



2023-2026

**STRATEGIC
PLAN**

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Ohr Chadash Academy (OCA) occupies a unique niche in the Baltimore Orthodox Jewish day school environment, distinguishing itself through its warm, nurturing, and student-centered culture, and its collaborative, experiential, and reflective approach to developing the whole child. At OCA, we inspire our students to see the inherent kedusha of general and Judaic knowledge, to identify personally with Israel, and to develop the social-emotional skills and middot to contribute positively to any community of which they are a part. OCA is known as a school whose boys and girls are eager to come to school each day, where with joy and enthusiasm, they learn to love and live Torah.

In its first 12 years, OCA has flourished, growing and improving year after year. To guide our planning as we look to the future, the OCA Board of Directors established a path through which OCA will continue to fulfill its mission, and position itself for long-term growth and success. To that end, we are excited to share with you OCA's Strategic Plan for 2023-2026.

This strategic plan is the result of nearly two years of collaboration among lay and professional leadership, informed by feedback from our parent body, faculty, and staff. Special thanks to the Strategic Planning Committee: Dr. Ruth Klein, Sol Kuhnreich, and Dr. Holly VanderWalde, whose steadfast belief in the mission of OCA was evident in the significant time, talent, and energy they put into this endeavor.

Sincere thanks to consultant Orlee Turitz of Orlee Golden, LLC, Prizmah Center for Jewish Day Schools, and the Association of Independent Maryland & DC Schools (AIMS), who provided invaluable guidance throughout the strategic planning process.

We look forward to your involvement and support as we continue this journey together toward a vibrant future for OCA.

Lanie Carter
President, Board of Directors

Dr. Deborah L. Rapoport
Head of School



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The following strategic priorities have been established to focus the growth and development of school over the next three years:

PRIORITY 1

Educating the Whole Child

PRIORITY 2

Recruiting and Retaining High Quality Teachers

PRIORITY 3

Building Our Community

PRIORITY 4

Planning for the Future



EDUCATING THE WHOLE CHILD

1 PRIORITY

- A. Evaluate and align ECC-MS curricula in General Studies, Judaic Studies, tefilla, midot, Ivrit, and social-emotional skills to ensure that an OCA education is comprehensive, academically challenging, and cohesive
- B. Expand Israel education, creative arts, athletics, extra-curricular GS, and mishmar opportunities
- C. Enhance academic, social-emotional, and behavioral support



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RECRUITING & RETAINING HIGH QUALITY TEACHERS

2 PRIORITY

- A. Establish competitive salary and benefits packages for faculty and staff, including salary enhancements for graduate degrees and ongoing professional learning
- B. Develop formal teacher onboarding and mentoring program
- C. Create opportunities for innovation, collaboration, and teacher leadership



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BUILDING OUR COMMUNITY

3 PRIORITY

- A. Strengthen opportunities for students to engage in cross-division activities within the school and community chesed opportunities beyond the walls of OCA
- B. Build strong PTA and Parent Ambassador volunteer network to consolidate current families' feeling of connection with the school and enhance recruitment of new families
- C. Develop an outreach and engagement plan that promotes connection between OCA and shul rebbeim, community leaders, external board members, and donors



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PLANNING FOR THE FUTURE

4 PRIORITY

- A. Strengthen school governance through the training and adoption of best practices and development of lay leadership pipeline
- B. Create a multi-year financial plan reflecting OCA's mission and educational philosophy
- C. Strengthen the school's institutional advancement efforts by creating, staffing, and executing a comprehensive development plan
- D. Identify prospects for a permanent location for OCA and initiate a capital campaign to fund the purchase



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OHRCHADASH

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PRIZMAH

Center for Jewish Day Schools



Association of Independent
Maryland & DC Schools