

Valley Christian Academy's

# Strategic Plan 2007

*Prepared and Updated by:  
The Board of Trustees and Administration of VCA*



## **Our Mission:**

Valley Christian Academy builds a godly foundation in our students through Christ-centered education in cooperation with the Christian home and church so that our students know, love, and obey Jesus Christ.

## **Our Vision:**

Valley Christian Academy will

- provide excellence in academic training rooted in biblical principles and values
- encourage students to reach their fullest potential by maintaining a healthy spiritual, physical, social, and emotional life
- provide the needed facilities, equipment, and technology necessary for carrying out the academic and extra-curricular programs

## **Our Purpose:**

Valley Christian Academy exists as an extension of the home and of the church to fulfill God's commands to raise children "in the nurture and admonition of the Lord" (Ephesians 6:4), and to teach His words "diligently unto our children" (Deuteronomy 6:5-7). Our foundation rests upon acknowledging Jesus Christ as Lord and Savior, and the Bible as the Word of God the final authority in truth and practice. We strive to help each child grow spiritually, mentally, physically, and socially through the dedication of teachers, administrators, and staff who love the Lord and desire to serve Him through the educational process. We rely on parents to help us through their prayer, their cooperation, and their active involvement in the life of this school.

## **Our Core Values:**

Excellence  
Academic Quality  
God-honoring, Christ-centered, Spirit-driven  
Leadership  
Enriching Environment  
Servant Hearted

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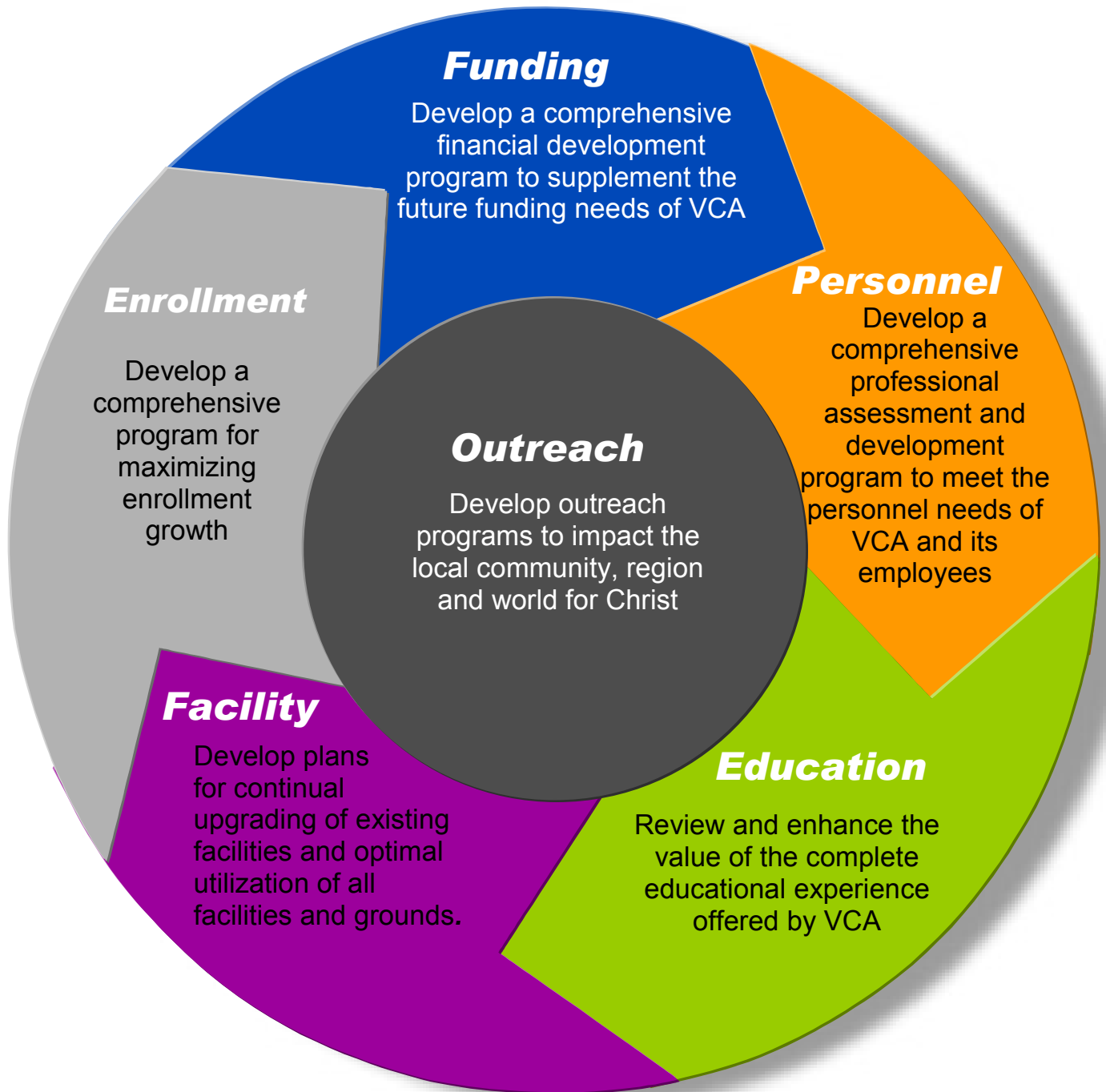
### **Background and History of the Strategic Plan**

