2026-2028

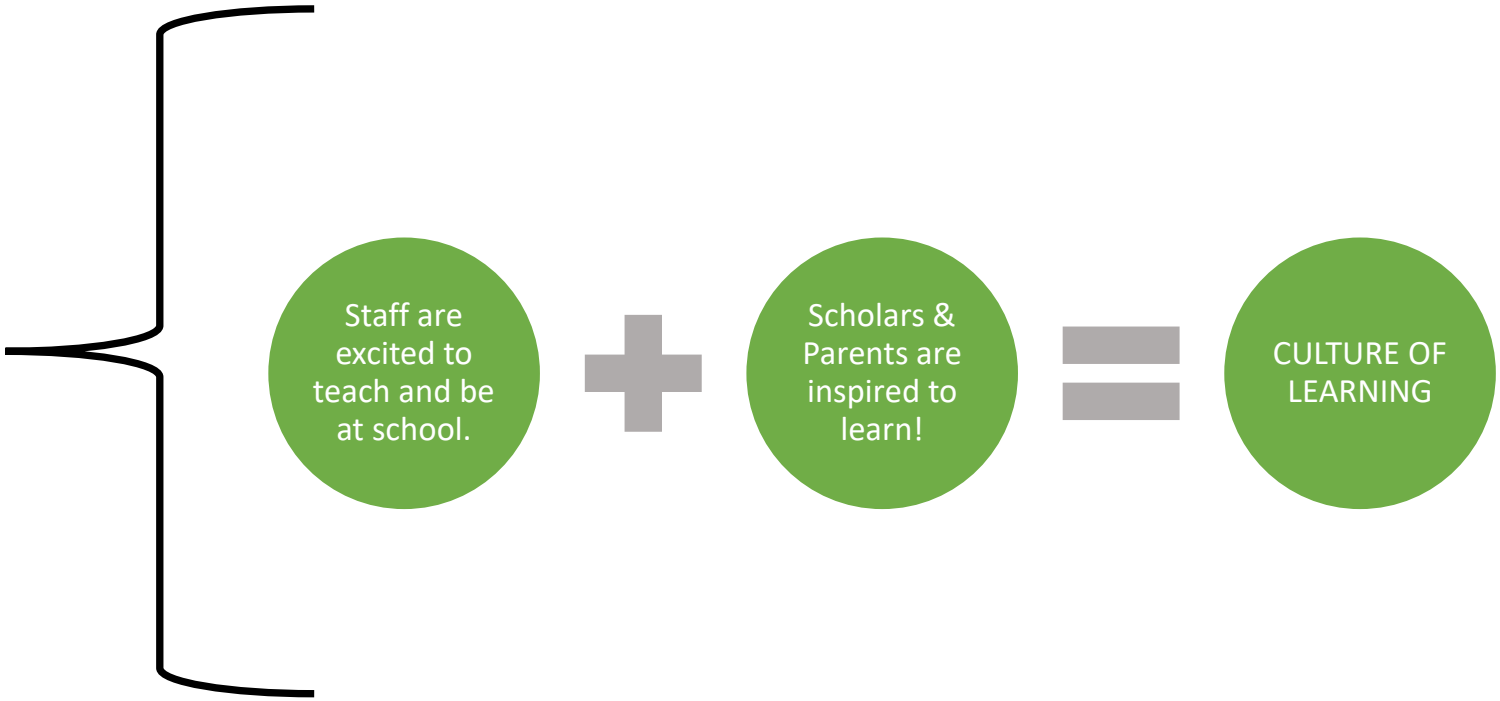
HOPE Community Academy

Strategic Plan

MISSION: *To inspire students to achieve high academic success while embracing Hmong language and culture.*

VISION: *To be a public school of excellence, with high quality staff, diverse programs, and successful students.*

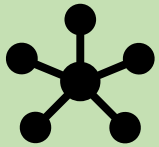
BUILDING A CULTURE OF LEARNING AT HOPE



CULTURE STATEMENT: *Our school is a safe space where all feel valued, empowered, and inspired. Here at HOPE, learning promotes cultural appreciation, character, and lifelong growth. Our scholars leave ready to lead with purpose and contribute to their community.*

What are organizational values?

At HOPE, values are the principles and standards that guide how we show up to work every single day. The way we interact with our scholars, families, staff, and community are all impacted by the decisions and actions we make. Our values will build the framework for how we must interact with each other in building a culture of learning here at HOPE.

