

# עתידנו



## **The Plan for Lander~Grinspoon Academy**

### **Strategic Plan 2009-2012**

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## Background

In the fall of 2008, the Lander~Grinspoon Academy Board of Directors initiated a strategic planning process. The goals of this process were to examine the school's status and position in the community, and to plan and envision approaches for the school to meet its mission over the next three years. The planning process was initiated with a board retreat, during which members of the board and school administrative staff explored elements of the school's mission and issues it faced. Out of this retreat, a strategic planning committee was formed. This committee met throughout the year to gather and analyze data, redraft the mission, vision and values statements for the school; and to set strategic priorities and develop this plan, the plan for our future.

### Lander~Grinspoon Academy Strategic Planning Committee

#### Board of Directors representatives

Julia Chevan, chair  
Steve Frank  
Joanne Levin  
Rabbi Yechiael Lander  
Anna Treston  
Sara Weinberger

#### School Staff

Bil Zarch, Head of School  
Suzanne Atkins, Vice Principal and Director of Lower School  
Neil Zagorin, Judaics studies teacher 4<sup>th</sup>-6<sup>th</sup> grade  
Julie Greene, general studies teacher 3<sup>rd</sup> grade

#### Parents

Joanna S. Ballantine  
Naomi Shulman

#### Community

Megan Rubiner Zinn

#### Ex Officio

Justin Cammy, President BOD  
Dan Plotkin, Vice President for Finance and Treasurer  
David Berkman, Immediate Past President  
Karen Kuhr, Vice President and Chair of Development

## History of LGA

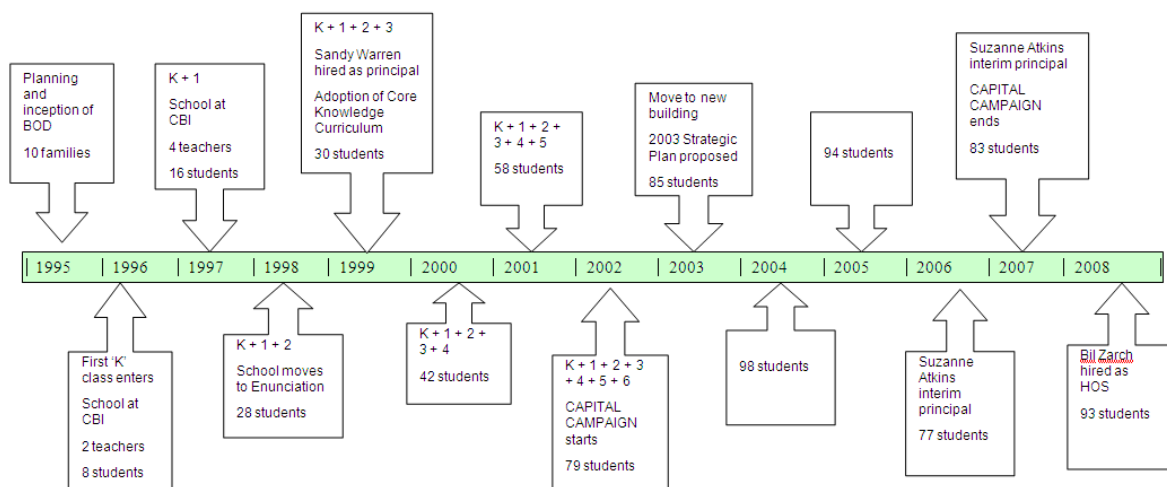
Lander~Grinspoon Academy, The Solomon Schechter School of the Pioneer Valley (LGA Schechter), enrolled its first students in 1996, in great part due to the tenacity of a small group of families who wanted to create a local Jewish day school. These families envisioned a school that taught Torah, t'fillah, and Jewish customs and rituals alongside a strong general studies curriculum. The school was originally housed in rented space at Congregation B'nai Israel. From 1996 to 2002 the school grew by adding an additional grade level each year with the goal of initially becoming a K-6 school with the potential for adding a middle school opportunity. In 1998 the school needed to expand its physical plant, and moved to another temporary rented space in the Enunciation Church. In time, this space was also outgrown, and following an aggressive capital campaign (2001-2004), the school moved to its current building.

School governance has always been provided by a board of directors comprised of parents, community religious leaders, and non-parent members, all of whom are committed to Jewish education. In the early years, curricular and administrative leadership was based on the model of a school principal, and is now in the hands of a head of school who has developed an administrative team.

The school's finances have been both tuition driven and based on generous funding from the Grinspoon Foundation. The Grinspoon Foundation remains the school's strongest financial supporter.

Over the years, LGA Schechter has grown into an open and diverse Jewish community, rich in its ability to provide an outstanding and meaningful education, kindergarten through sixth grade. The school is living up to its slogan, producing students who have and will continue to be "learning while learning to care."

