



# 3-Year School **STRATEGIC PLAN**

2018 - 2021

Gateway Virtual Academy  
Kansas City, Missouri

# Table of Content

<b>Table of Content</b>	<b>2</b>
<b>Overview</b>	<b>4</b>
Statement of Diversity	4
Our Mission	4
Our Solution	4
<b>Executive Summary</b>	<b>5</b>
Our Journey	5
Our Celebrations	5
Our Goals	6
<b>Curriculum</b>	<b>7</b>
<b>Facility</b>	<b>8</b>
<b>Financial Sustainability</b>	<b>9</b>
<b>Leadership</b>	<b>10</b>
<b>Personnel</b>	<b>11</b>
<b>Enrollment</b>	<b>13</b>
<b>Student Life</b>	<b>15</b>
<b>Technology</b>	<b>16</b>
<b>Marketing/Advertisement</b>	<b>17</b>
<b>Parent, School and Community Engagement</b>	<b>18</b>

# Overview

## Statement of Diversity

Gateway Virtual Academy, LLC. accepts students from all over the world, regardless of race, religion, culture, or ethnicity. Gateway Virtual Academy, LLC. is a school that provides Academics while considering Islamic beliefs and practices.

## Vision

To provide an Islamic Virtual Academy, that will yield some of the greatest personalities in the Muslim community.

## Our Mission

To empower the Muslim youth by providing quality education in an Islamic environment that promotes ethical conduct and morals, and thereby nurturing the future of our Muslim communities one child at a time.

## Our Solution

There is an old saying- *“Insanity is doing the same thing over and over again thinking that you will get a different result!”* We must STOP the insanity by desisting to enroll our youth in undesirable educational environments, expecting them not to be affected negatively.

Gateway Virtual Academy, LLC. Aims to break the cycle by creating a desirous Islamic environment that will be seen in and out of the classroom. We are giving parents the opportunity to provide an education for their children from the comfort of their homes, leaving the rest to us.

# Executive Summary

## Our Journey

Gateway Virtual Academy is an online school, licensed and registered out of the state of Missouri, USA, servicing students in the United States and abroad. GVA consists of 99 students in grades 2 - 12, a founder, co-founder, a school principal, 14 teachers, 4 department heads, 1 Guidance Counselor, 1 administrative manager and 2 secretaries.

GVA is governed by founder Abdul-Hakeem Ibn Regina King and co-founder Raiyanah Abdul-Karim, who acts as trustees of the assets and exercise due diligence to oversee that the organization is well-managed and remains financially sound. The founders have given authority to our present principal, Mrs. Latifah Emanuel to manage instruction and learning and authority to Mrs. Tiara Muhammad to manage the day to day functions of the school, fostering the school's purpose.

## Our Celebrations

GVA has proudly been in operation for 4 years and are currently in our 5th year. We have grown our student body of 11 in our first operating year, to what it is today. We started with 2 founders, 1 secretary and 4 teachers, providing lessons in grades 4 through 8. By our 3rd year our teaching staff was increased to service high-school students, an educational coordinator, administrative manager, and secretarial assistant, were employed to meet the growing needs of the school. By 2017/2018 a Guidance Counselor was employed primarily to serve as a guide for our student's academic achievements, career social/emotional development and to guide them in their path to become adults. Recently, in 2018/2019 A principal and Vice Principal were employed. GVA founders are confident that by employing qualified and dedicated staff, we will be able to address our areas of concern, one year at a time, focusing on the most critical challenges.

## Our Goals

GVA founders are committed to growth and improvement. Over the next three years we would like to see the school accredited. Through accreditation we will be able to increase tuition, thereby increasing salaries to gain stability in staff and to be able to develop practices and programs that meet the ongoing needs of the school. In short, we will focus on the areas of improvement outlined in our Strategic Plan.

GVA founders, would like to thank those who were involved in the development of our strategic plan. Your dedication and contributions have brought this plan to fruition. Achieving the goals and plans outlined in this plan, is paramount for the success of the school over the next 3 - 5 years.

## Curriculum

Establish a curriculum that reflects the beliefs and values of GVA and incorporate elements that align with the needs of the students.

**2018-2019: Establish a curriculum cycle for each subject.**

- Make supplementation suggestions for problematic content that goes against our core religious beliefs/practices within the curriculum.
- Identify problematic content within the Language Arts and Social Studies curriculum and making small suggestions for supplementation
- Revise assessment, quizzes, homework and grading policies and application
- Quarterly Exam Report (follow-up/action items). Implement all or a portion of the recommendations (tutoring, education reinforcement programs, best practices in the classroom).
- Yearly observation- Formal observation once a semester, use TIP, try to train teachers instead of replacing them.