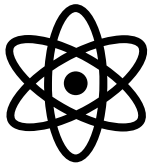
ORGANIZATIONAL VALUES				
High-Impact	Scholar-Focused	Sense of Belonging 	Leadership	Joyful Excellence
Comfort is not the final destination. We must always design, create, and innovate. Use your imagination. Explore other options. Appreciate differences. Push yourself beyond your comfort level. Aim high. Achieve continuous growth. Become better than yesterday.	We must challenge the minds of all of our scholars to their fullest potential. The decisions we make should always be about our scholars. They are the reason we are here! We will prioritize instruction based on the individualized needs of every single scholar at HOPE.	We are an anti-racist school where equity is at the core of our roots. We are responsible for creating a safe, welcoming, and thriving school community. HOPE is a sanctuary, where you can be who you are without any judgement and fear of retaliation.	We must have courageous conversations as part of our own learning, holding each other accountable. We will model the way and lead by demonstrating positive behavior. We must lead with a growth-mindset. We must take ownership in our pathway at HOPE.	A culture of learning brings awareness to our existence. We must love what we do and do what we love! HOPE brings joy to us. Laugh when its funny. Cry when its sad. Collaborate when it gets tough. Learn when we need to grow. We depend on each other! You are part of this community!

HOPE'S STRATEGIC PRIORITIES

HOPE has identified four key objectives to focus our efforts over the next two years. These strategic priorities highlight the roadmap for the strategies that we will execute to ensure we meet our mission and vision.

Radical Growth

HOPE is in the business of learning. This means that academic achievement is our ultimate goal. To reach academic excellence, we must also prioritize our engagement with our families, community participation, and enrollment growth.

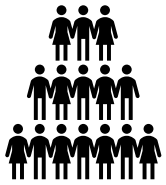


Stabilize Operational Systems

We must have checks and balances in place to have clear and reliable systems for consistency across the organization. Compliance with state, federal, and authorizer statutes will make HOPE operationally strong.

