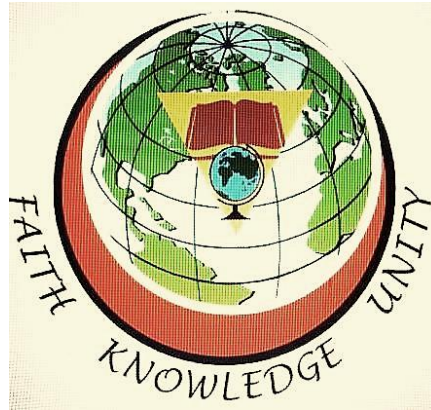


IQRA



VISION

IQRA is the premiere academy for educational and character excellence.

MISSION

The mission of IQRA is to empower students with exceptional Islamic character and academics to thrive as honorable members in a global community.

GOALS

- 1.** IQRA features a challenging curriculum, dynamic social programs and engaging extra-curricular activities.
- 2.** IQRA strives to attract and retain highly qualified, devoted professionals.
- 3.** IQRA fosters a culture of service that values everyone.
- 4.** IQRA aims to provide fully-functional, state of the art facilities.
- 5.** IQRA will be a responsible financial steward to ensure sustained future operations and growth.

OUR GUIDING PRINCIPLE

Islamic Character

We believe that true success is the development and application of Islamic character and knowledge in school and beyond.

IQRA VALUES

Integrity

Our actions will show honesty, transparency and consistency in line with Islamic values.

Safety

We will strive to preserve the spiritual, emotional and physical safety of all individuals.

Leadership

We believe in nurturing and developing strong leadership skills through all levels of the organization.

Excellence

We will promote greatness through quality and service.

Teamwork & Flexibility

We will cooperatively join forces to achieve organizational goals.

Success

We will do our best to provide the tools to forge a fulfilling life

Unity

We will consider the interests of others as we strive toward harmony and oneness.

Open Communication

We will share information for the purpose of promoting values and achieving goals.

Devotion

We will model and encourage students, staff and community to commit to organizational goals with hard work, thoroughness and sincerity.

Accountability

We will foster accountability in others while taking ownership of problems; holding ourselves responsible for our part in the process.

GOAL 1: **IQRA FEATURES A CHALLENGING CURRICULUM, DYNAMIC SOCIAL PROGRAMS AND ENGAGING EXTRA-CURRICULAR ACTIVITIES.**

Strategy 1: Provide individualized education for all students

- Objective 1: Develop student academic levels
- Objective 2: Integrate religious/academic/language coursework
- Objective 3: Provide professional development for differentiated learning to address multiple intelligences

Strategy 2: Practice Islam

- Objective 1: Integrate applied Muslim for daily living in American culture
- Objective 2: Develop clear standards for Quran and Islamic Studies
- Objective 3: Hire a religious department head
- Objective 4: Extend the Hifdh program

Strategy 3: Update Curriculum

- Objective 1: Update student resource materials (textbooks, etc.)
- Objective 2: Involve experts in the curriculum improvement process
 - ~ Writing rubrics
- Objective 3: Apply common core standards with assessments
- Objective 4: Provide Advance Placement courses
- Objective 5: Convert Arabic into a language program
- Objective 6: Incorporate technology/multimedia into curriculum
- Objective 7: Design interactive curriculum focused on critical thinking, problem solving and strategic skills
- Objective 8: Explore the feasibility of online courses

Strategy 4: Engage student to learn in new ways

- Objective 1: Collaborate and contract with outside professional consultants, guest speakers and field experts to augment student learning
- Objective 2: Increase opportunities for experiential, hands-on learning
- Objective 3: Coordinate cross-curricular projects
- Objective 4: Develop options for relevant, practical learning

Strategy 5: Put faith into action

- Objective 1: Create opportunities for community service, partnerships and charitable support
 - ~ Soup Kitchen
 - ~ Coat and clothing drive
 - ~ Fabric Drive
 - ~ Implement a recycling program

- ~ Support charitable organizations
- ~ 100 Wells
- ~ Habitat for Humanity
- ~ Boy/Girl Scouts and Big Sister/Brother
- ~ Team up with established community volunteer clubs

