



ENGAGE INSPIRE SUCCEED



Table of Contents

Letter from Head of School and Chair of the Board.....	2
PHA Mission, Vision, and Values.....	3
Strategic Plan Overview.....	5
• Meaningful Family and Community Engagement.....	6
• Effective Instruction, Assessment, and Curriculum	8
• Positive School Culture	10
• Outstanding Teachers and Staff	12
• Expanded Learning Opportunitites	14



Dear Prospect Hill Academy Charter School Community,

During the 2016-2017 school year, we were renewed for our fifth charter term and culminated our Strategic Plan (2012-2017). Subsequently, we launched a strategic planning process to build upon our long-standing track record of success over the past twenty-one years, to boldly address areas of challenge and to identify innovative opportunities that maximize the delivery of our mission—to prepare each student for success in college, inspire a lifelong love of learning, and foster responsible citizenship.

Throughout the spring and summer of 2017, a myriad of constituents in our community, with the guidance of the Center for Collaborative Education, engaged in an inclusive process of strategic planning and review to develop Strategic Plan 2.0 (2017-2022). The highlights of this process included, but were not limited to: gathering survey data, conducting interviews and varied cross-constituent focus groups, analyzing progress of goals and outcomes articulated in the previous Strategic Plan, drawing from research/literature on best practices and reviewing the Strategic Plan Summary and Recommendations document prepared by the Center for Collaborative Education. As a result, for Strategic Plan 2.0 (2017-2022), we broadened and deepened the overarching goals and objectives and determined accompanying metrics of the existing four strategic areas as follows: **Meaningful Family and Community Engagement, Effective Instruction, Assessment and Curriculum, Positive School Culture** and **Outstanding Teachers and Staff**. Additionally, we've added **Expanded Learning Opportunities** as a fifth strategic area to fully actualize our vision of offering comprehensive experiential learning opportunities and explicitly teaching college and career readiness skills. Research shows that providing equitable access to a wide array of educational opportunities and resources further contributes to the narrowing of the opportunity gap. As such, we will be intentional with our efforts to afford our students expanded learning opportunities in the following four key areas: Leadership and Empowerment; STEAM (Science, Technology, Engineering, Art, and Mathematics); Adventures/Explorations and College Access and Persistence.

With an innovative spirit at the core of our identity, we continually seek new and enhanced ways to provide our uniquely diverse students with transformative experiences along their PHA K to College Journeys. We are confident that our Strategic Plan 2.0 will serve as a navigation map as we continue to strive towards greater achievements in this new era in the school's history. This Plan will inform our decision-making around priorities and resource allocation and serve as the umbrella under which campus and department-specific action plans are developed. We will execute this Strategic Plan with our long-standing mission serving as the steady foundation for our efforts and inputs along our journey to greatness.

Thank you for your invaluable participation in the strategic planning process. We look forward to your continued collaboration in ensuring the future success of Prospect Hill Academy.

All the best,

Angela F. Allen, Ph.D.

Head of School/CEO

Jeffrey Kushner

Chairman of the Board of Trustees



PHA Mission

Prospect Hill Academy Charter School will prepare each student for success in college, inspire a lifelong love of learning, and foster responsible citizenship.

PHA Vision

Prospect Hill Academy Charter School aspires to be a culturally proficient community of learners where all members are engaged, feel inspired, and succeed. All PHA students, through developmentally-appropriate and research-based teaching and learning practices, will be equipped with the knowledge, skills, and habits of mind necessary to succeed in college and at whichever career paths they choose to pursue.

PHA Values

At Prospect Hill Academy, the prevailing belief is that with hard work, effective effort, perseverance through adversity, committed teachers, and invested families, all students are capable of academic, intellectual, social, and emotional excellence. Fueling this conviction are eight core values that guide the daily life and culture of the school.

1. **High Expectations: Each student can do and be whatever she/he wants.**

Prospect Hill Academy exists to promote high standards of academic, personal, and social achievement for students of all racial, cultural, educational, and economic backgrounds. Our students have the capacity to be and to do great things, and adults in school and the home play an enormous role in influencing their success both in and out of school. We expect our students to put forth their best effort in all that they do, and adults must approach their work with the same conviction and purpose that they expect of their students.

2. **Equity: Access and opportunity drive achievement.**

At Prospect Hill Academy, we believe that providing an outstanding public education to all students is critical to a just society that affords every individual a full range of opportunities in life. We take pride in being a diverse community where individuals from a wide range of backgrounds contribute to a shared context for learning and where our differences, including linguistic and learning differences, are seen as strengths. In and out of the classroom, we are committed to promoting equity at the individual and institutional levels.

