



The Calgary Jewish Academy
בית הספר היהודי בקלגרי

**Calgary Jewish Academy 3 year Education Plan for Accountability,
Improvement and Assurance
2023 - 2026**





Assurance Statement from the Board Chairs and Administration of the CJA

The purpose of the Alberta Education Assurance Monitoring plan is to outline the three year outcomes, measures and strategies for the Calgary Jewish Academy as we strive to achieve the mission of our school. The assurance framework demonstrates that the CJA has engaged in the development of stakeholder surveys and is based upon results from the 2022 Accountability Pillar survey, contextual information, stakeholder input, Board strategic planning and the goals of the Ministry of Education for the Province of Alberta.

The Calgary Jewish Academy Assurance framework will provide direction for the Board in accordance with its responsibilities under the Private Schools Regulation and the Educating Grants Regulation.

This document was developed in the context of the provincial assurance framework as a part of the planning and reporting cycle. The Board will use the information from various sources to plan, monitor and implement strategies for continuous improvement and set targets for the future based upon evidence.

The reporting of results will occur in the Alberta Education Results Report at the end of November each year.

Board approved May 31, 2023

Signed 
Bryant Frydberg & Shannon Smith-Albert: Co-Chairs CJA Board of Directors



The documents included in this report celebrate the look ahead to the future of the CJA as a Jewish Day School and an independent school that prepares students for their future as Jewish youth and adults.

The CJA will continue to provide excellence in learning outcomes and student engagement. Faculty and staff will continue to strengthen each student's Jewish identity through Chagim (holidays) traditions, celebrations, Hebrew language learning and an increase in Jewish Social Studies. Students at the CJA will be challenged to learn through STEM, Torah and Tech and innovative programming.

Throughout the next three years, CJA students will continue their learning journey utilizing technological innovation, financial literacy and enhanced Alberta and Judaic studies curriculum utilizing blended and integrated learning programs. Students will be provided with additional support to increase their success in literacy and numeracy to enhance their success. Students will engage in early learning assessments in kindergarten and grades one through three in the 2023 - 2024 school year.

Students in grades one through nine continue to engage in STEM learning and experiential integrated learning projects in the Centre for Innovation and connect innovation to a Jewish mindset of solving problems and securing a better future for our world.

We will continue to honour the past at the CJA and we will continue to create a setting that is focused on future oriented skills, a strong emphasis on supporting each child's Jewish identity and providing learning opportunities that broaden thinking skills, supports social and emotional needs and a culture of caring.

Bryant Frydberg and Shannon Smith-Albert Co-Chairs, CJA Board

Board of Directors 2022 -2023

Bryant Frydberg & Shannon Smith-Albert – Co-Chairs

Gil Spanglet – Treasurer

Directors:

Thal, Jeremy
Pavlov, Michael Benjamin Grintuch
Abrahamson, Sharon Carrie Scherzer
Jacobson, Michelle Adam Oppenheim



The Calgary Jewish Academy is an accredited private school. The Calgary Jewish Academy provides an excellent and well-rounded Jewish and Alberta Program of Studies Education. This dual curriculum program provides students with opportunities to be connected to their Jewish culture and identity through their learning.

Our Grade one to nine population consists of one hundred and ninety two students. There are twenty-four students in our kindergarten program. Our Early Years program includes the three and four-year-old children and students have the opportunity for early intervention provided through PUF support when required. We have an exceptional full day program option for five, four and three-year-old children with twenty-nine children in attendance. CJA's total enrollment is two hundred and forty nine students..

The Calgary Jewish Academy is firmly rooted in the Calgary Jewish community. In its present and previous forms, it has been in existence for 110 years, serving some families for as many as five generations. The CJA is more than just a school, we're *Mishpacha* (Family). We are a caring community that consists of faculty, staff, parents, grandparents, alumni and friends who work together to support each child's Jewish values.

Families choose the CJA because they seek a challenging and supportive environment where they can be partners in their child's learning. An integrated curriculum guides students toward academic excellence, strong critical thinking skills, and pride in their Jewish heritage.

