tidewater students will have the opportunity to select unit options for Judaic Studies.

- Implement flexible learning experiences in the studies of chagim (holidays).
- Manipulate class scheduling to accommodate student choice structure.

4. New Teacher Mentor Program

The mission of the New Teacher Mentor Program is to provide ongoing support throughout the year to new members of the faculty and teaching staff.

- Provide training for selected senior faculty members.
- Establish initial new teacher orientation training prior to faculty orientation Workshops at the beginning of the school year.
- Institute a wrap-up session at the end of the year during teacher workdays.





5. Early Childhood Educational Philosophy

Strelitz Early Childhood Education Center provides high-quality programming that prepares students to become engaged learners. Developmentally appropriate activities that encourage intellectual, social, emotional and physical growth are significant elements of our early childhood program.

- Research methods in Reggio-inspired schools, constructivist teaching, and project-based learning for early childhood.
- Determine developmentally appropriate standards based on selected philosophy for each age level.
- Plan school visits throughout the school year.
- Develop a list of required reading of seminal texts.
- Bring in established early childhood experts and consultants to review and evaluate programming.

6. Technology

Hebrew Academy of Tidewater promotes life ready skills to create a culture of innovation and provide exemplary technology education.

- Assess and update technology needs to stay with or ahead of trends.
- Increase technology usage incrementally through all the grades.
- Increase robotics, coding and tinkering projects within the school.
- Add new technology such as 3D printing, media production, and other upcoming projects that promote life ready skills
- Expand cloud software usage.
- Train teachers yearly in current technology trends.





7. Foreign Language

Our goal is to increase the fluency and competency of conversational Hebrew in our school.

- Increase usage of Hebrew through the whole school by implementing consistent phrases students must use across all classes such as bathroom permission, seeing the nurse, greetings, and simple responses.
- Create a Hebrew Immersion program for conversational Hebrew K-5. Implement the program as a complete Hebrew/Hebrew class: teacher speaks only Hebrew and students can only respond in Hebrew.
- Create and use Hebrew words for common spaces and activities to be used by the whole school; such as recess, snack, lunch.
- Create a Hebrew club where students can have lunch and speak only in Hebrew during lunch.
- Train Judaic teachers who are not fluent in Hebrew to increase Hebrew usage.
- Train general studies teachers in simple words and phrases they can use to increase the spirit of Hebrew in school.
- Explore the possibility of additional foreign language classes, such as Spanish.

Our goal is to provide a challenging curriculum that prepares our students with a strong foundation for lifelong learning

8. Student Support Services

Hebrew Academy strives to support a variety of learning needs and styles. All students learn differently and as we strive to provide the highest quality educational programs, we recognize that there are times to modify the learning environment to fit the needs of the child.

- Provide teachers with a clear-cut understanding of the Student Support Services process.
- Educate teachers to be aware of signs and red flags of educational delays.
- Establish rapport with local pediatricians and specialists and develop a contact directory.
- Look into the possibility of hiring additional student support faculty and staff for early childhood years.



Accessibility

Investing in Sustainability

Finance and Fundraising

Financial sustainability is viewed as especially crucial in shaping The Hebrew Academy of Tidewater/Strelitz Early Childhood Education Center, both today and into the future. The goal is to grow and steward the Hebrew Academy's resources responsibly and plan for the future while ensuring HAT/SECEC remains an educational leader in the Hampton Roads area.

ACTION ITEMS

1. Life & Legacy

The mission of the Life & Legacy initiative is to promote after-lifetime giving to benefit and build the endowments of day schools, synagogues, social service organizations and other Jewish entities.

- Earn up to \$30,000 in incentive grant funds over the four-year life of the program:

Year 1: Obtain a minimum of 18 signed legacy gift commitments to earn a \$7,500 incentive grant, or 25 signed commitments to earn a \$10,000 incentive grant.

Year 2: Obtain a minimum of 18 signed legacy gift commitments to earn a \$7,500 incentive grant, or 25 signed commitments to earn a \$10,000 incentive grant.

Year 3: Complete formalization of legacy gift commitments to earn a \$5,000 incentive grant.