Strategy 6: Establish a character development program

Objective 1: Integrate maturity and life skills training

Strategy 7: Develop a school counseling program

Objective 1: Create a school counselor position

Objective 2: Plan alternative discipline programs

Objective 3: Guide student transitions effectively

Objective 4: Offer career development

Objective 5: Organize peer tutoring

Objective 6: Expand social emotional programs

- ~ Anti-bullying
- ~ Drug awareness
- ~ Peer mediation

Objective 7: Develop wellness options

- ~ SPARK program (physical activity before school)
- ~ Stress management
- ~ Self-esteem, body image, confidence, social-emotional for girls
- ~ Dynamic Gym
- ~ Healthy body/ nutrition
- ~ Healthy lifestyle choices
- ~ Social emotional development
- ~

Strategy 8: Engaging extra-curricular activities

Objective 1: Build competitive and intramural sports programs for girls and boys

- ~ Martial Arts
- ~ Basketball
- ~ Archery

Objective 2: Design student driven special interest clubs for boys and girls

- ~ Chess Club
- ~ Book club/reading buddies
- ~ Technology club

Objective 3: Enhance academic clubs

- ~ Arabic/Islamic studies
- ~ Scholastic bowl
- ~ Debate
- ~ Writing

Objective 4: Create Fine Arts Clubs

- ~ Drama
- ~ Art
- ~ Islamic fashion design
- ~ Home economics
- ~ Pottery

GOAL 2: IQRA STRIVES TO ATTRACT AND RETAIN HIGHLY QUALIFIED, DEVOTED PROFESSIONALS.

Strategy 1: Professional development

- Objective 1: Identify common standards for teaching
- Objective 2: Effectively utilize the professional development fund
- Objective 3: Institute requirements for Professional Development
 - ~ Cultural sensitivity
 - ~ Islamic conferences/ teachers conferences
 - ~ Presentation /Management skills
- Objective 4: Create a teacher/new teacher mentoring program
- Objective 5: Establish CPDU standards
- Objective 6: Offer job training
 - ~ Tap
 - ~ Coaching
 - ~ Volunteers

Strategy 2: Attractive, competitive benefits

- Objective 1: Identify a fair, competitive salary table
- Objective 2: Consider a productivity pay plan
- Objective 3: Increase salaries to meet the market
- Objective 4: Incorporate a retirement plan into employee benefits
- Objective 5: Improve the discount for children of staff
- Objective 6: Explore the possibility of offering stipends (and develop criteria)

Strategy 3: Design an effective recruiting and hiring process

- Objective 1: Attract professionals through a job fair
- Objective 2: Create a standard interview process
- Objective 3: Develop standard core qualifications for hiring
- Objective 4: Develop/invest in local talent (training, scholarships, etc.)
- Objective 5: Design holistic marketing for recruitment
 - ~ Budget for recruitment
 - ~ Open recruitment process
 - ~ Career page on Website with employment opportunities and recruiting information

Strategy 4: Implement Professional Learning Communities

- Objective 1: Identify characteristics of successful PLCs
- Objective 2: Determine barriers to implementation
- Objective 3: Educate all teachers in PLC development
- Objective 4: Evaluate PLC effectiveness

Strategy 5: Standards of professionalism

- Objective 1: Identify and educate professional standards for all positions
- Objective 2: Provide recognition for excellence in professionalism
- Objective 4: Implement a yearly 360 leadership feedback survey to take the pulse of the organization
- Objective 5: Design and Implement a tool to fairly evaluate the strengths and weaknesses of all staff
 - Peer evaluation

GOAL 3: **IQRA FOSTERS A CULTURE OF SERVICE THAT VALUES EVERYONE.**

Strategy 1: Design proactive, accurate, responsible, and efficient communication

- Objective 1: Create user-friendly handbooks
- Objective 2: Solicit feedback from parents, staff, students and community Members
- Objective 3: Streamline written communication tools
- Objective 4: Host an open house orientation
- Objective 5: Create common teacher email
- Objective 6: Identify documentation requirements
- Objective 8: Maintain standards for privacy/ confidentiality with accountability

Strategy 2: Empower staff to deliver exceptional customer service

- Objective 1: Clearly define customer service skills
 - ~ "Get to know each and every one of your customers"
- Objective 2: Effectively communicate customer service expectations
- Objective 3: Remove barriers to implementation
- Objective 4: Create opportunities for reflection and evaluation
- Objective 5: Design a service recovery process
- Objective 6: Provide exit interviews for parents, students and staff