3. **Personalization: One size does not fit all.**

At Prospect Hill Academy, we are unwavering in our desire to know each student well. Research has proven that students who feel connected to at least one adult in their schools fare better academically and socially than their peers who do not, and we therefore invest significant resources in reaching out to families and networking with one another to support the whole child.

ENGAGE INSPIRE SUCCEED

4. Cultural Proficiency: We see, honor, embrace, and seek to understand differences.

At Prospect Hill Academy, we actively promote diverse cultural and linguistic representation in curricula, instructional practices, organizational decision-making, policies, practices, and procedures. We strive to be an inclusive community where all members explicitly commit to standing against racism and bias at the personal, interpersonal, institutional, and societal levels.

5. Collaboration: Many minds are better than one.

At Prospect Hill Academy, we recognize that collaboration—between and among students and adults—leads to deeper understandings, broader possibilities, and wider perspectives. It is both a professional expectation and an institutional norm for educators to work closely with one another to improve their practice. Students are similarly taught and encouraged to work together from Kindergarten through twelfth grade.

6. Balance: Both-and, not either-or.

Prospect Hill Academy students learn best from a variety of teaching approaches, and we adapt and modify our methods to meet students' needs. While standardized tests are essential to providing data on our students' performance compared to surrounding districts and the state, we also establish frequent opportunities for students to demonstrate their knowledge and understanding through public exhibitions, portfolios, **interdisciplinary projects**, and other authentic means. We value our students as complex beings with lives beyond academics, and we fully embrace their development in athletics, the arts, and other extracurricular interests.

7. Inquiry: Decisions are strategic and informed by data.

At Prospect Hill Academy, our desire to collect, analyze, and learn from data contributes to a culture of ongoing improvement. We define data broadly and are committed to utilizing our school's data to inform programmatic, budgetary, personnel, and policy decisions.

8. Accountability: If students fail, we all fail.

At Prospect Hill Academy, we operate with a relentless focus on student achievement propelled by the belief that everyone is accountable for the success of our students, including those from historically underserved backgrounds and those with different learning needs. Students first and foremost acknowledge the importance of effort and commit to their own educational success; teachers assume personal responsibility for the performance of their students; families provide conditions at home that support their children's development; administrators establish an optimal environment for effective teaching and high student achievement; and the Board of Trustees governs in a way that supports sustained school improvement.

Strategic Plan Overview

Since its inception in 1996, Prospect Hill Academy has remained steadfastly committed to the three tenets of its mission: to prepare each student for success in college, inspire a lifelong love of learning, and foster responsible citizenship.

With the benefit of 21 years of experience and learning, PHA continues on its steady path of improvement and the trajectory of its past strategic planning. However, over the course of the last strategic term, PHA's definition of student success has expanded from ensuring all students matriculate to college to ensuring they graduate from college. Therefore, upon careful and continuous reflection on the academic knowledge and skills and the social and emotional competencies PHA students need to succeed in college and beyond, PHA has decided to remain focused on the four core strategic focus areas outlined in the school's 2012-2017 Plan while adding a fifth focus area:

- Meaningful Family and Community Engagement
- Effective Curriculum, Instruction, and Assessment
- Positive School Culture
- Outstanding Teachers and Staff
- Expanded Learning Opportunities

The Strategic Plan that follows therefore represents goals, objectives, and benchmarks that are rooted in the 2012-17 strategic plan goals, reflect the achievement and shortfalls of those goals, and are adapted to the school's criteria for success for the coming five years and beyond.

Each overarching five-year goal is further defined by the objectives that follow and by the metrics that indicate how the goal will be met. Progress towards meeting each goal and objective is marked by annual milestones from 2017-2022. Milestones are by no means meant to describe the totality of the school's work within a certain strategic focus area but indicate the establishment or completion of crucial steps necessary to achieve the goal.

In addition, each campus and relevant department has developed action plans that are fully aligned with the goals and objectives outlined in this plan, and leaders are regularly called upon to present data-driven progress reports and to collaborate across campuses and departments to ensure shared accountability for achieving the goals outlined in this plan.





MEANINGFUL FAMILY AND COMMUNITY ENGAGEMENT



Overarching Goal:

PHA faculty and staff will engage families as a central component of its educational approach such that families from all cultural groups and socioeconomic statuses will be included as partners in advancing the achievement of and celebrating all students within the community.

