



**HCPA**

# **Hmong College Prep Academy Strategic Planning Master Draft 2023**

*Revised June 2023*

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# **Mission and Core Values**

**Hmong College Prep Academy's mission is to provide the best integrated, challenging, and well-rounded educational experience to students in grades K-12.**

HCPA will accomplish its mission at all grade levels via adhering to its core values:

## **Warrior Way**

Warriors at Hmong College Prep Academy embody a growth mindset that fosters the development of discovery and perseverance throughout their lives. Warriors follow the Warrior Code to demonstrate how they Respect Self, Respect Others, and Respect their Community.

## **Relationships and Connections**

Hmong College Prep Academy provides a safe learning environment where relationships are fostered to build connections based on mutual trust between students, staff, and the community.

## **Commitment to Excellence**

Through a student-centered mindset, Hmong College Prep Academy welcomes challenging opportunities that promote investigation, hands-on learning, and independence to grow a community of learners.

## **College and Career**

Hmong College Prep Academy Warriors consistently engage with college and career exploration that focuses on the social and emotional development of the whole child. The moral development and academic rigor of the college and career focus prepares the Warriors to look beyond the K-12 environment.

## **Global Perspective**

Warriors embark on a mission to discover the world around them. Through curiosity and exploration Warriors become aware of the global impact of their decisions, taking on new information with an open and engaged mind, instilling lifelong learning.

**The result:** HCPA graduates will be rich in experiences, culture, knowledge & pride and ready for the challenges of college and beyond.

## Preface

Hmong College Prep Academy was envisioned as an institution to meet the potential of each student, including those who fall through the cracks within the traditional school system. As a public charter school, HCPA is fortuitously located in Minnesota, the first state in the country to enact a charter public school law, and it exemplifies the charter model of using innovative practices to meet the needs of the students it serves. Parents, educators and community leaders met in 2000 to conceive of a school that would nurture the academic, emotional and cultural growth of students who were not finding success in the traditional school system. It was based on this vision that the Minnesota Department of Education approved Hmong College Prep Academy as a K-12 public charter school. After two years of extensive planning by the founders and community, HCPA opened its doors to grades 9 and 10 in Minneapolis in 2004. In 2006, HCPA moved to its current location in Saint Paul. And in 2009, HCPA increased enrollment to over 550 students by adding grades 4 through 12. In 2010, HCPA met its goal of being a K-12 institution by adding grades K-3. Since then, HCPA's building has expanded to accommodate the strong enrollment demand from families, and HCPA currently serves over 2,400 students.

HCPA is proud to have graduated hundreds of students, including many who have returned to campus as teachers, student support specialists, paraprofessionals, and school board members. The district continues to embody a “no excuses” approach to student learning. HCPA teachers and staff know there are no shortcuts to success and collaborate to create a culture of achievement and success.

Based on the current level of maturity of the school and the administration, the Strategic Plan is not focused on specific short-term goals and more focused on general strategic direction in the form of six Strategic Dimensions:

- Operations
- Faculty and Staff
- Curriculum and Instruction
- Community
- Finances
- Physical Environment

Within each of these dimensions, the Strategic Planning Leadership Team has thoughtfully crafted a statement pointing in the desired strategic direction. The Strategic Planning Leadership Team has also provided definitions, where needed, to ensure a common understanding of some of the words and phrases that might have differing meanings. The Board of Directors has pointed the school in the desired direction for the future.

Building upon each of the Strategic Dimensions, the Administrative Team has specific and measurable and five-year goals or objectives.

## Strategic Roles

To ensure clear responsibilities it is important to distinguish between the role of the Board of Directors and the role of the Administration. We believe the Board of Directors is accountable in setting the strategy and long-term direction for Hmong College Preparatory Academy. It is not the role of the Board to direct day-to-day operational activities for the Academy. We believe it is the Administration's role to set short term goals – aligned to the strategic vision – and to execute the plans to achieve the goals. While there certainly must be a strong partnership between the Board of Directors and the Administration, it is critical to ensure clarity of responsibility.