The Calgary Jewish Academy strives to be a leader within the Calgary Jewish Community, working closely with the Calgary Jewish Federation. The Calgary Jewish Centre, multiple Synagogues, the Akiva Academy, Jewish National Federation and our friends in Israel at partner schools and organizations.

FOUNDATION STATEMENTS

Our Mission

The CJA fosters:

- Community, Character and Confidence
- Jewish Values (Tzedakah, Tikun Olam), Identity (Heritage) and Traditions (strong connection to Israel and the Jewish people – Ahavat Israel)
- Academic excellence, Hebrew fluency and Innovation

Our Vision

- To be the leader in engaging, educating and empowering Calgary's Jewish youth.
- To become a nationally renowned Canadian Independent School

המשימה שלנו
המשימה של בית הספר היהודי האקדמי בקלגרי
הוא לטפח
קהילה יהודית, פלורליסטית ושוויונית
זהות יהודית, ערכים (צדקה, תיקון עולם) ומסורת יהודית
קשר חזק לישראל ולעם היהודי – אהבת ישראל
מצויינות אקדמית, עברית רהוטה וחדשנות

החזון שלנו
להיות המנהיג המוביל בחינוך
והעצמת הנוער היהודי של קלגרי
לקבל הכרה ארצית כבית ספר יהודי עצמאי

School Improvement and Assurance:



In developing our Three Year Education Plan, we have taken data, results, feedback and suggestions for improvement from a number of sources including:

- CJA 2022 October Accountability Results Overall Summary
- CJA 2020 - 2021 Annual Education Results Report (AERR)
- CJA Parent Survey, April 2020
- local survey data
- CJA Board of Directors Three Year Strategic Plan Working Document
- faculty feedback
- ongoing conversations and feedback from parents
- feedback provided at Board Meetings
- insight from Alberta Education on new curriculum
- student conversations and feedback
- paraprofessional conversations and feedback

We have also used as a guide and reference the following:

- CJA policies in relation to Judaic studies programming and curriculum design
- Success profile of graduating students who have completed grade nine at CJA
- Alberta Education Financial reporting plan
- Prizmah Jewish Day Schools insights and programming guidelines
- Calgary Jewish Federation CEO and support
- CIJA - The Centre for Israel and Jewish Affairs
- Alumni and extended family members of CJA students
- Lay leadership of various synagogues and youth groups



Engaging our stakeholders, members of our school community and the organizations provides insight and knowledge and supports the CJA in fulfilling the mission and vision of the school. This feedback is paramount in the development of the CJA's strategies and plans. Please see the overview below which provides information in regards to our current stakeholders and the ongoing development of our stakeholder engagement process.

Parents, guardians and extended family

Our learning village is supported by our parents and guardians and they play an integral role in the success of the school. With a history of more than one hundred and ten years the CJA has an extended community of family members which includes; grandparents, aunts, uncles and cousins, who continue to bring ideas and share the rich historical context of the CJA. An open door policy encourages conversation and provides valuable insights.

Faculty

Our school faculty and staff is made up of both Jewish and secular staff. The staff continue to engage in conversations that inspire change and bring forward new ideas that build on the history and the future of the CJA. The faculty and staff are encouraged to share their ideas, support one another and share in their professional development and teacher professional growth plans. The expansion of our leadership team to include an Alberta Curriculum Coordinator, Gifted and Identified Needs Coordinator, Early Years Coordinator and Technology Coordinator has provided an avenue for our teachers to share their ideas and have a voice in the schools improvement process.