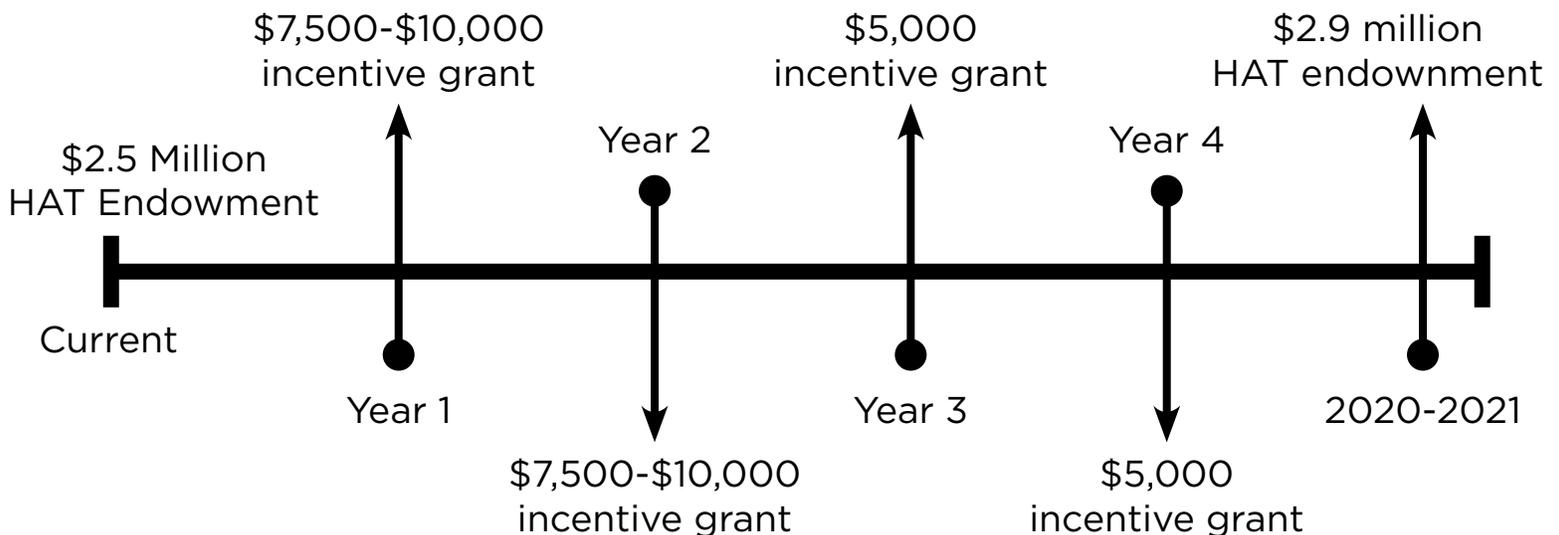
Year 4: Complete formalization of legacy gift commitments to earn a \$5,000 incentive grant.

- Build the Hebrew Academy endowment to \$2.9 million by the fiscal year 2020-2021.
- Secure the future of the Hebrew Academy and Strelitz preschool for the next generation.
- Secure and sustain a vibrant Jewish community.