The diagram above illustrates how the Mission and Vision inform the Strategy. This is the accountability of the Board of Directors. Then, the Administration crafts the 1-2 year action plans following the Strategic direction set out by the Board. Finally, each member of Hmong College Preparatory Academy sets their own individual action plans aligned to the overall Administrative plans.



## Strategic Planning Process

1. **Define Mission and Vision:** HCPA is a mission-driven school. The HCPA Way and core values are foundational to the culture of our school.

2. **Assess Where We Are:** Ahart Solutions conducted specific surveys for each of our stakeholder groups. 955 surveys were completed. Eagle Ridge Academy Consult Group along with HCPA Leadership conducted focus groups of parents, staff, and students. Over 100 stakeholders were included in the focus groups.
3. **Determine Goals and Objectives:** On April 21, 2023, the HCPA Strategic Planning Leadership Team (SPLT) reviewed all data and belief statements. From the stakeholder data, the SPLT drafted goals and objectives for the next 5 years.

## Moving Forward

The Strategic Dimensions in this document should be constant over time – just like HCPA’s Mission and Vision. However, the 1-2 year goals will change and evolve from year to year. The intent is that this document is a “living document” that can be updated year after year – with the Board of Directors looking out 5-10 years to set long term strategic direction and the Administration setting new 1-2 year operational goals each year.



# Strategic Dimensions

## Community

**Hmong College Preparatory Academy will provide a safe learning environment where relationships are fostered to build connections based on mutual trust between students, parents, and staff.**

### **Clarifying Definitions/Context:**

Community includes all faculty, staff, students, parents of the school, as well as vendors, residents, and businesses located near the school.

Extracurricular includes any activity pursued in addition to the normal course of study.

Service-Learning is when students develop academic and hostical skills by solving real life problems in their community.

FY is an abbreviation for fiscal year, used to designate a school-year period in the document below. A school's fiscal year generally runs from July 1 to June 30 of the subsequent year. Fiscal year is abbreviated as "FY" in this section and throughout this strategic plan.

<b>SMART Goal:</b>	<b>5 year goal:</b> In order to support the development of the “whole student” and to build community, HCPA will increase student participation in extracurricular activities by 50% over the baseline year (2023-2024) by the end of FY 27-28.  <b>1 year goal:</b> By the end of FY 23-24, HCPA will have a long-range plan for current and future extracurricular activities, as well as a crafted extracurricular survey plan that details how results will be tracked.
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
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Audit of current extracurricular activities to tack current offerings and participation	Members of the following teams: Administration, Advancement, and Counseling, After-School, and Athletics	FY 2023-24: September 2023 - January 2024 - gathering data February 2024-June 2024 - create draft of implementation timeline with future extracurriculars	List of current extracurriculars Other school lists to compare	Generated list of extracurriculars offered - including when they are offered and to whom
Create a survey to gather interests and perspectives  Gather and analyze community (student, parents, staff) data of needs and desires.	Members of the following teams: Administration, Advancement, and Counseling	September 2023 - January 2024	Digital Survey	Survey data from students, parents, and staff
Draft plan/budget for future programs.  Share new extracurricular activities with parents, students, and staff (marketing)	Main Office and Marketing Teams	June 2024		New of list and plan for rollout of future extracurriculars  Meeting or brochure or website