**2019-2020: Establish data collecting and analysis to guide teaching/learning and curriculum development.**

- Implement Standardized Testing to analyze students' strengths and weakness and to meet the needs of those parents who require testing in their state.
- Offer IXL (Math App for reinforcement) or After-School tutoring program for Middle & High-School (at risk students)
- Data team analysis- train teachers in data analysis to guide instructions and curriculum.
- Virtual collaboration- teachers collaborate with each other horizontally and vertically,  
Peer observation and PLC.

**2020-2021: Further enhance the curriculum to increase the virtual education.**

- Transfer our curriculum content into Class365 LMS for a central location of all learning materials needed by students, teachers and staff
- Offer Islamic Studies Courses (Fiqh & Aqeedah)
- School Wide Reading- Literacy program (e.g. Book It, Click n Read, Room to Read, etc)

# Facility

GVA will provide a more stable learning environment for learners and staff in order to enhance the quality of teaching and learning.

## **2018-2019: Ensure uniformity in lesson preparation and classroom etiquette.**

- Daily Lesson Slides contain learning objectives; dates; success outcomes
- Detailed Assignment Instructions displayed on the board
- Appealing slides for elementary students

## **2019-2020: Implement more efficient communication procedures.**

- Utilize a new learning management system
  - to better communication among staff, teachers, students and parents
  - for a smoother on-boarding process
  - for reporting learning outcomes and progress
- Restructure how unpaid tuition is handled
- Uniformity in study guides and exam formats

## **2020-2021: Ensure that all learners can utilize the necessary digital learning tools.**

- On-going training on google apps & various platforms used in the classroom
- Continue to evaluate how to better the school facilities

**2021: - Continue to evaluate how to better the school facilities.**

# Financial Sustainability

We will ensure financial stability at GVA and provide programs and resources that will contribute to the educational experience of our students and growth of our school community.

## 2018-2019:

- Community Fundraising
- Tuition

## 2019-2020:

- Grow the school's tuition income by increasing tuition and increasing enrollment
- Grow non tuition revenue through after-school and summer programs

## 2020-2021:

- Grow non tuition revenue through after-school and summer programs
- Invite stakeholders to participate in school fundraisers in their own communities

## 2021:

- Minimize the school's reliance on tuition
- Founders to host community events to drive financial support
- Continue to evaluate the school's financial needs and develop plans for its growth

# Leadership

Cultivate a leadership team who have integrity, confidence, knowledge and commitment. Those who possess a will to learn, unlearn and relearn to inspire, collaborate and communicate innovative visions for a 21<sup>st</sup> century global competent educational environment.

**2018- 2019: Enhance the evaluation and professional development processes for faculty, staff and leadership to reflect the global competency and the mission and vision of the school.**

- Update job descriptions for the Administration and Leadership to clearly and accurately reflect each position accountabilities

**2019 - 2020: Develop a training and professional development plan to support the leadership and the direction of the school in the future.**

- Publish annual goals for each Leadership and Administrative member in consultation with the Founder and Co-founder.

**2020-2021: Create and strengthen orientation activities for new faculty, staff and board members to enable them to appreciate and participate in the vision and mission of the school.**

- The school's administrative structure and composition will ensure accountability for the coordinated implementation of the strategic plan.
- The strategic plan is to be supported and assessed by the Founder and Co-founder, in cooperation with the leadership and annually reviewed and renewed.

# Personnel

Recruit and retain self-motivated faculty and staff who embody the mission and values of the school, embrace the school's educational philosophy, and will thrive in our virtual environment.

## **2018-2019: Support and training**

- Revise existing orientation package for teachers, parents and students.
- Establish end-of-semester observation- Formal observation once a semester, use TIP(Teacher Improvement Plan), train teachers instead of replacing them.
- Establish end-of-year evaluation for all around implementation, teaching and educational community interaction
- Retain teaching staff over a period of 2 years (offer higher salaries and require less work)

## **2019-2020: Support and training**

- Minimize teacher's duties by allowing them to use previously prepared PPTs to prepare their lessons.
- Virtual collaboration- teachers collaborate with each other horizontally and vertically, Peer observation and PLC.
- Drive learner engagements in middle and high school through additional teacher training.
- Require professional education classes for any staff members not meeting Advanced's teaching requirements (Missouri doesn't regulate/set teaching requirements for private schools).
- Included in the new year training package (August 2019) a section to be included on students with IEPs and alternative needs.
- Create policies that need to be in place to have teachers comply, participate and engage in the full educational experience, inside and outside of

classroom.

### **2020-2021: Support and Training**

- Teachers to be offered CPD in the specific needs of students with IEPs and general support for struggling students.
- Incorporate best methodologies, practices and programs to raise the education quality: Extend the time for the lower grades in English, Develop a literacy program for elementary and middle school (supplement)
- Staff professional development - competitions/peer training

# Enrollment

GVA aims to increase enrollment, moreso high-school enrollment, by 30% over the next 3 - 5 years by enhancing promotion and advertising efforts.