Key Objectives:

1. Increase family outreach and engagement by developing strategic and targeted communication systems, structures, and processes at the classroom level, campus level, and school-wide.
2. Ensure a consistent positive, welcoming school environment that is inclusive of ALL families.
3. Create a K-12 college-going culture to meet the college readiness needs of families and students.

Key Metrics:

PHA will have met this goal when:

- 80% of families log into PowerSchool four times per year or more
- 90% of families attend at least one parent/teacher conference
- 80% of families completing the annual Family Survey will indicate that:
 - They feel welcome at the school
 - They feel informed about school events
 - They feel informed about their child's academic progress
 - They have ready access to their child's teacher/advisor
 - The school responds to emails, calls, or texts within 48 hours
- 25% of families will attend school-wide or campus specific family education events



Key Milestones:

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<p>Established baseline for:</p> <ul style="list-style-type: none"> * Participation rate in the Family Education series, * PowerSchool access, and * Family Survey data. <p>Created a process and guidelines for accessing translation and interpretation.</p> <p>Enforced clear home-school communication guidelines, including response time.</p> <p>Offered at least four events within the Family Education Series.</p>	<p>Expanded utilization of PowerSchool capabilities including access to student behavior and homework and family-to-family communication.</p> <p>Broadened access to school-wide family communication to include voice and video recording in Spanish, Portuguese, and Creole.</p>	<p>Consistently provided access to Family Education Series and other crucial family events via video.</p>	<p>Established well-functioning and sustainable family-led affinity groups.</p>	<p>Family Advisory Boards include representatives of our student population and are self-sustaining through strong multi-member leadership and effective succession planning.</p>





EFFECTIVE CURRICULUM, INSTRUCTION, AND ASSESSMENT



STRATEGIC AREA B

Overarching Goal:

PHA will prepare all students for success in college and career by building strong foundations in critical thinking skills, Social and Emotional Learning (SEL) competencies, and content knowledge across a wide range of domains.

Key Objectives:

1. Demonstrate growth towards and/or achievement of K-12 Common Core State Standards as well as Social and Emotional Learning (SEL) competencies.
2. Develop teachers' repertoire of instructional practices that promote critical thinking, foster student engagement, and deepen SEL and college persistence skills.
3. Systematically leverage a wide variety of standards-aligned assessments and utilize qualitative and quantitative data to inform instructional decisions.
4. Integrate culturally relevant pedagogy, content and perspectives into the K-12 curriculum to engage, inspire, and actively celebrate PHA's diverse community.
5. Provide regular professional development to deepen teachers' expertise in highly effective teaching practices, implementation of a variety of formative, summative, and authentic assessment tools, and the use of data to drive instructional decisions.
6. Develop and curate a rich K-12 curriculum library that is standards-aligned, culturally relevant, and easy to access and update.

Key Metrics:

PHA will have met this goal when:

- PHA's college acceptance rate is 95%.
- The PHA alumni graduation rate from a 4-year college within 6 years of matriculation into college is 75% (2010-2016 national rate is 58% which represents a significantly more advantaged demographic).
- Students in all subgroups achieve moderate (SGP of 40-60%) to high (SGP > 60%) growth as measured by Student Growth Percentiles on MCAS Math, ELA, and Science assessments.
- 75% of students who have attended PHA for at least 3 years meet the state's rigorous academic standards as measured by meeting or exceeding expectations on the Math and ELA MCAS.
- Students in 11th and 12th grade either perform within one grade level of their current grade or improve by at least 2 grade levels by graduation on a nationally-normed reading assessment that correlates with college readiness standards.

- 90% of 12th graders, by graduation, can pass a nationally normed college assessment tool (e.g. Accuplacer) used to determine if remedial course placement in math is required. (Students enrolled in remedial courses in college are significantly less likely to graduate.)
- 90% of 3rd -12th grade students participate yearly in at least one public authentic performance assessment that integrates academic content knowledge with college readiness/SEL skills (e.g. Exhibition Night, Portfolio Assessment).
- 100% of core academic courses are constructed around rigorous standards-based units consisting of well-structured lessons with measurable outcomes.
- 100% of curriculum is well-documented and easy to access in the PHA curriculum library.
- 100% of yearly campus professional development plans include work on culturally relevant pedagogy and highly effective teaching practices.