In January 2000, with the help of a Development Consultant, parents, faculty, staff, and Board came together in a weekend to provide input for the first Strategic Plan of VCA. The Board of Trustees of Valley Christian Academy refined and approved that strategic plan that year. It was designed to guide the school's strategic priorities for the 3-5 years which followed.

Recognizing that many of the goals had been met, the Board and Administration convened an off-site meeting in September 2004 to begin the process of developing an updated set of strategic plan goals. That plan was approved in January 2005. The Board of Trustees now meets annually in September to summarize what has been completed, review the items that remain, and add new items.

The 2007 Strategic Plan reflects changes in response to the addition of eighth grade, completing middle school, two full kindergarten classes, and other circumstances impacting the program at Valley Christian Academy.

## The Areas of Focus in our Strategic Plan



**Personnel Goal:** Develop a comprehensive professional assessment and development program to meet the personnel needs of VCA and its employees.

	<b>Action Steps</b>	<b>Target Completion</b>	<b>Actual Completion</b>
<b>1.</b>	<b>Develop/establish appropriate assessment and evaluation tools and procedures through:</b>		
<b>1a.</b>	Establish a list of teacher competencies expected at VCA, taking into consideration the set of Ohio competencies.	2007-2008	
<b>1b.</b>	Inform and train faculty concerning teacher competencies.	2008-2009	
<b>1c.</b>	Rework the faculty assessment tools in light of the new teacher competencies, taking into consideration teacher experience levels, and include teacher input concerning their own career and development goals.	2008-2009	
<b>2.</b>	Develop/establish appropriate job descriptions and evaluation tools and procedures for staff members.		
<b>2a.</b>	Review the current job descriptions.	2007-2008	
<b>2b.</b>	Review the current evaluation process.	2007-2008	
<b>3.</b>	Move VCA toward the two-school model (elementary/middle school).		
<b>3a.</b>	Assess personnel needs in light of the two-school model.	2007-2008	
<b>3b.</b>	Develop policies and procedures as need for this model.	2007-208	
<b>3.</b>	<b>Review the process for gaining input from employees on personal preferences, long-term career goals and program interests.</b>	2007-2008	
<b>4.</b>	<b>Develop Middle School policies and processes as needed.</b>	2008-2009	

<b>Responsible People/Groups</b>	
Primary Responsibility:	Personnel and Policy Committee Administrator Principal Business Manager
Support:	Board of Trustees Finance committee

