

Strategic Plan Review



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WE LEARN NOT FOR SCHOOL BUT FOR LIFE



- | **History of the Strategic Plan**
- | **Board's Role in Strategic Plan Work**
- | **Review of 23-24 Strategic Plan Work**



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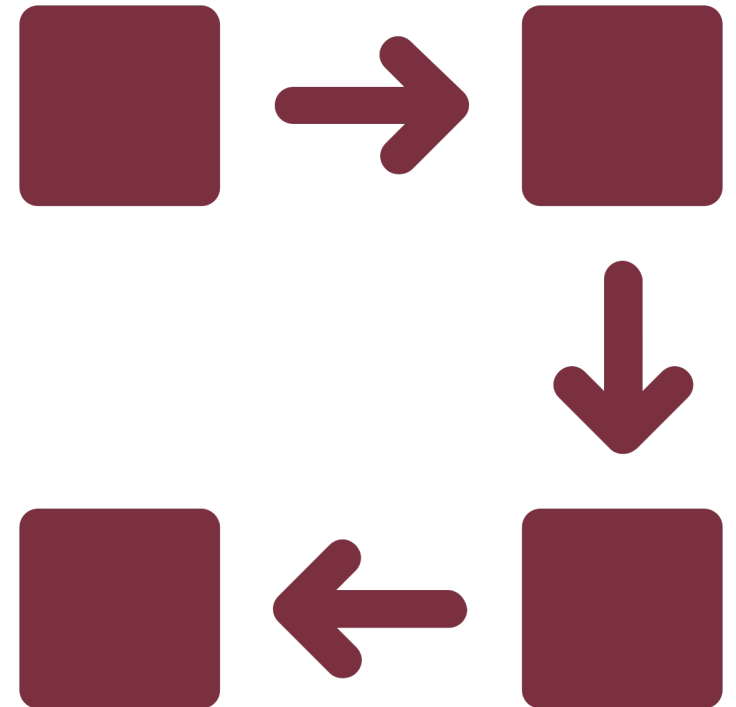
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History of the Strategic Plan



Reviewing the Process

- Contracted with MN School Board Association
- Work completed between October and December of 2022
- Over 600 individuals provided feedback and input
- 35-person committee created the structure and content of the strategic plan
- The Board of Directors approved the plan in January 2023





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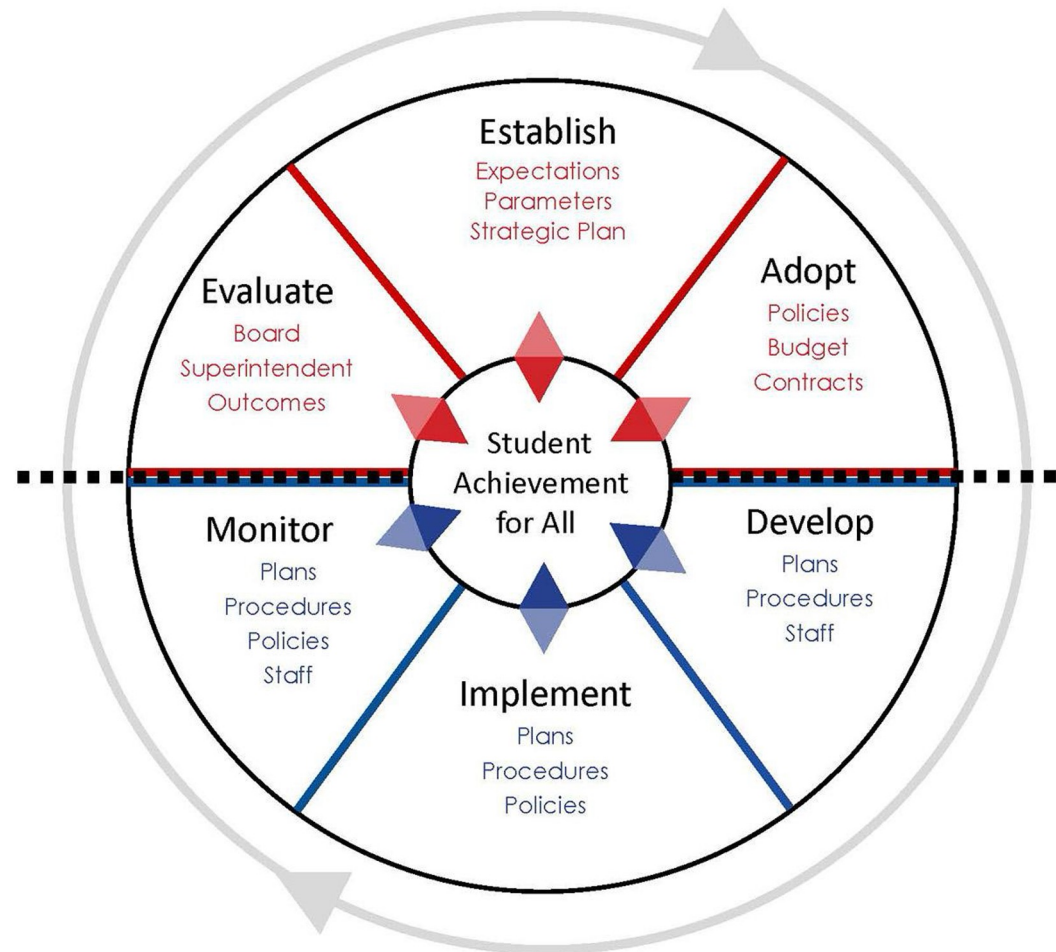
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Board's Role in Strategic Plan Work