## LGA Schechter Timeline 1995 - 2008



### LGA MISSION

**Lander~Grinspoon Academy is a Jewish day school in the Pioneer Valley that welcomes children of families from all Jewish traditions and backgrounds. Our mission is to provide a rich, academically rigorous, and values-based education integrating general and Jewish studies in a nurturing environment.**

### Our VISION

- ❖ To engender in students a love of learning and a positive Jewish identity.
- ❖ To maximize each student's intellectual, emotional, social, ethical, and spiritual development.
- ❖ To impart knowledge and skills enabling students to become independent learners, critical thinkers, and caring, responsible citizens of our Jewish, American, and global communities.
- ❖ To foster an appreciation of the centrality of Israel in modern Jewish life.

### Our VALUES

"Learning While Learning to Care"

We achieve our vision through:

**Academic Excellence: A forward-looking general studies curriculum** that

- has depth and breadth
- provides stimulating, in-depth instruction in the core disciplines of language arts, mathematics, science, social studies, and the arts, while supporting active inquiry and mastery
- encourages each child to excel to the best of his or her abilities

**A creative dual-language Jewish curriculum** that

- provides a firm foundation of Jewish knowledge and experiences through a focus on Hebrew language, Jewish history and culture, Israel, textual study, religious observances, and spiritual practice
- is presented in an egalitarian framework

**A thoughtful social and ethical curriculum** that teaches children

- to behave in a manner that is compassionate and respectful
- to honor diversity and equality
- to practice the mitzvah of *tikkun olam* (actively improving the world)

**A caring, dedicated, and skilled teaching staff** that works together with families to assure education of the whole child

**A warm, nurturing, and creative environment** that

- cultivates self-esteem
- encourages success
- serves a variety of learning styles
- values community

## **Target Area Finance:**

### **Lander~Grinspoon Academy will develop strategies to generate revenue in support of the school's mission and community.**

**Objective One:** Explore opportunities for expansion of the school both horizontal (satellites, more classes in a single grade) and vertical (upper or lower grades).

Action Item #1: Appoint a LGA middle school years ad-hoc committee to investigate middle school needs and options, and to continue the communication with Heritage Academy about middle school collaboration.

*Timeline:* Summer 2009

*Primary Responsibility:* LGA BOD

Action Item #2: The LGA middle school years ad-hoc committee will present reports to BOD at two scheduled BOD meetings.

*Timeline:* Fall 2009, spring 2010

*Primary Responsibility:* LGA BOD

Action Item #3: Construct and propose a business and curricular plan for programmatic expansion that includes the exploration of satellite locations.

*Timeline:* Fall 2009 (September BOD meeting)

*Primary Responsibility:* Head of school

Action Item #4: Explore opportunities for Junior Kindergarten program offering.

*Timeline:* Fall 2010

*Primary Responsibility:* Head of school and LGA staff

Action Item #5: Develop a satellite Junior Kindergarten program on the east side of the Connecticut River.

*Timeline:* Fall 2011

*Primary Responsibility:* Head of school and LGA staff

**Objective Two:** Offer a comprehensive after school program and summer camp program to LGA students and the wider community.

Action Item #1: Construct and propose a business plan for an after school and camp program.

*Timeline:* Spring 2010 (February BOD meeting)

*Primary Responsibility:* Head of school

Action Item #2: Initiate after school and camp program based on proposed business plan.

*Timeline:* Summer and fall 2010

*Primary Responsibility:* Head of school and LGA staff

Action Item #3: Evaluate after school and camp program.

*Timeline:* 2010-2011

*Primary Responsibility:* Head of school and LGA staff

Action Item #4: Develop a satellite after school program(s) in additional target areas.

*Timeline:* Fall 2011

*Primary Responsibility:* Head of school and LGA staff

**Objective Three:** Maximize the school's physical structure for wider use by the community to generate revenue.

Action Item #1: Appoint a building use ad-hoc committee whose charge is to investigate options for renting out the building space and to propose policies and procedures for space rental.

*Timeline:* Fall 2009

*Primary Responsibility:* LGA BOD

Action Item #2: Building use ad-hoc committee will present a report to the BOD with recommendations for implementation.

*Timeline:* February 2010

*Primary Responsibility:* LGA BOD

**Objective Four:** LGA will stabilize and ultimately increase enrollment figures.

Action Item #1: Develop a two year marketing plan that targets recruitment and needs in the Lower Pioneer Valley, on the east side of the Connecticut River, and in Franklin County.

*Timeline:* Spring 2010

*Primary Responsibility:* Head of school

**Objective Five:** LGA will develop long-term fundraising plans, and explore engagement opportunities with foundations and grant-making agencies.