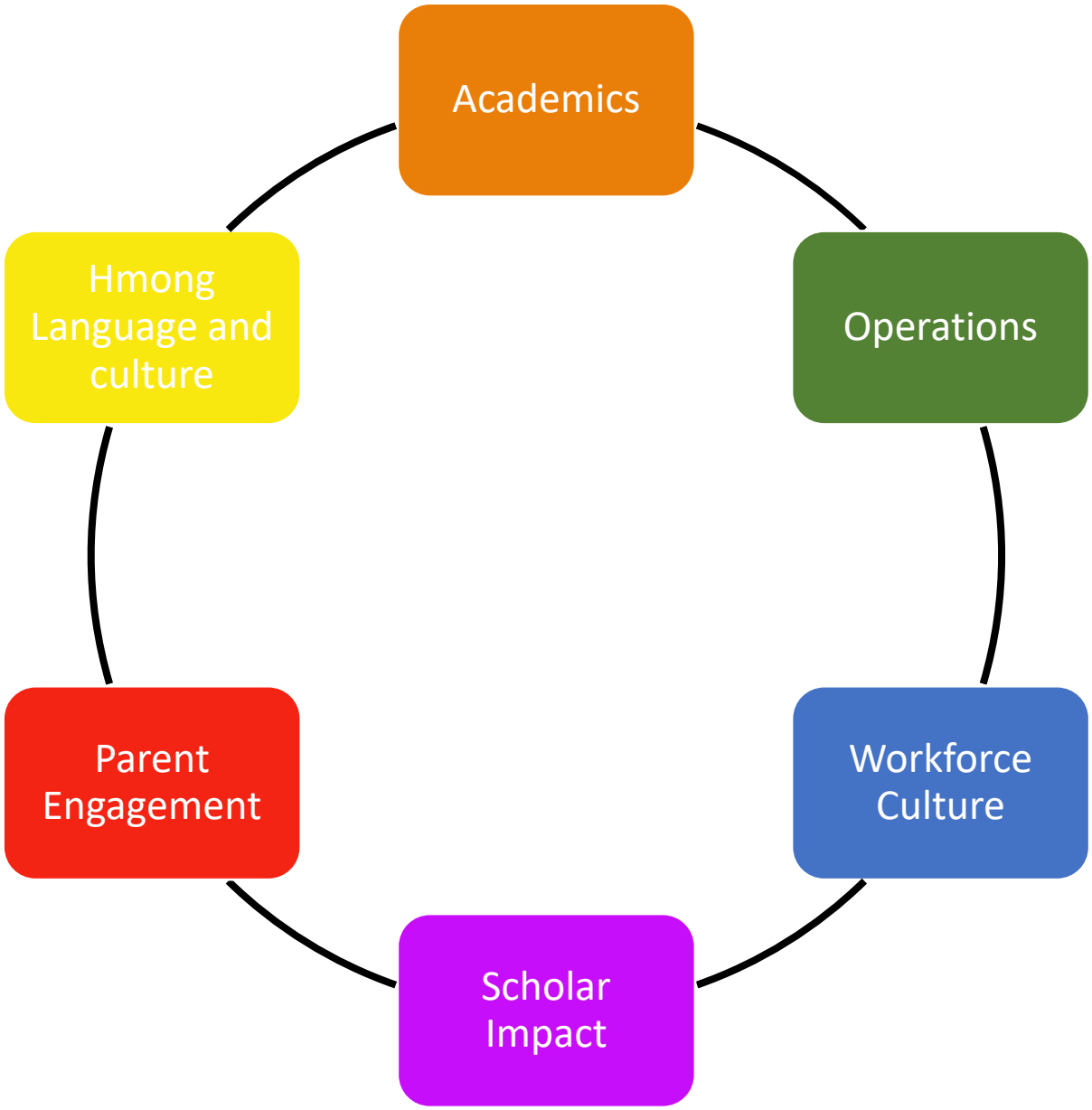
Data-Centered

Data should always drive our decisions across the school. We will build data dashboards to support classroom instruction, individualized learning, intervention, operational decisions, scholar support, and family engagement.



Community Impact

HOPE has a responsibility to ensure our scholars and families are socially, emotionally, and economically supported. We will build partnerships with the community to bring these services to our families so learning can be a community effort.



Six Impact Areas

Impact Areas are the specific and targeted areas at HOPE as it aligns with our strategic priorities.

ACADEMICS

GOAL 1: By 2028, our academic growth and proficiency will show an upward increase reflective of all the strategies being executed.

MN Comprehensive Assessment. By the end of the 2027-2028 SY, 25% of our scholars will be proficient in Math and 26% of our scholars will be proficient in reading.

Like-School comparison. By the end of the 2027-2028 SY, our Math and Reading MCAs will have met or exceeded at least three other Hmong charter schools in the Twin Cities.

FastBridge Growth. By the end of 2027-2028 SY, 65% of our scholars in K-12 will show growth based on their predicted goal in Math, and 60% will show growth based on their predicted goal in Reading.

FastBridge Low-Risk Growth. By the end of 2027-2028 SY, our Math Low-Risk percentage of scholars will increase to 30% and our Reading Low-Risk percentage of scholars will increase to 27%.

- All staff will be trained in EDUClimber and FASTBridge data to plan for interventions.
- Starting in SY26 Staff will work with scholars to set goals for FAST and MCA and discuss the importance of these test with scholars.
- Both an In-School Tutoring Program and After School Tutoring Program will be established to target scholars who are on the verge of improving to a lower risk category on the FAST Math and Reading tests.
- Both the Parent Engagement Team and the Executive Director will meet one-on-one with all targeted scholars and their parents on the importance of academic support/turnaround.

GOAL 2: By 2028, elementary classroom teachers will have a framework to guide classroom instruction, and all teachers are consistently utilizing the framework with fidelity.

- Finalization of pacing guides for math and reading.
- Staff will have additional paid planning time over the summer to create standards-based rubrics for assessments in math and reading that align with MCA standards
- All staff will have in-depth training with My Math and Open-Up curriculums to ensure they are taught with fidelity.
- An Academic Consultant will coach teachers and administrators on equitably applying the Ability Grouping Model in the classroom.

GOAL 3: By 2028, the SPED department would have completed a pre-assessment and post-assessment on the compliance of the entire department, showing no compliant issues.

- An onsite SPED Director will replace the contracted services currently in place.

ACADEMICS CONTINUE…

- HOPE will have a system in place where SPED staff will review IEPs at the start of the year and at the end of a school year with the SPED Director.
- Execute a 100% case file audit to ensure all files are in compliance with state and federal guidelines. This will include an ongoing schedule of file reviews quarterly.
- Develop a MTSS process that includes a very clear SAT process and execute across the school.
- Revive the Special Education Advisory Council.