Board's Role

- Main responsibilities: evaluate, establish, adopt



Board's Role

- What this includes
 - Decision-making for the whole
 - Keeping an eye on the big picture

- What this does not include
 - Decision-making for the pieces
 - Getting involved in the details



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Review of 23-24 Strategic Plan Work

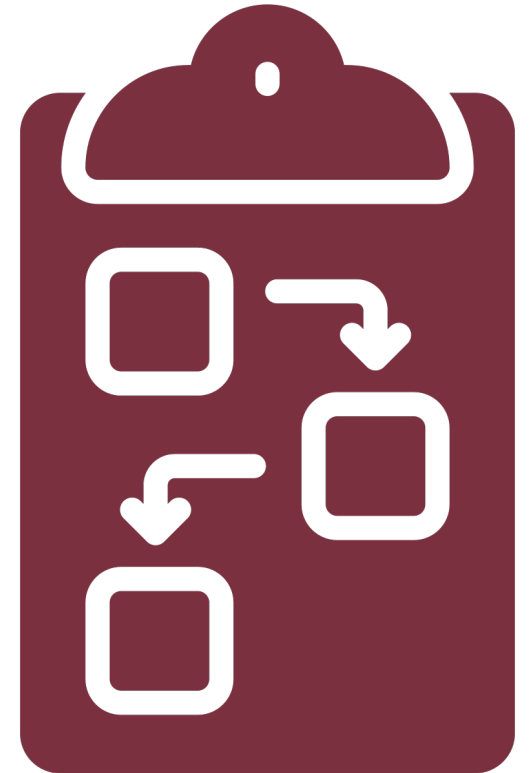


Strategic Action Plan

- The Board gave us a destination, not a bucket list
- The plan is designed to be achieved by the 2027-2028 school year
- To operationalize this vision a Strategic Action Plan has been created
- The action plan identifies strategies, accountable parties, deliverables, and deadlines for each objective

Strategic Action Plan

- The action plan currently contains 74 strategies that will be completed in the next 5 years
- Each strategy:
 - Aligns to one goal and one objective
 - Has a deadline
 - Identifies who is responsible for leading the work and others involved
 - Identifies a deliverable



Overview of Progress

Deadline		Objectives	Current Stage	
2023		12	Not Started	46
2024		29	Researching/Planning	4
2025		17	In Progress	10
2026		6	Completed	10
2027		1		
Approver			Responsible Party	
Executive Director		49	Academic Director	24
Board		12	Executive Director	19
Academic Director		13	Principals	14
			Human Resource Director	12
			Activities Director	6
			Equity Leads	2
			Facilities Manager	2

Strategy #1

<p>Goal</p>	<p>Ensure every student has a sense of belonging within the school.</p>	
<p>Objective</p>	<p>Nova Classical will document its position on fairness and belonging.</p>	
<p>Strategy</p>	<p>Select between equity policy, statement, and/or vision.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>5/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #1 - Deliverable

Goal 5: Ensure every student has a sense of belonging within the school community.

Objective 5.1: Nova Classical will document its position on fairness and belonging.

Strategy: Select between equity policy, statement, commitment and/or vision.

Stage: Complete

Update: A decision has been made to bring an equity policy to the Board for consideration. If outside consultants determine during the review of our policies and practices that the goals of the strategic plan do not properly provide a vision in this area, we can reopen this strategy and look at opportunities to remedy.

Goal 6: Identify and transform systems that contribute to inequities.

Strategy #2

<p>Goal</p>	<p>Provide all Nova Classical students guaranteed access to Minnesota’s leading classical education.</p>	
<p>Objective</p>	<p>Nova Classical will define the core components of our classical education model.</p>	
<p>Strategy</p>	<p>Determine the components and format used for the definition of Nova’s classical education model.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #2 - Deliverable

Goal 1: Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.

Objective 1.1: Nova Classical will define the core components of our classical education model.

Strategy: Determine the components and format used for the definition of Nova's Classical Education Model.