Action Item #1: Develop a three year fundraising plan

*Timeline:* Board retreat, spring 2010

*Primary Responsibility:* Development committee

Action Item #2: Initiate board development and training in the area of fundraising and community donor/friend cultivation.

*Timeline:* Board retreat, spring 2010

*Primary Responsibility:* Development committee

## **Target Area Education:**

**Lander~Grinspoon Academy will adopt strategies that encourage the pursuit of a rich, academically rigorous, and values-based education integrating general and Jewish studies in a nurturing environment.**

**Objective One:** Articulate benchmarks and scope and sequence between grades for general studies curriculum.

Action Item #1: Identify and document benchmarks and scope and sequence in reading instruction.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Vice principal and reading assessment committee (RASC)

Action Item # 2: Identify and document benchmarks and scope and sequence in all other areas of the language arts curriculum.

*Timeline:* 2010-2011 academic year

*Primary Responsibility:* Vice principal

Action Item #3: Review and document benchmarks and scope and sequence in science, social studies and math.

*Timeline:* 2011-2012 academic year

*Primary Responsibility:* Vice principal

**Objective Two:** Articulate benchmarks and scope and sequence between grades for Judaic studies and Hebrew.

Action Item #1: Review and document benchmarks and scope and sequence in Torah and *t'fillah*.

*Timeline:* 2009-2011 academic year

*Primary Responsibility:* Judaics coordinator

Action Item #2: Review and document benchmarks and scope and sequence in Hebrew.

*Timeline:* 2009-2011 academic year

*Primary Responsibility:* Judaics coordinator

**Objective Three:** Enrich and support students' diverse academic and social learning needs.

Action Item #1: Evaluate existing academic support program.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Head of school, vice principal, learning specialist

Action Item #2: Evaluate existing social learning program.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Head of school, vice principal, learning specialist

Action item #3: Develop sustainable plan and pursue grant funding for a program in support of diverse learning needs.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Head of school, vice principal

Action Item #4: Implement plan and hire a Director of Student Services.

*Timeline:* 2010-2011 academic year

*Primary Responsibility:* Head of school, vice principal

**Objective Four:** Develop new PE program.

Action Item #1: Develop comprehensive PE program focusing on healthy lifestyle and basic physical skills.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Head of school and PE committee

Action Item 2#: PE program evaluation.

*Timeline:* 2009-2010 academic year

*Primary Responsibility:* Head of school and PE committee

**Objective Five:** Establish art program.

Action Item #1: Hire art teacher.

*Timeline:* Fall 2010

*Primary Responsibility:* Head of school

Action Item #2: Establish arts curriculum.

*Timeline:* 2010-2011 academic year

*Primary Responsibility:* Vice principal and art teacher

Action Item #3: Evaluate arts program.

*Timeline:* 2010-2011 academic year

*Primary Responsibility:* Head of school

**Objective Six:** Determine if affiliation with Solomon Schechter Day School Association is most appropriate for LGA.

Action Item #1: Appoint LGA affiliation ad-hoc committee to investigate current affiliation and other options.

*Timeline:* Fall 2011

*Primary Responsibility:* LGA BOD

Action Item #2: LGA affiliation ad-hoc committee presents report to BOD.

*Timeline:* Spring 2012

*Primary Responsibility:* LGA BOD

## **Target Area Personnel:**

**Lander~Grinspoon Academy will recruit, select, and retain highly qualified personnel who are committed to fulfilling the school's mission.**

**Objective One:** Explore options for improving the salary scale and benefits package.

Action Item #1: Propose a new salary scale.

*Timeline:* Fall 2009

*Primary Responsibility:* Personnel committee

Action Item #2: Propose rebuilding the benefits package.

*Timeline:* Fall 2009

*Primary Responsibility:* Personnel committee

**Objective Two:** Develop a relationship with area teacher preparation programs that encourages professional development for LGA teachers.

Action Item #1: Participate in Mandel Center Induction Program.

*Timeline:* 2009-2010

*Primary Responsibility:* Head of school

Action Item #1: Investigate possible colleges with whom to collaborate, and approaches to collaboration

*Timeline:* 2010-2011

*Primary Responsibility:* Head of school

**Objective Three:** Establish a formal evaluation process for LGA staff.

Action Item #1: Formalize evaluation process.

*Timeline:* Fall 2009

*Primary Responsibility:* Head of school

Action Item #2: Implement evaluation process with LGA staff.

*Timeline:* 2009-2010

*Primary Responsibility:* Head of school

Action Item #3: Assess evaluation process and report to BOD.

*Timeline:* 2010-2011

*Primary Responsibility:* Head of school

# Lander~Grinspoon Academy

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LGA Schechter

LEARNING WHILE LEARNING TO CARE

תורה עם דרך ארץ