Students

CJA students are invaluable to our learning community. Our students share their ideas through student council leadership and bring forward their perspective in conversations with teachers, staff and administration. Students are encouraged to meet with administration or teachers if they have concerns. Students' voices in the classroom are encouraged and teachers hold class discussions on a regular basis. The results of the Annual Assurance survey are utilized to ensure supports and programs are in place to provide opportunities for student growth and success



AREAS OF FOCUS

Local and Societal Context:

- Contextual Information

Domain: Student Growth and Achievement

- Student Learning
- Citizenship

Domain: Teaching and Leading

- First Nations, Metis, and Inuit Students in Alberta are successful

Domain: Learning Supports

- Welcoming, Caring, Respectful and Safe Learning Environment
- Access to Supports and Services

Domain: Governance

- Parental Involvement and Community Involvement

Local Components:

- Stakeholder Engagement

SPRING 2022 REQUIRED
ALBERTA EDUCATION
ASSURANCE MEASURES
- OVERALL SUMMARY

2022 Required Alberta Education Assurance Measures - Overall Summary

Assurance Domain	Measure	The Calgary Jewish Academy			Alberta		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average
Student Growth and Achievement	Student Learning Engagement	79.2	82.8	n/a	85.6	n/a	n/a
	Citizenship	76.1	80.5	85.5	83.2	83.3	83.0
	PAT: Acceptable	85.6	n/a	87.1	n/a	n/a	73.7
	PAT: Excellence	28.2	n/a	36.2	n/a	n/a	20.3
Teaching & Leading	Education Quality	83.3	90.9	89.0	89.6	90.3	90.2
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	82.7	81.4	76	87.8	n/a	n/a
	Access to Supports and Services	81.3	80.4	78.1	82.6	n/a	n/a
Governance	Parental Involvement	72.7	80.9	78.8	79.5	81.8	81.4

Note: PAT results are based upon grade 6 PAT results for June of 2022

KEY INSIGHTS FROM CJA RESULTS ANALYSIS

- CJA had an increase in retention of students in grade seven through nine in the 2022 - 2023 school year
- CJA grade nine students excelled on the Alberta Curriculum PAT exams written in June of 2022
- CJA grade six students overall PAT Standard of Excellence and Acceptable Standard overall percentage decrease; however, grade six students were still 8% higher overall than the provincial average for both Standard of Excellence and Acceptable Standard
- CJA grade three students experienced a decrease in the overall level of success on the grade three **SLA Language Arts** assessment written conducted in October of 2022 - 8% Achieved Level 5 - Excellent Standard. 58% Achieved - Level 3 - Provincial Standard
- CJA grade three students experienced a decrease in the overall level of success on the grade three **Numeracy** assessment written in October of 2022 - No students achieved Level 5 - Excellent Standard. 58% Achieved Level 3 - Provincial Standard. 30 % were below the provincial standard (Level 1 and Level 2)
- CJA continues to be impacted by a lower enrolment in the early years program and this has had an impact on our Grade 1 -5 enrolment (this impact started in the fall of 2020 when parents continued to work from home)
- CJA Citizenship measure detail overall result was identified as an issue; with a significant decline from 88.8% to 76.1%
- CJA Education Quality measure experienced a 5% decrease. Measure in 2021 - 88.9%, Measure in 2022 83.9%
- CJA Judaic Studies team has continued to redesign the curriculum for Judaic studies, Hebrew, T'fillah and Jewish Social Studies
- CJA Judaic Studies faculty have gained a broader understanding of Hebrew language programming through Professional Development and site visits to Jewish Day schools in Toronto
- Governance - Parent involvement measure had a significant decline - Measure in 2021 - 91.6%. Measure in 2022 - 81.7%
- CJA Board of Directors worked with a consultant for several months to update the school Mission, Vision and Strategic Plan (to be released in the fall of 2023)
- CJA parents were not able to attend in person celebrations and events and we had a significant decrease in parent involvement in school volunteering and activities
- CJA only offered three offsite field and overnight trips in grades seven through nine, one at grade six, one at grade five and limited offsite activities during the 2021 -22 school year as a result of the linger impact of COVID
- CJA leadership opportunities for faculty is a critical component of CJA's succession planning and leadership development