**2018-2019: Obtain accreditation to be able to enroll students where accreditation is required (many muslim countries require that homeschooled students are enrolled in an accredited school) and promote the school through social media. Increase enrollment by 30% for the upcoming academic year and retain 70% of enrolled students.**

- Accreditation Initiative
- Offer registration discounts for returning students (during early registration period)
- Offer referral discounts

**2019-2020: Improve advertising streams, minimize withdrawals and offer alternative learning programs.**

- Develop and implement an ad campaign
- Decrease elementary withdrawals by retaining teachers throughout the academic year, which we believe is a significant factor for withdrawals in elementary (based on survey data).
- Increase learning engagement in elementary
- Communicate learning success and outcomes
- Promote self-paced enrollment options
- Promote After-School Learning Programs for students outside of GVA

**2020-2021: Increase Enrollment and continue to evaluate how to increase enrollment and minimize withdrawals**

- Investigate incentive programs to increase retention and recruitment
- Enhance promotion and advertising efforts
- Promote self-paced enrollment options

**2021: Increase Enrollment and continue to evaluate how to increase enrollment and minimize withdrawals**

- Enhance promotion and advertising efforts
- Promote self-paced enrollment options
- Offer Scholarships and financial aid

# Student Life

The students participate in a variety of school activities, both extra curricular and supportive. Some activities are school-wide and held live.

## **2018-2019: Extracurricular and Supportive Activities**

- After-School Math tutoring (at risk students)
- After-School Reading Intervention for struggling readers
- Islamic Jeopardy (Live), Talent show (live), School-wide Party (live), Art competition, Poetry competition, Spelling Bee (English and Arabic)-live , Hafidh Quran Competition (live)

## **2019-2020: Extracurricular and Supportive Activities**

- Host non competition centered events to encourage student participation
- Host educational events to enrich the learning environment (Science Fair, Career Day, Culture Week etc).
- Participation in Virtual trips/tours
- After-School Social Club (where students can game, compete, converse, collaborate, under guidance of GVA staff and/or volunteers).

## **2020-2021: Extracurricular and Supportive Activities**

- Homework help
- Fridays self-pace (electives) help

# Technology

Develop procedures that ensure full range use of technology by staff, instructors and learners.

## **2018-2019: Training and Support to meet the needs of staff, instructors and learners**

- staff, students and parent on-boarding
- tech support from various platform providers

## **2019-2020: Continuous training and support opportunities. Set technology standards that ensure that the entire school community are proficient in the school's technical needs towards effective instruction and learning in the virtual environment.**

- host technical training sessions bi-quarterly for ongoing support
- elucidate our vision and establish teacher and learner standards for effective utilization of digital resources in the virtual classroom to increase learning engagement
- Utilize single sign-on solution or similar options for ease of accessing various programs

## **2020: Implement Professional Development opportunities for staff members to enhance their technical capabilities**

- Expand opportunities for Professional Development for teachers in technology centered workshops/training

## **2021: Continue to evaluate how to improve practices and procedures**

# Marketing/Advertisement

## **2018-2019: Run advertisements for the school on a continuous basis:**

- Shared posts and images on social media
- Share posts in Facebook groups

## **2019-2020: Run advertisements for the school on a continuous basis:**

- Hire a professional ad manager to run ads and promote the school
- Offering referral discounts on tuition

## **2020-2021: Run advertisements for the school on a continuous basis:**

- Hire a professional ad manager to run ads and promote the school
- Print and mail pamphlets/brochures for families to share in their community

## **2021: Run advertisements for the school on a continuous basis:**

- Hire a professional ad manager to run ads and promote the school
- Print and mail pamphlets/brochures for families to share in their community
- Newsletter emails

# Parent, School and Community Engagement

Maximize communication by providing meaningful feedback and input opportunities toward continuous improvement efforts in order to strengthen family, school and community partnerships.

## 2018-2019:

- Survey Engagement
- Parent and Student input opportunities (welcome parents to contact our “feedback” email, to address concerns or make suggestions).
- Highlight student achievements and school events through social media outlets

## 2019-2020:

- Foster meaningful discussions among parents, faculty and staff
- Develop Virtual Volunteer programs geared towards high-school students to increase community and social awareness (after-school homework help and virtual social club ran by our high-school students)
- Continue to highlight student achievements and school events through social media outlets
- Create and promote school commercial through social media outlets to keep the community aware and up-to-date on the school’s vision, mission, goals and accomplishments

## 2020-2021:

- Develop Parent Teacher Association

- Continue to highlight student achievements and school events through social media outlets
- Create and promote school commercial through social media outlets to keep the community aware and up-to-date on the school's vision, mission, goals and accomplishments

**2021:**

- Continue to highlight student achievements and school events through social media outlets
- Create and promote school commercial through social media outlets to keep the community aware and up-to-date on the school's vision, mission, goals and accomplishments