<b>SMART Goal:</b>	<p><b>5 year goal:</b> To build connections and relationships within the community, HCPA parent and staff participation in extracurricular opportunities will increase by 50% over the baseline year (2023-2024) by the end of FY 27-28.</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will have conducted an analysis of current parent and staff participation in extracurricular opportunities and have designed a survey for long-term data tracking of participation.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Audit of current extracurricular activity participation and engagement	Members of the following teams: Administration, Advancement, and Counseling, After-School, and Athletics	FY 2023-24: September 2023 - January 2024 - gathering data February 2024-June 2024 - create draft of implementation timeline with future extracurriculars	List of current extracurriculars  Other school lists to compare	Completed analysis of attendance and participation by extracurricular event
Create a survey to find interests.  Gather community (student, parents, staff) data of needs.	Members of the following teams: Administration, Advancement, and Counseling	September 2023 - January 2024	Digital Survey	Survey data from students, parents, and staff
Share with parents, students, and staff the	Main Office and Marketing Teams	June 2024		Meeting or brochure or website



new extracurricular activities and sign up. (marketing)				
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<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, all graduating seniors will have participated in a meaningful service-learning project during their high school career in order to build skills and dispositions and give back to the community.</p> <p><b>1 year Goal:</b> By the end of FY 23-24, HCPA will have a long range plan that details how every member of the graduating class of 2028 will participate in a meaningful service learning project during his/her high school career.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Put together a service learning committee/team (including relevant stakeholders - staff and students)	Members of Administration Team	Fall 2023	No additional resources	Set team representational of the HCPA community
Develop and deepen our understanding of Service Learning through research and training	Service Learning Team	September 2023-January 2024	<a href="#">The Complete Guide to Service Learning</a>  Cathy Berger Kaye	An agile plan with students at the forefront is created for the training of teachers and implementation of service learning.

Data and evidence gathering - what are we doing/think we are doing for service learning in our school currently?	Service Learning Team	2nd semester	No additional resources	A list of each of the different groups/organizations at HCPA
Gather baseline data on teachers/staff knowledge around SL  Propagate and implement a schoolwide definition and model of service learning	Service learning team Teachers, Instructional Assistants, Admin	2nd semester	Data about where teachers understanding is before training	HCPA-drafted definition and model of service learning
Begin to upskill and teach grade 12 CP leads about service learning	Service learning team	Spring 2024	No additional resources	Leads begin to brainstorm ideas for possible 12th grade service learning projects
Create list of grade 12 options for service or service learning projects for year 2024/25	Service learning team and College Prep leads	Spring 2024	Director of Family Engagement - community outreach	List for seniors to participate in service learning the following year
Develop plans to broaden and embed service learning schoolwide.	Service learning team	End of year May-June 2024	Resources used throughout the year	Multi-year plan

## Physical Environment

**Hmong College Preparatory Academy will continually develop a physical environment that supports and enhances the mission and vision and fosters community enrichment.**

### Clarifying Definitions/Context:

Physical Environment includes both indoor and outdoor spaces, technology, and furniture.

<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, the percentage of staff agreement that HCPA's facilities support instruction will increase 20% from baseline year (2023-2024), as measured by community input survey.</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will have drafted an outline of needs and strategic projects for the subsequent year (furniture, technology, indoor/outdoor spaces) to support the mission, vision, and instruction of our learning community.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Audit of current physical environment	Members from the following teams: Operations, Advancement, Counseling, After-School/Sports, Teaching Programs	Fall 2023	People, time for gathering and collecting data	Outline of physical environment/assets currently in place at HCPA

Create a survey to gather community input and current beliefs	Members from the following teams: Operations, Advancement, Counseling, After-School/Sports, Teaching Programs	September 2023-January 2024	No additional resources	Survey results from the community.
Determine the importance of each need and how these needs are connected to learning	Members from the following teams: Operations, Advancement, Counseling, After-School/Sports, Teaching Programs	January 2024-June 2024	No additional resources	List of the needs and how it connects to learning.
Create plan and budget to implement during FY 2024-2025	Members from the following teams: Operations, Advancement, Counseling, After-School/Sports, Teaching Programs	May/June 2024	No additional resources	Physical Environment plan to implement the following school year.