Stage: Complete

Update: Dr. Johnson, Nova Classical's Pedagogy Leads and myself have collaborated to determine the components and format that will be used to define Nova's classical education model. The components that will be included are:

- A formal definition will be composed that builds upon the one written by Nova Classical in 2016-2017 and which seeks additional clarity when possible.
 - Statements of what classical education is in practice will be written. These are intended for use with external stakeholders or individuals who may not have much familiarity with classical education and should be written at or below an 8th grade reading level.
 - A common example of how the stages of the trivium are applied to learning about a topic which can be provided to Nova Classical staff. This example will help ensure consistent explanations of the stages of the trivium and demonstrates how this learning is applicable across disciplines and types of learning.
 - A process that can be used to help staff determine if an instructional strategy aligns with Nova's classical education model and provides examples of practices (and purposes) which are typically aligned with our model of classical education will be written.
-

Strategy #3

<p>Goal</p>	<p>Ensure every student has a sense of belonging within the school community.</p>	
<p>Objective</p>	<p>Nova Classical will respect and celebrate the cultural and ethnic traditions of the members of its school community.</p>	
<p>Strategy</p>	<p>Adopt a school calendar which reflects major holidays celebrated by our school population.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #3 - Deliverable



2023-2024 Academic Calendar

July 2023

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2023

S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2023

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

July 2023
3-7 Building Closed

August 2023
28 First Day of School for Grades 1-12
30 First Day of School for Kindergarten

September 2023
4 Building Closed
25 No School

October 2023
19 No School
20 Building Closed
23 Building Closed

November 2023
2 End of Q1
3 No School
6 Start of Q2
16 Evening Conferences K-12
20 No School (Conferences K-12)
21 No School
22-24 Building Closed

December 2023
20-22 Building Closed
25-29 Building Closed

January 2024
1-2 Building Closed
3 No School
4 Classes Resume
15 Building Closed
19 End of Q2
22 No School
23 Start of Q3

February 2024
16 No School
19 Building Closed

March 2024
8 No School (Conferences K-12)
11 No School
28 End of Q3
29 No School

April 2024
1-5 Building Closed
8 Start of Q4
10 No School
26 No School

May 2024
3 No School
24 No School
27 Building Closed
31 Last Day of School for Seniors

June 2024
2 Graduation
6 Last Day of School
7 No School
19 Building Closed

October 2023

S	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2023

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2023

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

January 2024

S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2024

S	M	T	W	TH	F	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

March 2024

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April 2024

S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2024

S	M	T	W	TH	F	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2024

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

KEY X First/Last Day of School X Quarter/Semester Start
 X No School X Building Closed

Student Contact Days: Kindergarten: 163 Grades 1-11: 165 Grade 12: 161
 Lower School: Q1: 44 Q2: 38 Q3: 44 Q4: 39 Upper School: S1: 82 S2: 83

Strategy #4

<p>Goal</p>	<p>Provide clear, consistent, and accessible communications to members of the school community.</p>	
<p>Objective</p>	<p>Nova Classical will fully implement the Communication Plan adopted by the Board of Directors in 2022.</p>	
<p>Strategy</p>	<p>Develop and use the editorial calendar to create and focus consistency in Nova News, Social Media, Gazette, and Herald Content.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2023</p>	<p>In Progress</p>	<p>80-85%</p>

Strategy #4 - Update

Work Completed	<ul style="list-style-type: none">• Nova Classical had an existing editorial calendar
Remaining Work	<ul style="list-style-type: none">• Editorial calendar format needs to be adjusted to reflect social media updates no longer being posted by internal staff
Potential Obstacles	<ul style="list-style-type: none">• Reaching consensus on a format among members of the communications team with different workflows and needs from the editorial calendar.

Strategy #5

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>Nova Classical will implement strategies to maximize employee morale and wellbeing which result in staff retention at or above the national average.</p>	
<p>Strategy</p>	<p>Build a staff work calendar that includes additional workdays to support the planning and non-instructional responsibilities of Nova Classical faculty.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #5 - Deliverable



2023-2024 Staff Calendar



- July 2023**
 - 3 Building Closed
 - 4 Building Closed (Observed Holiday)
 - 5-7 Building Closed
- August 2023**
 - 17-18 New-to-Nova Professional Development
 - 21-25 All Staff Professional Development
 - 28 First Day of School for Grades 1-12
 - 30 First Day of School for Kindergarten
- September 2023**
 - 4 Building Closed (Observed Holiday)
 - 25 No School (Staff Work Day)
- October 2023**
 - 19 No School (Staff Work Day)
 - 20 Building Closed
 - 23 Building Closed
- November 2023**
 - 2 End of Q1
 - 3 No School (Staff Work Day)
 - 6 Start of Q2
 - 16 Evening Conferences K-12
 - 20 No School (Conferences K-12)
 - 21 No School (Professional Development)
 - 22 Building Closed
 - 22-24 Building Closed (Observed Holidays)
- December 2023**
 - 20-21 Building Closed
 - 22 Building Closed (Observed Holiday)
 - 25 Building Closed (Observed Holiday)
 - 26-29 Building Closed