Key Milestones:

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<p>Develop vertically aligned K-12 SEL standards and metrics.</p> <p>Collect baseline data for PHA's college persistence rates and 11th & 12th grade college reading readiness.</p> <p>Select and administer a Common Core aligned diagnostic tool for 3-12 math and reading.</p> <p>Create math pathways for high school students not currently on track to meet college math entrance standards.</p>	<p>Implement targeted intervention plans to close achievement gaps based on 2017-18 end of year data.</p> <p>Develop common standards for 3rd-12th grade authentic performance assessments.</p> <p>Implement authentic performance assessments in grades 9 -12.</p> <p>50% of K-12 ELA, math, and science course curricula are standards-aligned and documented in the PHA curriculum library.</p>	<p>50% of students who have attended PHA for at least 3 years meet or exceed Math and ELA MCAS standards.</p> <p>Authentic performance assessments are expanded to grades 3-8.</p> <p>100% of students participate in data-informed tiered intervention or enrichment in math and reading.</p>	<p>75% of students who have attended PHA for at least 3 years meet Math and ELA MCAS standards.</p> <p>90% of 12th graders can pass a college non-remedial math readiness assessment tool prior to graduation.</p> <p>100% of K-12 ELA, math, and science course curricula are standards-aligned and documented.</p>	<p>Achieve at least a 75% 4-yr college persistence rate within 6 years of high school graduation.</p> <p>PHA is nationally recognized for its culturally relevant pedagogy and curriculum that are key drivers for PHA students' success in K-12, college, and beyond.</p>



POSITIVE SCHOOL CULTURE



STRATEGIC AREA C

Overarching Goal:

PHA will develop and embrace a Restorative Approach to positive school culture that is consistently practiced across the community. PHA's positive school culture creates the conditions for high academic achievement and development of strong Social and Emotional Learning (SEL) and college persistence skills. School policies, student supports, and learning experiences in and out of the classroom will align with that vision for school culture.

Key Objectives:

1. Create clear expectations for what a Restorative Approach implementation looks like at each developmental level, K-12.
2. Develop consistent systems to offer high levels of support for the implementation of culturally and developmentally appropriate restorative practices and effective teaching.
3. Create data-driven systems to measure, monitor, and assess positive school culture.
4. Engage families in PHA's Restorative Approach to positive school culture.
5. Gain recognition for PHA as a national model for Restorative Practices.

Key Metrics:

PHA will have met this goal when:

- All campuses regularly implement a data-driven system for monitoring and assessing positive school culture.
- Expulsions, exclusions, and suspension rates for DESE determined subgroups meet or are lower than the state average.
- 100% of classrooms across each campus are designated as having a safe and positive classroom climate based on a minimum of 2 unannounced observations by Instructional Leaders.
- There is a correlation between the use of a variety of restorative tools (e.g. problem-solving circles and family meetings) and the decrease in Tier 3 interventions.
- PHA presents its Restorative Practices at a minimum of two national conferences.



Key Milestones:

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<p>Collect K-12 baseline data on safe and positive classroom culture.</p> <p>Collect baseline data on campus and K-12 interventions and behavior indicators.</p> <p>Develop a database for tracking Restorative Practices and interventions.</p>	<p>Implement a Restorative Practices database, K-12.</p> <p>Develop vertically aligned K-12 Restorative Practice standards and metrics.</p> <p>Align K-12 SEL competencies with campus level intervention Restorative Practices.</p> <p>Design classroom culture observation monitoring systems.</p>	<p>Reduce expulsion, exclusion, and suspension rates from baseline data.</p> <p>Provide regular data reports on K-12 SEL competencies by student subgroups.</p> <p>Improve positive classroom culture using baseline data from 2017-18 and 2018-19.</p>	<p>100% of classrooms across each campus are designated as having a safe and positive classroom climate.</p> <p>PHA expulsion, exclusion, and suspension rates for DESE determined subgroups meet or are lower than the state average.</p>	<p>PHA is recognized as a national model for Restorative Practices in K-12 urban education.</p>





OUTSTANDING TEACHERS AND STAFF



Overarching Goal:

PHA will increase the recruitment and retention of high quality teachers and administrators who are committed to the mission and vision of the school and effective in advancing the achievement of *all* students.

Key Objectives:

1. Create a PHA faculty and staff profile that is aligned with PHA core values and better mirrors students' cultural, linguistic, and socio-economic backgrounds.
2. Articulate and implement a professional development plan for all administrators, faculty, and staff to support differentiated needs of employees, and that is aligned with our overall priorities and values.
3. Develop and implement consistent evaluation practices and policies for all administrators, faculty, and staff.
4. Design and implement differentiated compensation and recognition programs for all administrators, faculty, and staff to create intentional and strategic opportunities for growth and development.
5. Review and revise an appropriate organizational structure to efficiently meet the evolving needs of PHA.