## Operations

**Hmong College Preparatory Academy will have operational systems that efficiently support and enhance the academic and instructional programs of the Academy.**

**Clarifying Definitions/Context:**

None

<b>SMART Goal:</b>	<p><b>By the end of FY 27-28, HCPA will decrease the amount of instructional time lost on operational activities by 50% over baseline year (2023-2024), as measured by a school climate survey.</b></p> <p><b>1 year goal:</b>  <b>By the end of FY 23-24, HCPA will conduct an audit to delineate the amount of time spent on operational activities.</b></p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Assess the Lunch Schedule, Master Schedule, and other HCPA's Academic Schedules to determine how instructional time can be increased.	Operations Team, Administration Team, and Counseling Team	End of October 2023	Lunch Schedule, Master Schedule, and Calendar, other HCPA's Academic Schedules	Knowing the amount of time lost and how it can be restructured to support academic
Conduct a survey with staff to identify problem	Operations Team, Administration Team,	End of December 2023	Digital Survey	Survey results

areas with time lost and determine plans to correct these deficiencies.	and Counseling Team m			
Monitor, adjust, and continue to refine what can be done better to improve operation procedures.	Operations Team, Administration Team, and Counseling Team	End of May 2024	No additional resources	Results and feedback on how to increase instructional time with the different schedules.

<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HCPA will decrease the amount of faculty supervision time needed for operations by 50% over baseline year (2023-2024).</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will conduct a time/position audit to better understand how staff can be stationed to minimize need and maximize personnel.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Assess Lunch Schedule, Master Schedule, and other HCPA's schedules to determine possible	Operation Team, Admin Team, and Counseling Team	End of October 2023	Lunch Schedule, Master Schedule, and Calendar, other Academic Schedules.	Knowing how individuals can be stationed to maximize supervision.

areas for better staff supervision.				
Conduct a survey with staff to find problem areas with supervision and determine plans to correct these deficiencies.	Operation Team, Admin Team,	End of December 2023	No additional resources	Survey results
Monitor, adjust, and continue to refine what can be done better to improve staff supervision	Operation Team, Admin Team, and Counseling Team	End of May 2024	No additional resources	Results and feedback on staff supervision

## Finances

**Hmong College Preparatory Academy will use financially sound practices in order to provide an effective learning environment and the ability to fund desirable programs.**

### **Clarifying Definitions/Context:**

Target Fund Balance is measured by taking a school's ending fund balance as a percentage of total annual expenses. Annually, it is recommended that charter programs maintain a fund balance of between 25-50%.

<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HPCA will have an established target fund balance between 25-50% in line with strategic goals.</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will update staffing pay scales in line with strategic goals.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
<p>Prioritize staff wages in-line with fund balance goals.</p> <p>Research area pay scales in schools of similar size/populations/structures.</p>	CFO, Finance Committee	2023-2024	No additional resources	Updating of Pay Scales



Conduct scenario analysis of various pay scales for feasibility and sustainability.				
Develop plan for excess fund balance in line with strategic planning goals. Ex: Invest, Use for Construction, Spend-down sustainably.	Board, CFO, Finance Committee	2023-2024	No additional resources	Existing Forecasts in conjunction with Strategic Planning Resources needed

## Curriculum and Instruction

**Hmong College Preparatory Academy will effectively promote investigation, hands-on learning, and independence in our curriculum.**

### **Clarifying Definitions/Context:**

High-quality instruction means curricula, teaching practices, and learning environments are standards-based, evidence-based, engaging, differentiated, culturally responsive, and data-driven.

Student-centered learning/teaching is an approach to learning/teaching in which learners have choice in what they learn, how they learn it, and how their learning is assessed. It is also driven by each individual student's needs and abilities. At the heart of the learning environment, the teacher is more of a facilitator than a lecturer.