- January 2024**
 - 1 Building Closed (Observed Holiday)
 - 2 Building Closed
 - 3 No School (Staff Work Day)
 - 4 Classes Resume
 - 15 Building Closed (Observed Holiday)
 - 19 End of Q2
 - 22 No School (Staff Work Day)
 - 23 Start of Q3
- February 2024**
 - 16 No School (Professional Development)
 - 19 Building Closed (Observed Holiday)
- March 2024**
 - 8 No School (Conferences K-12)
 - 11 No School (Staff Work Day)
 - 28 End of Q3
 - 29 No School (Staff Work Day)
- April 2024**
 - 1-5 Building Closed
 - 8 Start of Q4
 - 10 No School (Staff Work Day)
 - 26 No School (Professional Development)
- May 2024**
 - 3 No School (Staff Work Day)
 - 24 No School (Staff Work Day)
 - 27 Building Closed (Observed Holiday)
 - 31 Last Day of School for Seniors
- June 2024**
 - 2 Graduation
 - 6 Last Day of School
 - 7 No School (Staff Work Day)
 - 19 Building Closed (Observed Holiday)

KEY X First/Last Day of School X Quarter/Semester Start
 X Staff Development Day X New-to-Nova Teacher Training
 X Staff Work Day X Building Closed X Observed Holiday

Student Contact Days: Kindergarten: 163 Grades 1-11: 165 Grade 12: 161
 Lower School: Q1: 44 Q2: 38 Q3: 44 Q4: 39 Upper School: S1: 82 S2: 83

Faculty Required Reporting Days: 186 (returning) and 188 (new)
All Staff Professional Development Days: 8
New Staff Professional Development Days: 10
Staff Work Days: 13
Observed Holidays: 11

Strategy #6

<p>Goal</p>	<p>Identify and transform systems that contribute to inequities.</p>	
<p>Objective</p>	<p>Nova Classical will evaluate the fairness of its policies, programs, and practices.</p>	
<p>Strategy</p>	<p>Research and select vendor for equity audit.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>7/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #6 - Deliverable

B. Equity Audit

Dr. Wedlund gave background information including information regarding the search for an equity evaluation provider, first locally and then nationally. There was discussion.

Ms. Weston, “Resolved, the Board approves the contract with Equity Literacy Institute.” Ms. Ross seconded. Ms. Hansen, Ms. Lund, Ms. McInroy, Ms. Ross, Ms. Ruday, and Ms. Weston voted in favor. Ms. Hernandez abstained. The motion passed.

Strategy #7

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>All staff will receive personalized support and professional development to help them thrive and succeed.</p>	
<p>Strategy</p>	<p>New staff members receive additional meeting times with their supervisors during the first 6 months of their employment at Nova to ensure expectations are understood and questions are answered.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>8/16/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #7 - Deliverable

Ongoing... Beyond the First Month

- The supervisor will schedule touch base meetings to ensure there is 1:1 time for new staff to ask questions and ensure the supervisor continues to build rapport, ensures approachability and visibility with new hire
- Scheduled check-ins (variations based on EE class)
 - Licensed Instructional Staff: e/o week minimum a quarter, more if/as needed
 - Educational Support Staff: e/o week minimum a quarter, possibly FY25 work day meetings with entire groups
 - Program Support Staff: weekly minimum first quarter of employment, graduated as needed after the first quarter
 - Leadership/Administration: twice weekly check-ins with Brett for the first six month
 - OC, ST or LT Sub, Stipend, Seasonal etc: at least weekly in season, at least monthly out of season

Strategy #8

<p>Goal</p>	<p>Foster an environment that values structure and classical culture in the classroom as well as joy and connection between members of Nova Classical’s learning community in and outside the classroom.</p>	
<p>Objective</p>	<p>Nova Classical will recognize students regularly for their achievements.</p>	
<p>Strategy</p>	<p>Develop a regular cadence for assemblies and pep fests to honor students who participate in activities and the achievement of Nova Classical in and outside of the classroom.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>8/18/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #8 - Deliverable