CJA 2023 – 2026 Assurance Plan			
Outcomes/Desired results	Performance Measures	Strategies/Actions	Alignment
<p>Annual Education Results Report (AERR)</p> <ul style="list-style-type: none"> 2022 - 2023 - 36% 2023 - 2024 - 38% 2024 - 2025 - 40% 	<p>Overall percentage of students in Grade 6 who achieved the standard of excellence on Provincial Achievement Tests (overall cohort results)</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> analyze PAT results from 2022 - 2023 and focus on areas of concern monitor student progress and provide supports and interventions use formative assessment to provide ongoing feedback to students ensure baseline data assessments will be utilized to provide pre and post learning ensure students will have access to IXL, practice materials, one on one support and diagnostic information <p>Leadership team will ensure:</p> <ul style="list-style-type: none"> Gifted and Identified Needs Coordinator will develop strategies and provide support to faculty differentiated inclusive education assessment strategies professional development 	<p>Aligned with:</p> <ul style="list-style-type: none"> Student Growth and Achievement as per assurance domain Outcome One of the AERR: Alberta Students are Successful Calgary Jewish Academy Three Year Assurance Plan
<p>Annual Education Results Report (AERR)</p> <ul style="list-style-type: none"> 2022 - 2023 - 30% 2023 - 2024 - 34% 2024 - 2025 - 40% 	<p>Overall percentage of students in Grade 9 who achieved the standard of excellence on Provincial Achievement Tests (overall cohort results)</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> analyze PAT results from 2022/2023 and focus on areas of concern monitor student progress and provide supports and interventions use formative assessment to provide ongoing feedback to students baseline data assessments will be utilized to provide pre and post learning <p>Leadership team will ensure:</p> <ul style="list-style-type: none"> Gifted and Identified Needs Coordinator will develop strategies and provide support to faculty 	<p>Aligned with:</p> <ul style="list-style-type: none"> Student Growth and Achievement as per assurance domain Outcome One of the AERR: Alberta Students are Successful Calgary Jewish Academy Three Year Assurance Plan

		<ul style="list-style-type: none"> professional development opportunities for faculty that will support student growth differentiated inclusive education assessment strategies professional development assistive technology professional development to assist with differentiated inclusive education assessment strategies 	
Outcomes/Desired results GRADE 3 Performance	Performance Measures	Strategies/Actions	Alignment
<p>Annual Education Results Report (AERR)</p> <ul style="list-style-type: none"> 2023 - 2024 - 40% Level 5 2024 - 2025 - 45% Level 5 2025 - 2026 - 45% Level 5 2023 - 2024 - 20% Level 4 2024 - 2025 - 25% Level 4 2025 - 2026 - 20% Level 3 	<p>Grade 3 SLA's Language Arts (literacy)</p> <p>Grade 3 SLA Numeracy</p> <p>Overall percentage of students in Grade 3 who achieved Level 5, Level 4 and Level 3 on the SLAs</p> <p>(overall cohort results)</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> utilize baseline data assessments to provide pre and post information in reading comprehension, fluency and decoding monitor student progress and provide supports and interventions increase reading, writing and numeracy tasks Provide intervention blocks for students who are on IPPs ensure students will have access to IXL, practice materials, one on one support and diagnostic information <p>Leadership team will:</p> <ul style="list-style-type: none"> develop strategies and provide support to faculty to improve provide professional development opportunities for faculty that will support student growth provide differentiated inclusive education assessment strategies professional development 	<p>Aligned with:</p> <ul style="list-style-type: none"> Student Growth and Achievement as per assurance domain Outcome One of the AERR: Alberta Students are Successful Calgary Jewish Academy Three Year Assurance Plan

Outcomes/Desired results: Kindergarten and grade one readiness	Performance Measures	Strategies/Actions	Alignment
<p>2023 - 2024 90% of students in Kindergarten will be at grade level in phonetic awareness by May 2024</p> <p>2024 - 2025 95% of students in Kindergarten will be at grade level in phonetic awareness by May 2025</p> <p>2025 - 2026 95% of students in Kindergarten will be at grade level in phonetic awareness by May 2025</p>	<p>Grade one readiness in reading, writing and numeracy skills will be increased</p> <p>Students will demonstrate increased literacy and reading ability in kindergarten and as they enter grade one</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> • utilize baseline data Test of Phonological Awareness to provide pre and post information related to phonetic development supports and interventions • increase reading, writing and numeracy tasks to increase grade one readiness • provide early identification of students who are Below or at Poor Level on phonetic awareness assessment • engage in professional development that supports the new Alberta Curriculum program of students in Mathematics and Language Arts <p>Leadership team will:</p> <ul style="list-style-type: none"> • develop strategies and provide support to faculty to improve • provide professional development opportunities for faculty that will support student growth • provide early intervention time and supports to differentiated inclusive education assessment strategies professional development 	<p>Aligned with:</p> <ul style="list-style-type: none"> • Student Growth and Achievement as per assurance domain • Outcome One of the AERR: Alberta Students are Successful • Calgary Jewish Academy Three Year Strategic Plan