Key Metrics:

PHA will have met this goal when:

- The annual faculty hiring profile meets the following targets:
 - The percentage of hires who have completed appropriate licensure/credentials prior to date of hire will increase to 75% or more
 - The percentage of hires who self-identify as reflecting the cultural, linguistic, or socio-economic background of our students will be 50% or more
 - The percentage of hires who have three or more years of experience in a comparable role will increase to 50% or more
- The employee coaching and evaluation process meaningfully supports the growth and development of all employees:
 - 100% of employees participate in an annual evaluation process
 - 80% of employees surveyed report that coaching and evaluation provides them with valuable feedback
 - 80% of employees surveyed report that coaching and evaluation helps their growth and development
- All employees have access to receive differentiated annual pay increases relevant to annual performance



Key Milestones:

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<p>Establish baseline hiring and retention data.</p> <p>Develop K-12 faculty professional development program.</p> <p>Pilot instructional coaching model at one campus.</p> <p>Create staff evaluation practices and processes.</p>	<p>Expand instructional coaching model across all campuses.</p> <p>Implement full-scale Teacher Pathways Portfolios.</p> <p>Complete audit of staffing structures for all campuses/dept.</p>	<p>Implement strategic plan for diversity recruitment.</p> <p>Create internal leadership development program framework.</p> <p>Create annual training and calibration calendar for all evaluation practices.</p>	<p>Review differential compensation structures for staff and administrators.</p>	<p>Complete implementation of any revised staffing structures for all campuses and depts.</p>





EXPANDED LEARNING OPPORTUNITIES



Overarching Goal:

To further decrease the access and opportunity gap, PHA will, at times in partnership with community organizations, expose students to engaging expanded learning opportunities within and outside the school day that will inspire curiosity, passion, and a drive to remain engaged in learning and school. Every year, students in grades K-12 will have the opportunity to experience expanded learning opportunities in at least two of four key areas: Leadership and Empowerment, STEAM (Science, Technology, Engineering, Art, and Mathematics), Adventures/Explorations and College Access, Readiness and Persistence.

Key Objectives:

1. Enhance existing and create new leadership/empowerment opportunities for students on each campus.
2. Provide more STEAM activities within and beyond the walls of PHA.
3. Expand adventure/exploration opportunities across the grades.
4. Create opportunities for the development of high impact college readiness and persistence skills.

Key Metrics:

PHA will have met this goal when:

- Each year, every student participates in at least two out-of-school learning experiences, including but not limited to field trips, career exploration, or an overnight trip.
- Every student is provided with the opportunity to participate in four overnight trips during their K-12 PHA journey.
- Every student is exposed to Engineering and Computer Science skills across the K-12 curriculum.
- Every K-12 student is given the opportunity to participate in a leadership group or develop key leadership skills including but not limited to graduation defense portfolios and oral presentations four times, or at least once while matriculating at each campus (Early Childhood Campus, Upper Elementary Campus, Middle School and High School/Collegiate Institute).



Key Milestones:

2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<p>Develop multi-user partnership database.</p> <p>Launch STEAM Saturday.</p> <p>Expand the Junior Journey to include a journey for all 11th graders.</p>	<p>Create sustainable student leadership groups in grades 4-12.</p> <p>Establish a Head of School student advisory board.</p> <p>Implement an internship program.</p> <p>Define K-12 college and career readiness skills and metrics to measure their impact.</p>	<p>Create age-appropriate leadership groups in grades K-3.</p> <p>Expand an Opportunity Day-like experience to Middle School students.</p> <p>Integrate cohesive Engineering and Computer Science units into the K-8 curriculum.</p> <p>Provide PD on college readiness skills.</p>	<p>Establish vertical student mentoring program.</p>	<p>In addition to Nature’s Classroom in 4th grade and the Junior Journeys in 11th grade, establish sustainable overnight learning experiences in 7th and 9th grade.</p>







Prospect Hill Academy is a tuition-free public charter school with the mission to prepare each student for success in college, inspire a lifelong love of learning, and foster responsible citizenship.



**Prospect Hill Academy
Early Childhood Campus (Grades K-3)**

15 Webster Avenue
Somerville, MA 02143
617-284-7820

**Prospect Hill Academy
Upper Elementary Campus (Grades 4-6)**

17 Franklin Street
Somerville, MA 02145
617-684-8520

**Prospect Hill Academy
Middle School and
High School/Collegiate Institute (Grades 7-12)**

50-54 Essex Street
Cambridge, MA 02139
617-284-7920



617-284-7800
www.phacs.org