 <p>Nova Classical Academy Lower School Virtue Assembly Calendar 2023-24</p> <p><i>*NOTE: Assemblies will be the first Tuesday of each month and will also be spirit wear days for staff & students</i></p>			
AUG/SEPT VIRTUE: FORTITUDE	OCTOBER VIRTUE: JUSTICE	NOVEMBER VIRTUE: TEMPERANCE	JANUARY
FORTITUDE ASSEMBLY: Tuesday, October 3 3:00-3:30 Sayers of Truth: 5th Grade	JUSTICE ASSEMBLY: Tuesday, November 7 9:00-9:30 Sayers of Truth: 4th Grade	TEMPERANCE ASSEMBLY: Tuesday, December 5 9:15-9:45 Sayers of Truth: 3rd Grade <small>Our Book Week assemblies will be scheduled for the week of December 11</small>	No Assembly
DEC/JAN VIRTUE: PRUDENCE	FEBRUARY VIRTUE: TEMPERANCE	MARCH VIRTUE: FORTITUDE	APRIL VIRTUE: JUSTICE
PRUDENCE ASSEMBLY: Tuesday, February 6 3:00-3:30 Sayers of Truth: 2nd Grade	TEMPERANCE ASSEMBLY: Tuesday, March 5 9:15-9:45 Sayers of Truth: 1st Grade	FORTITUDE ASSEMBLY: Tuesday, April 9 3:00-3:30 Sayers of Truth: Kruidsen/Kochler	JUSTICE ASSEMBLY: Tuesday, May 7 9:00-9:30 Sayers of Truth: Gleason/Helin
MAY VIRTUE: WISDOM			
WISDOM ASSEMBLY: Tuesday, June 4 3:00-3:30 Sayers of Truth: Specialists			

Nova Classical Academy Upper School Assembly Calendar 2023-24

Upper School Students selected as "Students of the Month" will be recognized at the end of each quarter on the following dates:

November 10, 2023

January 16, 2024

April 12, 2024

May 31, 2024

Pep fests will be organized to recognize MSHSL sanctioned teams and clubs who qualify for state tournaments.

Strategy #9

<p>Goal</p>	<p>Ensure every student has a sense of belonging within the school community.</p>	
<p>Objective</p>	<p>Nova Classical will document its position on fairness and belonging.</p>	
<p>Strategy</p>	<p>Write an equity policy, statement, commitment, and/or vision.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>9/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #9 - Deliverable

NOVA CLASSICAL ACADEMY

MANUAL OF POLICIES APPROVED BY THE BOARD OF DIRECTORS

POLICY NP 602: RACIAL EQUITY POLICY

I. PURPOSE

All students need a safe, supportive school environment to progress academically and developmentally. We acknowledge the complex societal and historical factors that contribute to the inequities that our students, and students across the country, face. Nova Classical must address and overcome this inequity and institutional racism, providing all students with the support and opportunity to succeed. The responsibility for the disparities among our young people rests with adults, not the children.

Nova Classical believes that families are partners with Nova Classical in its effort to address achievement and opportunity gaps. Nova Classical believes that students are partners in their academic achievement, and that school attendance and engagement are essential to reduce the achievement and opportunity gaps that exist.

The purpose of this policy is to ensure a district environment in which all students achieve high-level academic outcomes that are not predictable by race, ethnicity, or culture.

II. GENERAL STATEMENT OF POLICY

Strategy #10

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>Nova Classical Academy will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.</p>	
<p>Strategy</p>	<p>Create a framework identifying the components included in being an employer of choice.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>9/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #10 - Deliverable

Employer of Choice Components

Workforce Planning

Workforce planning is the strategic process of aligning an organization's human resource needs with its long-term strategic goals. It involves ensuring that the organization has the right positions and the right people to reach the organizational objectives.

Recruitment

Recruitment is a multifaceted process focused on attracting potential candidates for job openings. It encompasses a variety of techniques, including job postings, utilizing various platforms to share information about available positions, and establishing candidate pipelines.

Selection (& Hiring Procedures)

Selection and hiring entails identifying the specific needs of the school in relation to the position to be filled, evaluating candidates based on those needs, and ultimately determining the candidate who best matches the position's needs.

Compensation & Benefits

Compensation and benefits encompass the tangible rewards of financial value that an organization offers to its staff members in exchange for their services rendered to the school.

Onboarding

Onboarding is a comprehensive process that encompasses familiarizing employees with the organization, connecting them to team members, equipping them with the necessary technical knowledge and skills, and providing support to ensure their successful integration into their new role.

Professional Development

Professional development is providing targeted training and learning opportunities to enhance employees' skills and knowledge in their respective roles.

Feedback & Coaching

Feedback involves offering meaningful observations and assessments regarding staff members' job performance, while coaching entails supporting their growth and development based on the feedback provided.

Evaluation

Evaluation is the act of measuring an employee's performance against the specific actions required for success in their role.

Engagement & Recognition

Recognition is the act of acknowledging and appreciating employees' contributions in a manner that holds significance and value to them.

Honoring Transitions

Honoring transitions involves effectively managing an employee's departure from the school, ensuring a seamless and well-organized transition for both the employee and the organization.