Outcomes/Desired results First Nations, Metis and Inuit Student success	Performance Measures	Strategies/Actions	Alignment
<p>The Calgary Jewish Academy does not currently have any students who are declared as FNMI. CJA is an inclusive environment and CJA will ensure CJA students increase their knowledge, respect and appreciation for the important history in Canada as well the modern day challenges faced by FNMI peoples.</p>	<p>Measures will come from student engagement measures, performance on social studies curriculum formative and summative assessments grade dependent, engagement in CJA led FNMI activities</p>	<ul style="list-style-type: none"> • continue to expand teacher and student knowledge through professional development opportunities • provide students with opportunities to complete integrated projects that focus on FNMI learning • participate in Orange Shirt Day have students engage in class activities, literature sharing and activities to support their learning • continue to increase learning resources that support FNMI literature in our Learning Commons and include • increase teacher knowledge and understanding of the impact of Residential schools on current FNMI populations • provide rich learning resources for Social Studies curriculum to ensure students knowledge and understanding of the importance of FNMI peoples and the impact of residential schools on our history is clearly understand 	<ul style="list-style-type: none"> • Aligned with Teaching and Leading as per Assurance Domains • Outcome two of AERR: First Nations, Metis, and Inuit Students in Alberta are successful

Outcomes/Desired results	Performance Measures	Strategies/Actions	Alignment
<p>Jewish Identity and Cultural Connections</p>			
<p>Students will have an increased sense of their Jewish identity.</p>	<p>Students who engage in Jewish holidays, celebrations, commemorations and other community events.</p>	<p>Judaic Studies faculty will:</p> <ul style="list-style-type: none"> ● commence Jewish Social Studies in grade one and scaffold and sequence content up to grade seven ● engage in professional learning that extends their knowledge and understanding of Jewish history, varieties of Jewish practices and the State of Israel ● be intentional in delivering lessons about Jewish history and connect the past to the present <p>Students will:</p> <ul style="list-style-type: none"> ● engage with Judaism as they develop they develop their Jewish identity and how they fit into Am Israel (Jewish peoplehood) ● rediscover what it means to be Jewish through the ongoing cycle of Jewish holidays and engage in activities tied to major and minor holidays ● develop an understanding of the complexities of Israeli society and history ● have increased opportunities to connect with Jewish Day School students in Canada ● engage in monthly Middot activities 	<p>Align with:</p> <ul style="list-style-type: none"> ● Calgary Jewish Academy Three Year Strategic Plan ● Domain: Citizenship ● Domain: Education Quality

Outcomes/Desired results	Performance Measures	Strategies/Actions	Alignment Outcomes
<p>Judaic Studies</p> <p>CJA students will increase their skills in Hebrew language speaking, writing, reading and comprehension.</p> <p>CJA junior high students will have the Hebrew language and listening skills to converse and be prepared for their grade nine Israel experience.</p> <p>CJA Judaic studies faculty will have the ability to plan and organize meaningful language lessons.</p>	<p>Measures will come from oral language assessment, reading comprehension assessments and diagnostic tools that will assess student Hebrew levels.</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> • engage in ongoing professional development to ensure continued growth in Hebrew Language • assess students basic skills in reading, writing, speaking and listening, utilizing benchmarks that have been created throughout the previous year • have a better understanding of student levels and design Hebrew Language Learner profiles based upon data • focus on creating assessments that inform student levels • identify gaps in student learning • continue to engage in learning alongside other Jewish Day School Language teachers <p>Students will:</p> <ul style="list-style-type: none"> • engage in baseline assessments • be supported with intervention strategies to support their Hebrew Language abilities • engage in daily Hebrew Language exercise that enrich their basic skills 	<p>Aligned with</p> <ul style="list-style-type: none"> • Student Growth and Achievement as per Assurance Domains • Outcome One of the AERR: Students are Successful • Calgary Jewish Academy Three Year Strategic Plan