GOAL 4: SPED MCAs, By the end of 2027-2028 SY, 8% of our SPED scholars who take the MCAs will be proficient in Math and 15% of our SPED scholars will be proficient in reading.

- Invest in a SPED curriculum to supplement classroom support for grades K-12.
- SPED Staff will receive training on co-teaching in the classroom to support math and reading development for grades K-12.
- SPED Staff will receive training on interventions and progress monitoring using the FASTbridge in grades K-5 and and more push in support for grades 6-12, while providing a targeted math and reading course to target growth areas of need.

OPERATIONS

GOAL 1: By 2028, an internal administrative audit will be conducted to determine no compliance findings on the operations of our school.

- Transition from a clicker system to a POS system for our food count program.
- Hire a Kitchen Manager to operate and maintain the compliance integrity of the food service program.
- Re-evaluate the operations of our health office, identifying confidentiality and documentation protocol.
- Infinite Campus training and compliance with MARSS reporting training – assigning a MARSS Coordinator.

GOAL 2: By 2028, there will be accuracy enrollment inputs and outputs.

- Cross-train operations staff on Infinite Campus and MARSS systems.
- Standardized enrollment and withdrawal processes.
- Conduct semi-annual enrollment and attendance audits.
- Implement early interventions for enrollment overlaps.

GOAL 3: The 2028 financial audit will result in no findings.

- Create checks and balances for all accounting practices including approving expenses, credit card usage, departmental budgeting, and reimbursements.
- Develop a clear expense and reimbursement process with appropriate approval and signature protocols.
- Partner with finance company to review finances on a monthly basis and collaborate with the Finance Committee of the board to assess changes to the overall budget.

GOAL 4: All HOPE's policies are aligned with state statutes to protect the integrity of the school.

- Reevaluate all current policies and develop a new policy template that will streamline policies by categories.
- Align all policies with state statutes.
- Create a policy dashboard that tracks policies and renewal dates.

GOAL 5: The Board of Directors will bring accountability to board governance.

- Develop a tracking sheet for board training that includes a quarterly training schedule.
- Partner with the Executive Director to develop an accountability tool to support the ED's growth (e.g. performance evaluation, mid-year check-ins, and monthly meetings).
- Develop a tracking document for school participation.
- Partner with the Executive Director and University of St. Thomas to track school progress monthly.

WORKFORCE CULTURE

GOAL 1: By 2028, establish a positive, growth-oriented, and inclusive workforce culture where all staff feel valued and empowered.

- Launch staff-led committees (Culture, Wellness, Sunshine, Teacher Re-licensure etc…) to foster engagement and shared ownership of school culture.
- Develop comprehensive people experience profiles for recruiting and onboarding.
- Develop a people experience onboarding and orientation process that integrate new staff to HOPE.
- Establish mentoring programs to support new and new-to-teaching staff to support their professional growth.
- Align professional development offerings with state requirements and individual growth plans.
- Each staff member will participate in at least 3 or more school events throughout the school year.

GOAL 2: Achieve and maintain a staff retention rate of 85% or higher by 2028

- Strategically sequence school initiatives with clear communications of roles, expectations, training / coaching, and timelines.
- Ensure staff directly participated in and benefit from development initiatives and leadership committees.
- Conduct surveys to identify and address retention concerns proactively.
- Implement competency-based evaluation process utilizing the full Danielson Rubric for teachers by end of SY 2026. This will provide constructive feedback to support teachers' growth and development.
- Redevelop an HR philosophy, built on trust, confidentiality, and engagement – supporting the growth of staff and teams across the organization.

GOAL 3: Achieve staff satisfaction rate of 80% or higher as measured by annual survey by 2028

- Distribute leadership opportunities across all departments and experience levels.
- Develop comprehensive job profiles that clarify expectations and career pathways by end of SY 2027.
- Align job descriptions with updated job profiles.
- Develop an HR philosophy, built on trust, confidentiality, employee advocacy, and risk management.
- Complete total compensation package review and restructure.
- Build staff recognition and celebrations to motivate and award staff achievement.

SCHOLAR IMPACT

GOAL 1: By 2028, 75% of scholars will respond positively to all categories on the "You Belong" survey for K-12.