Strategy 3: Improve existing services

- Objective 1: Create a full service, interactive website
 - ~ Teacher/ staff sites
 - ~ Internal web
- Objective 2: Improve the registration process
 - ~ Online registration
- Objective 3: Provide flexible office, principal and conference hours to accommodate staff and parents
- Objective 4: Revise the current lunch program
 - ~ Full week lunch service
 - ~ Hot lunch offerings
- Objective 5: Improve and expand transportation services

- ~ Pick up and drop off procedure
 - ~ Busing
- Objective 6: Design a process to identify unmet needs of primary stakeholders

Strategy 4: Create an environment of trust and mutual respect

- Objective 1: Identify systems to make it easy to do the right thing
- Objective 2: Identify, communicate and implement the Prophetic Standard
- ~ Model behaviors to students on a daily basis
 - ~ Open minded...golden rule...reserve judgment
 - ~ Train ourselves to ask "how will this be viewed by others" before we speak or act
- Objective 3: Deliver regular positive feedback to all
- Objective 4: Provide recognition for stakeholders
- Objective 5: Include as a component of employee evaluation

GOAL 4: **IQRA AIMS TO PROVIDE FULLY-FUNCTIONAL, STATE OF THE ART FACILITIES.**

Strategy 1: Identify deficiencies that limit learning

- Objective 1: Identify building needs
- ~ More storage space
 - ~ Improved science lab
 - ~ More classrooms
 - ~ Extensive labs
 - ~ Regular hands on tech applications
 - ~ Staff bathrooms
 - ~ Black top space to play in winter
 - ~ Little kid bathroom
 - ~ Corridor connecting both wings of building
 - ~ Improved kitchen
 - ~ Working kitchen
 - ~ Another campus..additional space elsewhere
 - ~ Basketball court
 - ~ Teachers' lounge
 - ~ Staff lounge
 - ~ More classrooms
 - ~ Trailers as daycare?
- Objective 2: Budget for purchase and maintenance of technology
- Objective 3: Budget for general maintenance
- Objective 4: Collaborate with the larger community to share resources
- Objective 5: Seek grants for upgrades
- Objective 6: Increase project specific fundraising efforts

Strategy 2: Technology

- Objective 1: Update computer lab

- Objective 2: Technology upgrades in classrooms
- Objective 3: Software upgrades
- Objective 4: Ensure efficient internal building communication technology
- Objective 5: Improve internet connectivity

Strategy 3: Upkeep and improvements

- Objective 1: Renovate and expand restrooms
- Objective 2: Implement an organized facilities program
 - ~ Repair/ replacement
 - ~ Cleaning schedule
 - ~ checklist
 - ~ evaluation
- Objective 3: Establish and follow safety and security standards
 - ~ Camera on high school site
 - ~ Classroom locks
- Objective 5: Update the energy efficiency of the building
 - ~ Heating/Cooling
 - ~ Window
 - ~

GOAL 5: **IQRA WILL BE A RESPONSIBLE FINANCIAL STEWARD TO ENSURE SUSTAINED FUTURE OPERATIONS AND GROWTH.**

Strategy 1: Professionally manage operations using established experts

Appoint a professional financial consultant or accountant in order to:

- Objective 1: Identify the existing financial condition of the organization
 - Identify typical costs associated with independent schools
 - Educate staff and board members
- Objective 2: Develop a financial plan to support strategic goals
- Objective 3: Establish a clear reporting system
 - Support transparency
 - Strengthen the balance sheet
 - Create an internal audit process
 - Design a best practice budgetary process

Suggestions:

- Revisit tuition structure
- Simplify and update discount policies

Strategy 2: Identify and reduce fixed and variable costs through established wise business practices

- Objective 1: Analyze, plan and implement the cost versus benefits of all programs

Objective 2: Analyze, plan and implement the cost versus benefits of people and services

Objective 3: Analyze, plan and implement the cost versus benefits of building level expenditures

Suggestions:

- Increase operational efficiency (i.e. LEAN principles)
- Conduct a review and update of purchasing processes, supply management and materials management
- Internally generate cost saving ideas

Strategy 3: Maximize inflow of multiple streams of revenues

Objective 1: Increase the average # of students per class without diminishing educational quality

Objective 2: Improve the fundraising system through clear objectives and broad spectrum components including donations, sponsorships, Scholarships and Grants

Objective 3: Provide additional streams of revenue through sound investment strategies