Outcomes/Desired results T'fillah - Tadas Studies	Performance Measures	Strategies/Actions	Alignment
<p>CJA students increase their learning and understanding of T'fillah</p> <p>prepare our students for a variety of Jewish prayer situations</p>	<p>CJA students will have an increased understanding of T'fillah and be able to demonstrate this understanding in a prayer setting</p> <p>Our students will participate in T'fillah with the understanding that they are connected to Jewish Peoplehood, both past and present.</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> ● design and create a new curriculum focus for our T'fillah curriculum ● focus on exposing students to Kabbalat Shabbat, Havdallah and Shacharit (morning) prayers and melodies ● ensure T'fillot will be taught from a traditional lens, with opportunities for personal connection and interpretation ● ensure T'fillot will be filled with ruach (spirit) as we daven (pray) together as a kehillah (community) ● ensure School Administration and security team will attend Safety and Security updates with Jewish Federation and other Jewish Organizations <p>Students will:</p> <ul style="list-style-type: none"> ● engage with CJA prayer books to understand the structure of a prayer service ● learn to be part of a congregational response to certain prayers ● learn to lead prayer services 	<p>Aligned with</p> <ul style="list-style-type: none"> ● Student Growth and Achievement as per assurance Domains ● Outcome One of the AERR: Students are Successful ● Calgary Jewish Academy Three Year Strategic Plan

Outcomes/Desired results Welcoming, caring, respectful and Safe Learning environments	Performance Measures	Strategies/Actions	Alignment
<p>Annual Education Results Report (AERR)</p> <ul style="list-style-type: none"> 2022 -2023 - 83% 2023 - 2024 - 90% 2024 - 2025 - 90% 	<p>Percentage of teacher, parent and student agreement: students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school.</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> ensure all students have an adult with whom they can trust and go to for support and assistance provide support student play and activities during outside recess and provide active supervision provide playground leader training and support for these leaders ensure Nosei B’ol Im Chaveiro – getting support from another ensure that healing and wholeness is attended to. Physical, mental, emotional, social and spiritual support are in place for all students. provide Mental Health and Wellness programming <p>Leadership team will:</p> <ul style="list-style-type: none"> ensure staff are trained to supervise and support students through conversation and case studies 	<p>Aligned with:</p> <ul style="list-style-type: none"> Teaching and Leading as per Assurance Domains Student and parent survey results
<p>Annual Education Results Report (AERR)</p> <ul style="list-style-type: none"> 2022 -2023 - 81.7% 2023 - 2024 - 90% 2024 - 2025 - 90% 	<p>Percentage of teacher, parent and student agreement: students have access to supports and services at school</p> <p>Faculty and staff will have the skills to support students on IPPs and the ability to differentiate when required</p>	<p>Faculty will:</p> <ul style="list-style-type: none"> engage in professional learning that will support differentiated learning plans recognize the individual gifts and talents of each child and provide strategies to support their success in learning ensure that CJA students are supported academically and ensure that Refuah Shleimah is also a focus 	<p>Aligned with:</p> <ul style="list-style-type: none"> Education Quality Assurance Domain Access to Supports and Services