<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HCPA will implement student-centered curricula and instruction that develops and builds each learner's academic, social, and technical skills in order to be successful after graduation. As a result, student proficiency on MCA reading and math assessments will increase over 2022-2023 baselines.</p> <p><b>1 year goal:</b> By the end of FY 23-24, through the instructional rubric focus of <i>Motivating Students</i>, HCPA instructional staff will implement strategies to increase student engagement to promote a more student-centered classroom.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Gather evidence and data around what makes learning	Academic Leadership Team	Fall 2023 - Student Focus Su...	Survey for students	List and qualitative information on what actions and materials

motivational (meaningful, relevant, and intellectually engaging) to students and staff.				are impactful
Plan and deliver training on the instructional rubric area of motivating students.	Directors Coaches	August 2023 - Completed	NIET Teacher Handbook	Looks like/sounds like of MOT at a Proficient and Exemplary level
Plan PLCs to include connections to motivating students throughout the school year. Coaches will co-facilitate PLCs with leads to model student engagement strategies.	Directors Coaches Lead Teachers	2023-2024 School Year - Ongoing	Student engagement strategies. Observational data Informal classroom visit data	PLC Long Range Plans with notes on facilitation
Coaches will work with staff to ensure that they are increasing student motivation strategies into their lesson plans assessments.	Coaches	2023-2024 School Year - - Ongoing	NIET Observation Rubric Observational data Informal classroom visit data	Teacher observation scores in the area of MOT will increase by the end of the school year.
Provide strategies and tools to increase student engagement during post-conferences with instructional staff.	Directors	2023-2024 School Year - - Ongoing	Student engagement strategies.	Teacher observation scores in the area of MOT will increase by the end of the school year.
Plan and deliver training on cultural competency and	Directors Coaches Lead Teachers	2023-2024 School Year- Ongoing	Accommodations/Modification strategies Cultural Competency	Teacher observation scores in the area of MOT will increase by

differentiation strategies (connection to TKS) - EL, SPED accommodations and modifications			Training Informal classroom visits Teacher Observations	the end of the school year.
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<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HCPA will implement a school-wide MTSS (Multi-Tiered System of Supports) that will focus on structures to support student success. HCPA will annually assess district progress in MTSS implementation.</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will plan, implement, and evaluate the current Tier 1 MTSS plan in order to build and develop skills for students.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Create the MTSS team - District, School, Teachers	Admin Team	August 2023 - Completed	MnMTSS Framework	Team members identified and regular meetings scheduled
Evaluate and address current MTSS tier 1 instructional areas of need.	SST & MTSS team Academic leadership team	Fall 2023 - Begun	Observation Data Assessment Scores Grade Data Intervention Data	List of action items for Semester 1 of 2023-2024 School Year
Develop clarity around the referral process for the SST (Student Support Team) and	SST & MTSS Team	Fall 2023 - Started	Current system of identification and data collection	TSES (Total Special Education Systems) Manual MTSS flowcharts and

communicate the process out to staff.				documentation
Revise and initiate a Curriculum Review Process, District Assessment Plan, and K-12 Curriculum Standard Alignment Plan, including assessments.	Academic leadership team	2023-2024 School Year	Current Processes	Refined documents on HCPA's Curriculum Review Process and Alignment Plan

## Faculty and Staff

**Hmong College Preparatory Academy will create an environment that attracts and retains highly-trained masters who exemplify the Warrior Way.**

### Clarifying Definitions/Context:

Retains means continuing to provide opportunities to mentor, coach, and have healthy peer to peer interactions that support the pursuit of lifelong learning. Annually, HCPA has historically offered renewal agreements for staff in the spring of every FY. Of those offered contracts, a historical average of around 80%-90% of staff start the subsequent school year at HCPA.

NPS items, or Net Promoter Score items, is a defined term from the stakeholder survey conducted by Ahart Solutions in Spring 2023. Questions and responses in the survey were based on a traditional 1-10 scale. Net Promoter Score (NPS) is a widely used market research metric that typically takes the form of a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague. Staff who responded 0-6 could be considered “detractors,” 7-8 as “passives,” and 9-10 as “promoters” of HCPA. In the staff survey conducted in 2022-2023, approximately 20% of respondents were categorized as “promoters” of HCPA.