Strategy #11

<p>Goal</p>	<p>Provide classroom and extracurricular facilities which support our mission.</p>	
<p>Objective</p>	<p>Nova Classical will complete a comprehensive facilities review analyzing current and projected educational and extracurricular needs as well as identifying scenarios and options to address current and future facility needs.</p>	
<p>Strategy</p>	<p>Research and select vendor for facilities needs analysis</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>10/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #11 - Deliverable

B. Facilities Needs Analysis

Dr. Wedlund gave background information regarding a plan for the “triangle” land and that a facility needs analysis is the start of that process. He also spoke about the committee that is working on this and how they’ve met with several vendors. They are recommending the company that did not build Nova Classical’s current building, though it was a close call. Although this expense is not currently in the budget, we have funds that can be spent on this. There was discussion. The timeline for this is 3 to 6 months, depending on how hard we push it on our end.

Ms. Nelson, “Resolved, that the Board approves the contract between Nova Classical and Hay Dobbs for a facility needs analysis.” Ms. Weston seconded. There was a roll call vote. Ms. Hansen, Ms. Lund, Ms. McInroy, Ms. Nelson, Ms. Ross, Ms. Weston voted in favor. Dr. Hubbell voted against. The motion passed.

Strategy #12

<p>Goal</p>	<p>Ensure every student has a sense of belonging within the school community.</p>	
<p>Objective</p>	<p>Nova Classical will respect and celebrate the culture and ethnic traditions of the members of its school community.</p>	
<p>Strategy</p>	<p>Create welcome signage or other visual representations of the diverse cultures and languages that make up our school and broader community.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>12/1/2023</p>	<p>Completed</p>	<p>N/A</p>

Strategy #12 - Deliverable



Strategy #13

<p>Goal</p>	<p>Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical’s learning community in and outside the classroom.</p>	
<p>Objective</p>	<p>Students in all grades will have access to a variety of extracurricular offerings.</p>	
<p>Strategy</p>	<p>Complete a comparison of the arts, athletic and other extracurricular offerings of the Upper School and Lower School of other similarly sized and structured schools.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>1/25/2024</p>	<p>In Progress</p>	<p>70-73%</p>

Strategy #13 - Update

Work Completed	<ul style="list-style-type: none">• Similar schools have been identified (Hmong College Prep, ERA, SCPA, PACT, Mounds Park)• Comparisons have been made using publicly available data and marketing collateral
Remaining Work	<ul style="list-style-type: none">• Communicate with the schools identified to ensure that data is current and accurate
Potential Obstacles	<ul style="list-style-type: none">• Need to rely on officials from other schools to ensure accuracy of comparison

Strategy #14

<p>Goal</p>	<p>Support students in all areas of their education and well-being.</p>	
<p>Objective</p>	<p>Nova Classical will position Multiple Tiered Systems of Support (MTSS) in place to meet students' academic, behavioral and social-emotional needs.</p>	
<p>Strategy</p>	<p>Create a new MTSS framework for Nova Classical which is aligned with research-based best practices.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>2/1/2024</p>	<p>Researching/Planning</p>	<p>78-80%</p>

Strategy #14 - Update

<p>Work Completed</p>	<ul style="list-style-type: none">• MTSS Team has been identified and meets monthly.• Work has begun on mapping all space, curricular, and personnel resources in the building.• All-staff listening session was held to gather feedback on current student support structures.• Current program has been evaluated using recommended tools from MDE. Gaps have been identified through this process.
<p>Remaining Work</p>	<ul style="list-style-type: none">• Complete resource mapping• Staffing and space need identification• Creation of framework and written manual
<p>Potential Obstacles</p>	<ul style="list-style-type: none">• Due to this work's collaborative nature, time constraints and creating buy in are two obstacles to completing this strategy on time.

Strategy #15

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>All staff will receive personalized support and professional development to help them thrive and succeed.</p>	
<p>Strategy</p>	<p>Update PDG form for licensed teachers with action plan for personalized support.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>3/1/2024</p>	<p>Not Started</p>	<p>79-85%</p>

Strategy #15 - Update

Work Completed	
Remaining Work	<ul style="list-style-type: none">• Draft PDG additions to the 2024-2025 licensed instructional staff evaluation handbook.• Ensure that PDG additions are aligned with the findings of the analysis of the evaluation component of the employer of choice framework
Potential Obstacles	<ul style="list-style-type: none">• We have not yet gotten to our audit of the “evaluation” component of being an employer of choice. The findings of that may conflict with this strategy.• Evaluation component of employer of choice review is not scheduled to be completed until later this spring and the deadline for this strategy should be adjusted to scaffold off of that work.