		<ul style="list-style-type: none"> • continue to partner with FCB, ECLS and other service providers to provide OT, PT, speech and psychoeducational assessments • actively communicate with families on an ongoing basis to support students • support students and direct them to the appropriate faculty member for learning support • ensure intervention blocks will be provided for students who require academic support 	
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Outcomes/Desired results	Performance Measures	Strategies/Actions	Alignment
<p>Governance</p> <p>Calgary Jewish Academy Board of Directors will govern the Calgary Jewish Academy successfully.</p>	<p>Increased parent engagement at Jewish events, volunteering and community supported events.</p>	<p>The Board and Administration of the CJA will:</p> <ul style="list-style-type: none"> • complete the new Mission and Vision • ensure the goals and the direction of the CJA are implemented and shared with the community • ensure the development of a continuous improvement plan and reporting cycle • ensure that the all policy updates are complete and requirements for Alberta Education are met • encourage and engage parents and students in the planning, and direction of the schools' program direction and delivery. • hold an Annual General Meeting that all stakeholders are invited to attend • ensure parents are invited to volunteer and fulfill their volunteer activities • invite parents to attend Jewish holiday celebrations and commemorations • continue to work with Jewish Federation and organizations to plan for the future of the building and to continue to 	<p>Aligned with:</p> <ul style="list-style-type: none"> • Governance as per Assurance Domains • Calgary Jewish Academy Strategic Plan

		<p>provide a pluralistic Jewish Day School education forever</p> <ul style="list-style-type: none"> ● ensure the development of a continuous improvement plan with ongoing planning and reporting ● ensure the CJA is fiscally responsible and accountable to the parents of the CJA 	
<p>Calgary Jewish Academy will ensure a future for all Jewish children that is academically challenging, innovative and rich Jewish history, culture and language.</p>	<p>Financial expenditures are based upon providing engaging programs that enhance each child's Jewish identity and support excellence in Judaic and Alberta Program of Studies, innovation and cultural connection</p>	<p>Administration Budget Decisions will:</p> <ul style="list-style-type: none"> ● be based upon ongoing engagement and consultation with the Board of the Calgary Jewish Academy and the ongoing sustainability goals of the CJA 	<p>Alignment:</p> <ul style="list-style-type: none"> ● CJA Three Year Strategic Plan ● The CJA 2022 - 2023 Audited Financial statements are available at: https://www.cja.ab.ca/about/policies-reports/

Summary of Financial Results

Summary of Financial Budget 2023-2024 School Year

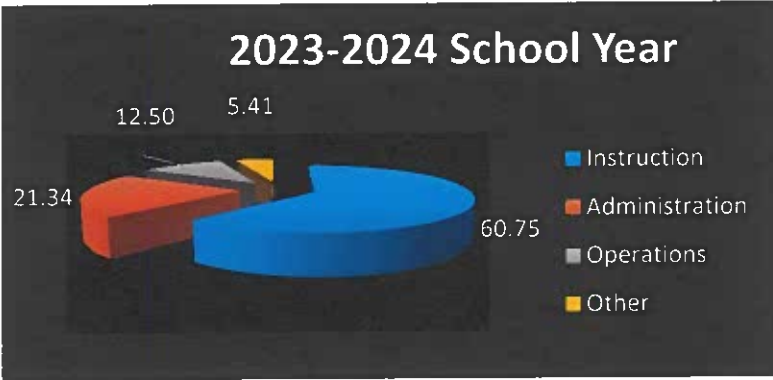
Program expenditure information:

Total ECS to grade 9 expenditures 4,225,368

These expenditures were allocated as follows:

- Instruction 60.75%
- Administration 21.34%
- Operations 12.50%
- Other 5.41%

2023-2024 Budget Financial Statement



Alberta Education \$1,944,498

Request for additional financial information can be made through our school accountant.

Budget Summary 2023 - 2024

Revenue Summary	Amount	Percentage
Alberta Government	1,944,498	37.33%
Federal Grants CEWS		
Other Alta School Authorities	4,800	.09%
Other Revenue		
Tuition	2,425,752	46.55 %
Fundraising/Gifts	663,400	12.75%
Sundry	170,880	3.28%
Total Revenues	5,209,330	100%
Expenditure Summary		
Instruction	2,981,962	60.75%
Administration	1,047,716	21.34%
Operations & Maintenance	613,687	12.50%
Other	265,521	5.41%
Total Expenditures	4,908,886	100%

The complete budget for the 2023-2024 school year may be accessed through Donna Pepin, school accountant