<b>SMART Goal:</b>	<b>5 year goal:</b> <b>By the end of FY 27-28, HCPA will have retained 90% of staff offered a renewal agreement each year and 35% of staff will be identified as “Promoters” on NPS items in annual surveys.</b>  <b>1 year goal:</b> <b>By the end of FY 23-24, HCPA will outline and clarify an onboarding system for all new staff, including those who start throughout the year.</b>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Review the current	HR Department,	Fall 2023	Current system	Outline of current

onboarding system and evaluate its effectiveness.	Administration, Supervisors/ Managers		documentation	system
Create an action item list based on the evaluation that will fill gaps in the system.	HR Department, Administration, Supervisors/ Managers	Fall 2023	No additional resources	Action item list
Building new or refining old parts of the onboarding system in order to fill the gaps.	HR Department, Administration, Supervisors/ Managers	Winter 2023	No additional resources	Refined onboarding system
Implement refined onboarding system	HR Department, Administration, Supervisors/ Managers	Spring 2024	No additional resources	Documentation of onboarding system
Evaluate the effectiveness of the new onboarding system	HR Department, Administration, Supervisors/ Managers	June 2024	No additional resources	Mid-year meetings with new staff

<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HCPA will fully implement an ongoing professional development program that promotes best practices, collaboration, and increases career ladder opportunities for staff.</p> <p><b>1 year goal:</b> By the end of FY 23-24, HCPA will hire and provide training for HCPA instructional coaches and grade level/department leads to support teachers and high quality instruction.</p>
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Action Steps	Responsible Team	Timeline	Resources Needed	Measurable Indicators
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	Members			
Hire instructional coaches & lead teachers for 2023-2024 School Year	Academic Leadership Team	July 2023 - Completed	Job Descriptions/Postings	Staff secured for necessary positions
Provide training for coaches and lead teachers.	Academic Leadership Team	2023-2024 School Year - Ongoing	NIET training Catalyst Training Staff Training	Scheduled trainings
Attend and then provide feedback to coaches and leads based off NIET PLC rubric	Academic Leadership Team	2023-2024 School Year - Ongoing	NIET training	Observational data
Provide individualized coaching for the instructional coaches based on their needs and areas of growth	K-12 Teaching & Learning Specialist	2023-2024 School Year - Ongoing	No additional resources	Coaching plans
Create an evaluation tool for coaches and leads to evaluate their effectiveness on teachers' use of high quality instruction	Academic Leadership Team	Spring 2024	No additional resources	Evaluation tool
Evaluate the effectiveness of the coaches and the leads on instruction.	Academic Leadership Team	Spring 2024	No additional resources	Plan for needed PD, Instructional support
Analyze the data collected	Academic Leadership Team	Summer 2024	No additional resources	Outlined results



Utilize the data collected to enhance the coaches and lead teachers' effectiveness	Academic Leadership Team	Summer 2024	No additional resources	Action plan of next steps in coaching and support
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<b>SMART Goal:</b>	<p><b>5 year goal:</b> By the end of FY 27-28, HCPA will implement an explicit recruitment and search program to identify and hire appropriate faculty and staff.</p> <p><b>1 year goal:</b> By the end of FY 23-24, administration, marketing and talent/recruitment staff will draft a strategic model for the ongoing hiring of necessary staff.</p>
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Action Steps	Responsible Team Members	Timeline	Resources Needed	Measurable Indicators
Meet to reflect on and identify trends in hiring and recruitment	Human Resources Marketing Administration	Fall/Winter 2023-2024	Cumulative Hiring Data	List of specific notes and trends related to platforms, dates, etc.
Formulate plan for research and action in upcoming hiring season	Human Resources Marketing Administration	Fall/Winter 2023-2024	Staff Intent to Return Data Trend Data (Including information on difficult-to-hire/high demand positions)	Actionable plan for position postings, job fairs, and personnel
Reflect on impact of Recruitment Plan,	Human Resources Marketing	Summer/Fall 2024	Cumulative Hiring Data	List of trends and plan revisions for action

revise for coming year	Administration			planning
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