- Develop grade-level scholar support groups to support scholar engagement.
- Increase mental, emotional, and social health programs to support scholars cope with school, life, and families.
- Engage families in the learning journey.
- Partner with community-based organizations (CBOs) to increase basic needs support at HOPE.
- Develop a student council budget to execute school-wide student engagement initiatives.

GOAL 2: By 2028, 50% of scholars will participate in at least one or more extra-curricular activity.

- Increase competitive sports at HOPE, including participating in more HS league sports (e.g., soccer, badminton, football).
- Develop a Driver's Education program.
- Create spaces for and execute on scholar-led initiatives for HOPE and/or the community at large.
- Partner with other schools and developing co-ops.

GOAL 3: HOPE will increase in/out-of-school programs by 50% to show school spirit and pride.

- Develop cultural enrichment opportunities for in-school and out-of-school.
- School-wide celebrations, recognizing wins and achievements.
- Execution of more school spirits within our school building and classrooms.

GOAL 4: By 2028, HOPE will decrease scholar suspensions (ISS and OSS) by 15%.

- Support with the development of a MTSS process that includes supporting behavior, social emotional learning, mental health and academic support.
- Execute a scholar behavior and recognition model with fidelity across PreK-12.
- Develop a parent-teacher-scholar strategy that holds the three pillars of support responsible for managing behavior, both at school and at home.

PARENT ENGAGEMENT

GOAL 1: By 2028, we will see an increase in enrollment reaching 910 scholars

- Develop a strategic recruiting system through marketing. Updated Brochures and flyers that support the mission and vision of HOPE Community Academy.
- Expanding our service areas to the entire metro area, that includes transportation and house pickup.
- Utilize community spaces to recruit scholars (e.g., schools, churches, grocery stories, community centers).
- Narrating the stories of HOPE on all social media platforms, highlighting programs and cultural enrichment opportunities.

GOAL 2: By 2028, HOPE will have rebranded our media and physical presence to align with our mission, vision and values.

- Redesign the website for an easier and more accessible way to navigate information.
- Redevelop our online policy dashboard aligning to MDE and federal statutes.
- Evaluate and develop a new logo, letterhead, brochure, social media, and all marketing materials.

GOAL 3: By 2028, 80% of our parents will have stated that they are engaged and/or satisfied with HOPE.

- To revive PAC (Parent Advisory Council) and begin having monthly meetings to establish clear expectations for Parent Engagement.
- Execute and build a strong and consistent parent/teacher community at HOPE Community Academy through parent and cultural programs.
- Partnerships during HOPE events such as Family Nights, HOPE New Years, Hmong Day and End of the year scholar/family event.

GOAL 4: By 2028, HOPE will become a Full-Service Community School.

- Develop partnerships with community-based organizations (CBOs) to bring wrap-around services to HOPE - including employment, housing, mental health, health/wellness, economic development, and advocacy.
- Partner with the Bilingual Team to champion cultural enrichment in-school and out-of-school time.
- Hold ongoing training to staff on the Full-Service Community School model.

HMONG LANGUAGE AND CULTURE

Goal 1: By the end of the 2028 SY, HOPE will bring rigor to the bilingual program.

- Finalize the Hmong and Karen curriculum to align instruction, resources, and supplemental documents, and classroom strategies with curriculum and assessments.
- Finalize the Hmong and Karen proficiency assessment based on ACTFL standards.
- Increase the classroom minutes for Hmong and Karen courses.
- Develop a High School bilingual program focused on culture and experience.
- All Bilingual Program Teachers will be licensed in the appropriate heritage language or enrolled in a Heritage Language licensed pathway program.

Goal 2: By 2028, HOPE will have executed four cultural enrichment in-school and after school programs highlighting the Hmong culture.

- Hire a Hmong Dance teacher to execute a Hmong dance program.
- As part of the Full-Service Community School (FSCS) model, hire a Hmong Elder to execute the HMoob Paj Ntaub program.
- HOPE will begin our cultural programs such as Qeej.
- HOPE will begin our immersion travel to enrich the experiences of our scholars.

Goal 3: HOPE will display the Hmong and Karen culture throughout the school building by 2028.

- Design cultural murals throughout the school, highlighting the Hmong and Karen culture.
- Scholars will begin collaborating on the Arts and begin displaying and performing Hmong and Karen stories.
- The HOPE Culture Center will be fully resourced with books and educational materials.
- The Hmong and Karen language and culture will be infused into all classrooms.