**Education Goal:** Review and enhance the value of the complete educational experience offered at VCA.

	<b>Action Steps</b>	<b>Target Completion</b>	<b>Actual Completion</b>
<b>1.</b>	<b>Maintain a high-quality technology program through review of processes, faculty facilitation, hardware and software upgrades</b>	2007-2008 (ongoing)	
<b>1a.</b>	Assess the future initiative and the funding needs of the technology program over the entire school curriculum.		
<b>2.</b>	<b>Concerning programs for students with special needs and enrichment needs:</b>	2008-2009	
<b>2a.</b>	Determine and define the current research and best practices in pupil services for the lower and middle schools.		
<b>2b.</b>	Assess/evaluate what pupil services are in place to determine gaps in services to student body.		
<b>3.</b>	<b>Assess/Evaluate special curricular needs of middle school grades (7<sup>th</sup> and 8<sup>th</sup> Grades)</b>	2007-2008	
<b>3a.</b>	Evaluate/monitor and report on the development of interscholastic sports opportunities		
<b>3b.</b>	Explore/survey need and opportunities for academic traditions/competitions, such as a regional science fair		
<b>4.</b>	<b>Determine (via survey of parents) the need for extracurricular sports programs for students in grades 1-4.</b>	2006-2007	2007
<b>4a.</b>	Finalize assessment and make recommendations to the Board.		
<b>5.</b>	<b>Research, determine, and implement standards for high-school preparation in Spanish</b>	2007-2009	
<b>6.</b>	<b>Evaluate mathematics readiness for junior-high students. Research, determine, and implement standards for high-school preparation in algebra</b>	2007-2008	
<b>6a.</b>	Create a parent-led task force to support VCA math initiatives.		
<b>7.</b>	<b>Periodically evaluate the possibility of making existing VCA programs available to home-schooled children.</b>	Ongoing	
<b>8.</b>	<b>Explore the need for creating a "Fine Arts Department" consisting of vocal, instrumental, music, art, and physical education.</b>	Ongoing	
<b>9.</b>	<b>Advance the outdoor education curriculum/wetlands grant.</b>	2007-2009	
<b>9a.</b>	Establish a teachers' manual for outdoor education.		
<b>9b.</b>	Facilitate grant writing for amphitheater and trail development.		

<b>Responsible People/Groups</b>	
Primary Responsibility:	Education Committee Administrator, Principal
Support:	Board of Trustees Personnel and Policy Committee

**Facility Goal:** Develop plans for continual upgrading of existing facilities and optimal utilization of all facilities and grounds

	<b>Action Steps</b>	<b>Target Completion</b>	<b>Actual Completion</b>
<b>1.</b>	<b>Perform a facilities needs assessment</b>		
<b>1a.</b>	for the building interior and exterior as well as the grounds; prioritize the list with budget cost estimates	2007	
<b>2.</b>	<b>Recommend options to best utilize our facilities in light of our changing educational programs (ie. Middle School)</b>	ongoing	
<b>3.</b>	<b>Review the Master Plan (original architectural drawings) in order to determine needs/costs of possible future expansion phases.</b>	2008-2009	
<b>4.</b>	<b>Review and investigate the entire 45-acre site and determine:</b>	Ongoing 2010-2011	
<b>4a.</b>	conceptual future building/parking areas		
<b>4b.</b>	future areas for sport fields, etc.		
<b>4c.</b>	realistic cost estimates.		
<b>4d.</b>	Design and Construction of proposed trail	2008-2009	
<b>4e.</b>	Establish Wetlands Nature Trail Task Force to assist in establishing the above tasks. Task Force to include Lisa Gradert, Dr. Tomko, Steve Brunn, and Dave Palchesko	ongoing	
<b>5.</b>	<b>Review grounds usage for potential economic funding sources:</b>		
<b>5a.</b>	gardens and brick sale		
<b>5b.</b>	rentals, partial land sale		
<b>5c.</b>	future gas wells		
<b>5d.</b>	managing our forest		
<b>6.</b>	<b>Develop a Facility Maintenance Schedule:</b>		
<b>6a.</b>	Painting- when to repaint classrooms, corridors, etc.		

<b>Responsible People/Groups</b>	
Primary Responsibility:	Facilities Committee Administrator, Principal, Business Manager
Support:	Board of Trustees

**Funding Goal:** Develop a comprehensive financial development program to supplement the future funding needs of VCA.

	<b>Action Steps</b>	<b>Target Completion</b>	<b>Actual Completion</b>
<b>1.</b>	<b>Improve the performance of funds raised, marketing, and awareness of the school at the annual Searching for Difference Makers Event by streamlining and making it more efficient.</b>	2007-2008	
<b>2.</b>	Research and establish the focus of the Development Committee as it relates to:		
<b>2a.</b>	Planned giving		
<b>2b.</b>	Endowment Fund		
<b>2c.</b>	Grants as a means of raising funds on a more long-term basis.		
<b>3</b>	<b>Evaluate and recommend whether a Director of Development (part-time, full-time, or volunteer) should be utilized to assist the Administrator with fundraising efforts.</b>	2008-2009	