Strategy #16

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>All staff will receive personalized support and professional development to help them thrive and succeed.</p>	
<p>Strategy</p>	<p>Create an action plan in the goal section of each staff member's (non-licensed teacher) annual review for personalized support.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>3/1/2024</p>	<p>Not Started</p>	<p>64-75%</p>

Strategy #16 - Update

Work Completed	
Remaining Work	<ul style="list-style-type: none">• Ensure that addition of action plan in the goals section of evaluation is aligned with the findings of the analysis of the evaluation component of the employer of choice framework.
Potential Obstacles	<ul style="list-style-type: none">• We have not yet gotten to our audit of the “evaluation” component of being an employer of choice. The findings of that may conflict with this strategy.• Evaluation component of employer of choice review is not scheduled to be completed until later this spring and the deadline for this strategy should be adjusted to scaffold off of that work.

Strategy #17

<p>Goal</p>	<p>Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical’s learning community in and outside the classroom.</p>	
<p>Objective</p>	<p>Students in all grades will have access to a variety of extracurricular offerings.</p>	
<p>Strategy</p>	<p>Gather comprehensive stakeholder feedback about current, and desired, extracurricular offerings.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>4/1/2023</p>	<p>Not Started</p>	<p>85-90%</p>

Strategy #16 - Update

Work Completed	
Remaining Work	<ul style="list-style-type: none">• Design survey instrument.• Distribute survey.• Summarize results of survey.
Potential Obstacles	<ul style="list-style-type: none">• Survey can not be constructed until after we have completed the comparison of extracurricular offerings at similar schools.

Strategy #18

<p>Goal</p>	<p>Provide all Nova Classical students guaranteed access to Minnesota’s leading classical education.</p>	
<p>Objective</p>	<p>Nova Classical will define the core components of our classical education model.</p>	
<p>Strategy</p>	<p>Use the format chosen to write description of Nova Classical’s model of classical education.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>80-81%</p>

Strategy #18 - Update

<p>Work Completed</p>	<ul style="list-style-type: none">• Pedagogy leads crafted a revised definition based on the 15-16 definition (summer)• Feedback was solicited from staff on the revised definition (August/September)• Pedagogy leads revised the definition based on the feedback received
<p>Remaining Work</p>	<ul style="list-style-type: none">• Board approval of the definition (expected to present to Board in January)• Use the Board-approved definition to create a plain English definition, common examples of how the trivium would be used and tool to help staff know if a strategy aligns with the definition
<p>Potential Obstacles</p>	<ul style="list-style-type: none">• Failing to place trust in the expertise of pedagogy leads when crafting a definition may lead us down the arduous and unattainable path of attempting to meticulously wordsmith a definition that secures unanimous agreement within the community.

Strategy #19

<p>Goal</p>	<p>Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical’s learning community in and outside the classroom.</p>	
<p>Objective</p>	<p>Nova Classical will draw on student voices to influence improvements to the school.</p>	
<p>Strategy</p>	<p>Research best practice on engaging student voice including finding exemplar schools which can be used as a model.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>84-90%</p>

Strategy #19 - Update

Work Completed	<ul style="list-style-type: none">• Gathered current research for review.• Discussed potential student voice exemplar schools.• Identified current opportunities for student voice at Nova Classical.
Remaining Work	<ul style="list-style-type: none">• Review and summarize current research.• Connect with schools selected as student voice exemplars to gather information about practices.
Potential Obstacles	<ul style="list-style-type: none">• The individuals leading this strategy (Principals) have core roles that limit the time available to conduct deep work.• We are relying on exemplar schools' willingness to connect and share information.

Strategy #20

<p>Goal</p>	<p>Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical’s learning community in and outside the classroom.</p>	
<p>Objective</p>	<p>Nova Classical will promote conduct aligned with our classical academic culture in order to create connections in the learning community.</p>	
<p>Strategy</p>	<p>Document current practices being used across K-12 to recognize virtue and scholarship within the classroom and school.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>93-95%</p>

Strategy #20 - Update

Work Completed	
Remaining Work	<ul style="list-style-type: none">• Solicit input from staff on virtue and scholarship recognition practices in their classrooms.• Compile a comprehensive list of school-wide virtue and scholarship recognition practices.• Create a list of practices structured by grade and content areas.
Potential Obstacles	<ul style="list-style-type: none">• The individuals leading this strategy (Principals) have core roles that limit the time available to conduct deep work.

Strategy #21

<p>Goal</p>	<p>Identify and transform systems that contribute to inequities.</p>	
<p>Objective</p>	<p>Nova Classical will evaluate the fairness of its policies, programs, and procedures.</p>	
<p>Strategy</p>	<p>Complete an equity audit.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>96-97%</p>

Strategy #21 - Update

<p>Work Completed</p>	<ul style="list-style-type: none">• Participation data provided to vendor.• Student, staff, and community survey completed.• Student, staff, and community listening sessions completed.• Handbooks, policies, etc. provided to vendor.• Governance committee debriefed policy revisions with vendor• Met with vendor to review draft of report
<p>Remaining Work</p>	<ul style="list-style-type: none">• Waiting for final copy of equity audit (anticipated by January)
<p>Potential Obstacles</p>	<ul style="list-style-type: none">• There may be a natural inclination to dive right into addressing specific audit findings. However, it is imperative to adhere to the strategic action plan and establish a dedicated team responsible for generating comprehensive recommendations. This approach not only enables us to strategically tackle potential equity findings but also ensures that we remain aligned with our broader objectives within the overarching strategic plan.

