**Yinghua Academy 3-5 Year Strategic Plan for 2011-2015**

APPROVED by the School Board on June 23, 2011 (items in red were approved as additions by the board on 5/7/12)

**Mission:** The mission of Yinghua Academy is to prepare our students to be engaged and productive global citizens by providing a research-based educational program that includes a rigorous academic program, immersion in Chinese language and culture, and a nurturing and supportive school environment.

<table>
<thead>
<tr>
<th>Academics</th>
<th>Professional Development</th>
<th>School Culture &amp; Community</th>
<th>Organizational Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td>Recruit, develop and retain outstanding teachers</td>
<td>Goal Build a positive, collaborative and respectful school culture around Yinghua Academy’s mission and values</td>
<td><strong>Goals</strong> Improve organizational capacity and effectiveness by 7/1/12</td>
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<tr>
<td>Be nationally recognized for academic excellence</td>
<td>Achieve 100% teacher licensure within 3 years of hire</td>
<td>Engaged students, staff, and families</td>
<td>Ensure financial sustainability by systematically growing enrollment according to plan</td>
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<td>Be in the top 5-10% of MN Schools (based on MCA Data)</td>
<td>100% of staff shall receive PD each year</td>
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<td>Achieve 20% fund balance by 7/1/14 as required by Friends of Education</td>
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<tr>
<td>Be a top performing Chinese immersion school (test instrument TBD)</td>
<td>100% of board members shall receive ongoing training each year</td>
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<td><strong>Strategies</strong> Complete selection of full-time Executive Director</td>
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<td>Meet Friends of Education (authorizer) academic goals</td>
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<td>Establish well-defined roles and responsibilities for and among the School Board, YACA Board, School Administration, and Staff</td>
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</table>

**Strategies**
- Establish a continuous improvement process using standards such as those established by the MN School of Excellence criteria:
  - Strengthen and align existing curriculum with MN state standards in Math, Science and English
  - Implement “best practices” Chinese immersion strategies
  - Implement a sequential grade 2-8 English Language Arts curriculum
- Develop a middle school program, which prepares students for rigorous high school work and maintains Chinese language skills
- Establish a process that allows student assessment data to be collected, analyzed and used to inform instruction

**Strategies**
- Develop an ongoing, focused, teacher/staff training and professional development program. Teachers will be knowledgeable about and utilize:
  - Differentiated instruction
  - Best practice immersion methods
  - U.S./Chinese culture differences and cross cultural competencies
  - Collaboration in Professional Learning Communities
  - Responsive Classroom methods
  - Data analysis to inform instruction
  - Technology integration into lessons
- Provide guidance and monitoring of licensure process

**Strategies**
- Identify Yinghua Academy beliefs and values and communicate to all stakeholders
- Develop and implement a formal parent education program which includes:
  - Immersion methodology
  - U.S./Chinese cultural differences
  - School/Parent expectations
- Establish a formal plan to standardize and simplify communications

Define engagement measures before 9/1/12, i.e.,
- 95% attendance rate
- 80% satisfaction rates (parent, staff)
- Student life participation
- Enrichment participation
- Town Hall meeting participation
- Parent/Teacher conference participation
- % of teachers volunteering on committee
- % of parents volunteering 4+ hours/year

Created Spring/Summer 2011 by the Strategic Planning committee consisting of board members, teachers, and parents with extensive survey and meeting participation opportunities from the entire community. Process managed by The Prouty Project of Eden Prairie, MN.