<b>Responsible People/Groups</b>	
Primary Responsibility:	Development Committee, Finance Committee Administrator, Business Manager
Support:	Board of Trustees

**Outreach Goal:** Develop outreach programs to impact the local community, region, and world for Christ.

	<b>Action Steps</b>	<b>Target Completion</b>	<b>Actual Completion</b>
<b>1.</b>	<b>Establish a Missions Committee and Coordinator that will</b>		
<b>1a.</b>	Promote missions at VCA	2006-2007	2006
<b>1b.</b>	Plan a "Missions Month" each year.	2006-2007	2007
<b>1c.</b>	Design and establish an 8 <sup>th</sup> grade missions trip	2007-2008	
<b>2.</b>	<b>Develop and launch a program to promote evangelism at VCA by:</b>		
<b>2a.</b>	Equip students with evangelism tools that they can use to share their faith	2008-2009	
<b>2b.</b>	Provide opportunities to share their faith with others	2008-2009	
<b>3.</b>	<b>Provide leadership and networking with other Christian ministries.</b>		
<b>3a.</b>	Cultivate strong relationships within northeast Ohio by participating in the Greater Cleveland Christian Administrators' Association.	Annually	
<b>3b.</b>	Host ACSI events to promote Christian education and unity.	2007-2008	
<b>3b(1)</b>	ACSI Elementary Speech Meet		2005, 2006, 2007, 2008
<b>3c.</b>	Share resources with other Christian ministries as appropriate.	Ongoing	

<b>Responsible People/Groups</b>	
Primary Responsibility:	Administrator Principal Missions Coordinator and Committee
Support:	Board of Trustees

## **Appendix 1: Accomplishments and Completed Items**

### **PERSONNEL**

**1. Goal:** Establish a salary philosophy and plan to guide employee compensation decisions in order to retain and attract quality faculty and staff through:

- ▶ development of a faculty salary scale
- ▶ a periodic review of philosophy and formula underlying faculty salary scale
- ▶ a periodic review of staff/administration salaries.

#### **COMPLETED 2005-2006**

*To create our faculty salary scale we compared our scale to the scales of surrounding public and comparable Christian schools. We adjusted our salary scale to represent a range of between 75% and 80 % of the referenced schools' salary scales. This process established a benchmark and procedure to be used in future salary scale reviews and adjustments.*

*We reviewed administrative salaries as follows:*

- 1. To establish our business manager's salary we reviewed a variety of comparable positions in private industry.*
- 2. To establish our administrator's salary we reviewed ASCI salary information.*
- 3. To establish our principal's salary we positioned that salary between the administrator's salary and the faculty salary scale.*

**2. Goal:** Review of faculty assessment tools, commensurate with level of experience (e.g., 0-5 years, 5-10 years, etc.)

- ▶ Develop a program that provides professional growth opportunities for faculty.
- ▶ Develop a needs assessment survey for faculty.
- ▶ Analysis of results of needs assessment surveys of faculty.
- ▶ Develop and implement a plan based on the analysis of results of needs assessment surveys.

#### **COMPLETED 2006-2007**

*To review the current evaluation process for faculty we reviewed our current evaluation forms and process. We also surveyed the faculty to determine how it viewed the process. Using that input, the committee plans to spend this year developing new assessment tools and a new evaluation process, which it will then present to the faculty.*

*In response to an ACSI recommendation that VCA develop a professional development plan for faculty, we surveyed the faculty for their input about professional development opportunities in and outside of VCA. The results of our survey indicated that teachers were satisfied with the existing professional growth opportunities that were available to them (such as the opportunities to participate in on-campus programs at no cost, to receive reimbursement for off-campus continuing education and ACSI certification programs and to receive reimbursement for certain masters degree courses). The surveys also showed that, other than faculty members who are participating in a masters degree program, most teachers prefer on-campus continuing education opportunities. Taking into account ACSI's recommendations and the survey results, we have taken the following steps to improve the policies and practices relating to the faculty's professional development.*