Strategy #22

<p>Goal</p>	<p>Provide classroom and extracurricular facilities which support our mission.</p>	
<p>Objective</p>	<p>Nova Classical will complete a comprehensive facilities review analyzing current and projected educational and extracurricular needs as well as identifying scenarios and options to address current and future facility needs.</p>	
<p>Strategy</p>	<p>Complete facility needs analysis</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>95%</p>

Strategy #22 - Update

<p>Work Completed</p>	<ul style="list-style-type: none">• Building utilization analysis• Stakeholder survey conducted• Second survey created to seek additional clarity about some of the results of the first survey “what did you mean when you said ____.”
<p>Remaining Work</p>	<ul style="list-style-type: none">• Conduct second survey• Conduct stakeholder listening sessions if additional clarity is needed
<p>Potential Obstacles</p>	<ul style="list-style-type: none">• Not being able to acknowledge that there will not be a consensus reached on the desires of the community, or feeling that community preference should be the strongest factor in determining on which needs to act.

Strategy #23

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>Nova Classical will implement strategies to maximize employee morale and well being which results in staff retention at or above the national average.</p>	
<p>Strategy</p>	<p>Develop a method for recognizing key milestones in employees' tenure at Nova Classical (completion of 1st year, 5th year, birth of a child, marriage, etc.)</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/1/2024</p>	<p>In Progress</p>	<p>80-81%</p>

Strategy #23 - Update

Work Completed	<ul style="list-style-type: none">• Survey of staff to identify personal and professional events they would like recognized by their employer• Survey of staff identifying methods in which they like to be recognized
Remaining Work	<ul style="list-style-type: none">• Use findings of surveys to draft a staff recognition model• Request input from staff members regarding the model and revise as needed
Potential Obstacles	<ul style="list-style-type: none">• Creating a model that caters to diverse desires and classes of employees• Creating a comprehensive yet manageable model

Strategy #24

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>Nova Classical will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.</p>	
<p>Strategy</p>	<p>A thorough review of the current practices in each touchpoint area will be conducted. This review will assess the existing practices and also identify the desired long-term state for each touchpoint.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/30/2024</p>	<p>In Progress</p>	<p>10-11%</p>

Strategy #24 - Update

<h2>Work Completed</h2>	<ul style="list-style-type: none">• A review of onboarding has been completed and we have developed a new onboarding process.• A review of employee engagement and recognition has been completed and we are drafting a model of practices in this area.
<h2>Remaining Work</h2>	<ul style="list-style-type: none">• We have 8 additional components of being an employer of choice to work through.
<h2>Potential Obstacles</h2>	<ul style="list-style-type: none">• Each touchpoint review is consuming approximately 3 months due to the need for comprehensive assessment of current practice, collection of stakeholder feedback, research on best practices, and the creation of new models.• Allowing time for reflection in the review process adds to the duration of each touchpoint evaluation.• We are prioritizing the creation of high-quality solutions over speed which will require extending the deadline to ensure thoroughness and excellence in each area.

Strategy #25

<p>Goal</p>	<p>Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.</p>	
<p>Objective</p>	<p>Nova Classical will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.</p>	
<p>Strategy</p>	<p>Identify and rectify any deviations from our accepted practices in each of these touchpoint areas to ensure that we are effectively implementing the practices we endorse as an employer.</p>	
<p>Deadline</p>	<p>Current Stage</p>	<p>Deadline Completion Probability</p>
<p>6/30/2024</p>	<p>In Progress</p>	<p>10-11%</p>

Strategy #25 - Update

Work Completed	
Remaining Work	<ul style="list-style-type: none">• Current practices in the area of onboarding and employee recognition and engagement have been reviewed and are being adjusted to meet our expected practices.
Potential Obstacles	<ul style="list-style-type: none">• Initially, we believed a swift analysis to rectify deviations from our standards was feasible; however, we are finding that this analysis is linked to the research and redefining of standards and practices being done in the previous strategy. Adjusting this deadline to align with the previous strategy will likely be necessary.

“Everything that is great in life is the produce of slow growth; the ever and great and higher, and nobler the work, the slower is its growth, the surer is its lasting success. Mushrooms attain their full power in a night; oaks require decades. A fad lives its life in a few weeks; a philosophy lives through generations and centuries.”

-William George Jordan



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