2. Tidewater Learning Connection

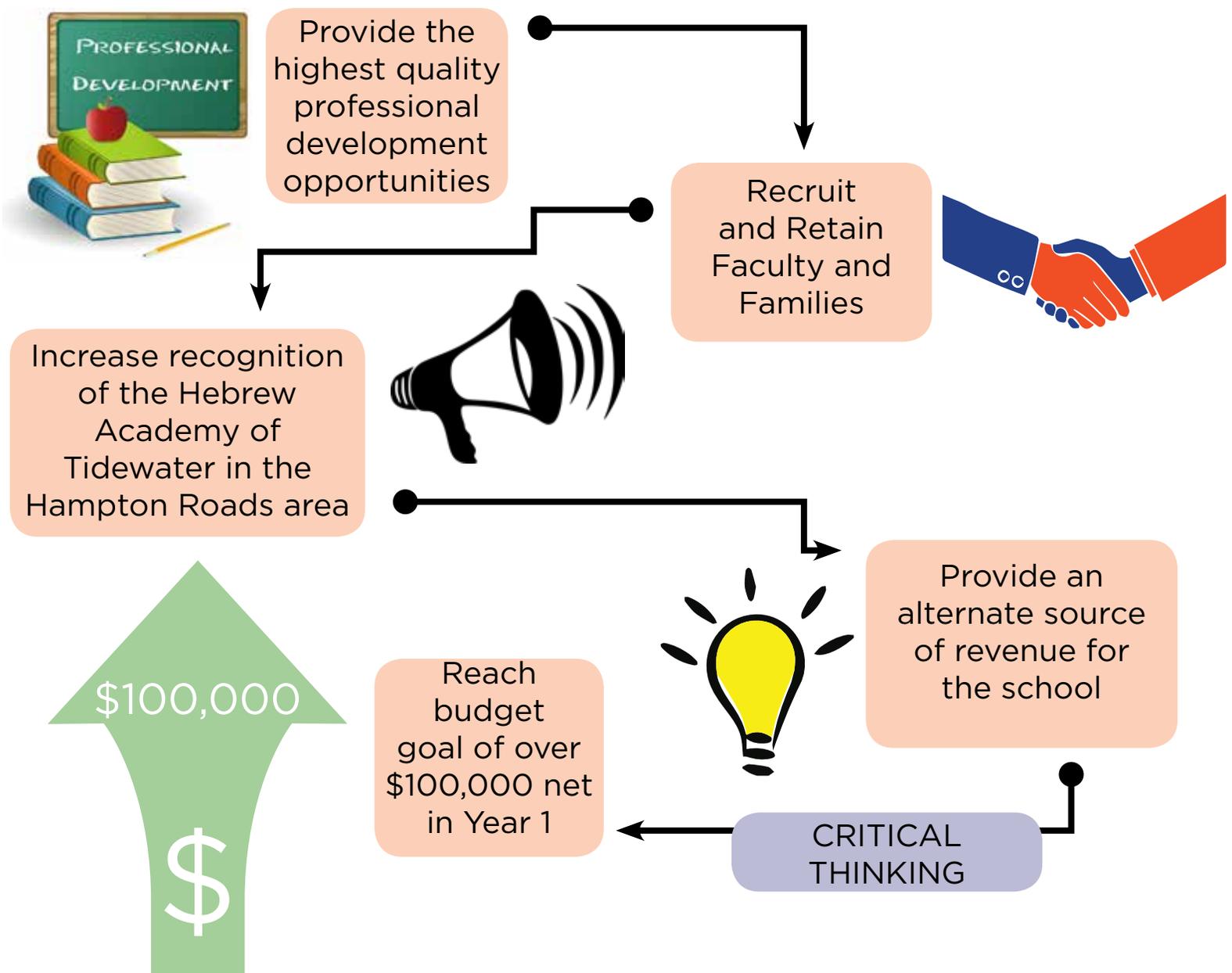
The mission of the Tidewater Learning Connection (TLC) is to bring quality parenting and educational programming to the Hampton Roads area while creating an alternate source of revenue for the school.

- Place nationally recognized educational leaders on the Hampton Roads stage to provide the highest quality professional development opportunities.
- Recruit and retain faculty and families.
- Increase recognition of the Hebrew Academy of Tidewater in the Hampton Roads area.
- Provide an alternate source of revenue for the school.
- Reach budget goal of over \$100,000 net in Year one.



How to GROW

Quality Parenting & Educational Programming



3. Flexible Tuition

At Hebrew Academy of Tidewater, we appreciate the long-term investment that our parents make in choosing to send their children to a Jewish Day School. For this reason, we have implemented a Flexible Tuition Program. Flexible Tuition allows for tuition that meets an individual family's financial needs.

HAT is committed to an excellent integrated dual Jewish and general studies curriculum with a focus on 21st century learning, community building, and Jewish values (middot). We want every family to be able to offer their children the gift of an exemplary Jewish Day School education.

What is Flexible Tuition?

Flexible Tuition is a program that helps to ensure access to a Jewish Day School education for all. The Flexible Tuition Program allows families to request a reduced tuition which meets the unique needs and circumstances of each individual family.

While every family is expected to contribute to the cost of tuition and fees and to support the community to the extent individual family circumstances allow, the school does not expect all families to pay tuition at the same level.

How is Flexible Tuition Different from Financial Aid?

The Flexible Tuition model has a different approach to Financial Aid. Rather than focusing on a tuition grant or aid, the focus is on: What level of tuition can my family afford to pay based on a range of circumstances (ie. number of children, income, family situation, etc.)?



Does Every Hebrew Academy Family Have Access to Flexible Tuition?

All families are invited to submit financial information to determine the tuition level for which they are eligible. Families who elect not to submit financial forms will pay the full tuition. Flexible Tuition applications are reviewed annually. Applicants and returning students who are interested must apply each year with current financial information by the published deadlines for full consideration. Unless there is a significant change in a family's financial situation, returning students who meet the application deadline can expect a similar leveled tuition throughout the years they apply.

In addition to the Flexible Tuition program, the Hebrew Academy of Tidewater offers a campus employee discount program and a Kids Connection discount program.

We are committed to increasing affordability and accessibility for our families. Our school's Board of Trustees, parents, alumni, community members are entrusted with preserving our legacy and providing your child an education rich in Jewish tradition, values, and innovative instruction, within a caring community. We take this seriously and our success is possible only through mindful planning, diligent implementation and our community's support.



4. Camp Creation Station

The mission of Camp Creation Station is to provide fun and educational STEAM programming for HAT students during the first week of summer before other camps have begun while creating an alternate source of revenue for the school.

For: HAT students, rising grades 1-6
Camp Creation Station is fun and innovative way to explore Science, Technology, Engineering, Art, and Math. Each day includes time for lunch, recess, and swimming.

- Enroll 20-50 students in camp.
- Provide opportunity for critical thinking, collaboration, and communication.
- Recruit and retain HAT families.
- Provide an alternate source of revenue for the school.
- Reach budget goal of \$10,000 in Year one.



FLEXIBILITY &
ADAPTABILITY

DEDUCTIVE
REASONING

PROBLEM
SENSITIVITY

CREATIVITY &
INNOVATION



SOCIAL & CROSS
CULTURAL SKILLS

PROBLEM
SOLVING

INDUCTIVE
REASONING

COMMUNICATION &
COLLABORATION

COMMUNITY

Enrollment Management and School Culture

The Hebrew Academy of Tidewater and Strelitz Early Childhood Education Center's sustainability relies on families who believe in the Judaic and general education that we offer their children- families who are committed to a future with our school. Understanding and fulfilling the needs of current families is vital so they remain with us from enrollment through graduation. Exploration of new ways to connect with prospective families within our community is of utmost importance. The Hebrew Academy and Strelitz Early Childhood Center continue to develop and showcase a pluralistic Jewish Education based on Jewish values and Jewish approaches to life applications. We will intentionally foster the support and training of all those who are moved to play an active role in the life of our school. Providing new opportunities for leadership and engagement will enhance the vibrancy of our learning environment.



Action Items

1. Market the value of a pluralistic Jewish education by promoting academic excellence, Jewish leadership, and community service.
2. Continue to create opportunities and events for HAT students, parents, and families to get together to promote retention within the school.
3. Promote an inclusive and welcoming school image by creating a Parent Ambassador Program to assist with recruitment and retention.
4. Continue to strengthen the partnership and communication between school and family to keep families informed of the benefits of the Hebrew Academy.
5. Promote HAT on social media through YouTube videos created by the students.
6. Explore the possibility of “Bring a Friend” Day where HAT students are able to invite a friend to experience HAT for the day.
7. Explore the implementation of “continuous enrollment” in which students would be re-enrolled automatically for the following school year unless their parents “opted out” of re-enrollment.
8. Continue to enroll 20 students in HAT’s Kindergarten program.
9. Maintain 3 toddler rooms throughout the year.
10. Maintain 80% retention from toddlers to 2 year olds.
11. Maintain 90% retention of students in grades 1 through 5.
12. Examine current branding of preschool and elementary divisions.