*In response to ACSI's concern that continuing education funds were not being fully utilized, we proposed revisions to the Policy Manual to reflect expanded coverage of continuing education courses and programs, and to provide greater detail as to reimbursable expenses. Our proposed revisions were adopted by the Board and have been incorporated into the Policy Manual and explained to the faculty.*

*In response to ACSI's concern that VCA was not providing enough in-house continuing education opportunities, the following steps have been taken:*

- Administration committed to providing continuing education over the course of each school year. For the 2006-07 and 2007-08 school years, the faculty has been participating in the "Biblical Worldview" program by reading and discussing the course in their weekly faculty meetings. This method of study has been widely accepted by the faculty and Administration intends to provide comparable continuing education opportunities for future school years.*
- Based on Administration's decision to have the classroom/homeroom teachers teach technology, all faculty are provided a comprehensive teacher training program and periodic workshops geared toward furthering their IT skills, instructional theory and curriculum integration. VCA's technology program, including teacher training, is provided through a partnership between VCA and the University of Richmond/Boston University and teachers earn continuing education credits for participating in VCA's technology training and workshops.*

- Administration is committed to continuing to seek input from faculty on future programming. One recent course that was suggested and implemented was CPR training.
- Administration is also committed to continuing to post or forward to teachers literature relating to upcoming off-campus events that may be of interest.
- Finally, in an effort to keep teachers up-to-date on their continuing education and ACSI certification requirements, Administration has prepared a continuing education folder for each member of the faculty that contains the teachers' current licenses, certifications and a list of continuing education credits earned and reported to VCA.

## EDUCATION

1. **Goal:** Investigate the necessity and feasibility of a foreign language program.  
**Sept. 2005:** In light of the addition of the Technology program, limited minutes for Foreign Language instruction, and review of what other schools were doing, no foreign language program will be pursued for grades K-6.

## FACILITY

1. **Goal:** Upgrade existing facilities.  
**Summer 2006:** (1) completed punch list in the new building, (2) recarpeted and repainted hallways and classrooms in middle school wing and grades 1-2-3 wing, (3) recarpeted Library/Tech Lab hallway.
2. Do a nature assessment for possible education trail. Completed August 2007.

## MARKETING

1. A position of Marketing Coordinator was established and filled in 2007 to assume the responsibilities described in the Marketing/Enrollment goals of 2006.

## FUNDING

1. Develop a comprehensive charter for the Planning & Development Committee addressing committee size, subcommittees (e.g., Grant Writing, Planned Giving), and member recruitment.  
**COMPLETED: 2007**

## OUTREACH

1. **Goal:** Establish and document an annual service program that provides for:
  - ▶ involvement of each grade each year
  - ▶ creation of middle school service requirements
  - ▶ periodic accomplishment of special events/projects.

**COMPLETED: June 2007**

*Grade-level missions/outreach projects were established and led by the Missions Committee to be done each year. Service requirements were established for all students in sixth, seventh, and eighth grades and detailed in the Parent-Student Handbook.*

## **Appendix 2: Removed Items**

### **PERSONNEL**

1. **Goal:** Development of a process to identify staffing needs due to anticipated retirements, attrition, expansion, etc.  
**REMOVED: 2007-** too vague and difficult to foresee

### **EDUCATION**

### **FACILITY**

### **MARKETING/ENROLLMENT**

1. **Goal:** Acquire regional demographic information on Geauga, Portage, Cuyahoga and Summit counties and analyze potential avenues of impact.  
**REMOVED 2006-2007**  
County-wide is too broad of an area. Specific cities in close proximity to VCA will be the focus.
2. **Goal:** Develop plans for broadening the sources of tuition assistance
  - a) outreach to individual contributors
  - b) implementation of fundraising activities focused explicitly on tuition assistance.**REMOVED 2006-2007**  
This item is fundraising goal, not related to enrollment. In the future, this may be reinserted into the strategic plan under the fundraising goal.
3. **Goal:** Develop and implement plans to market to families with pre-K children and segments of families based on location and socio-economic levels.  
**REMOVED 2006-2007**  
This is redundant to two other action steps.
4. **Goal:** Conduct target marketing of VCA specifically in Aurora, Twinsburg, Chagrin Falls, Hudson, Stow, Macedonia/Sagamore Hills, Solon, and Streetsboro.
5. **Goal:** Develop a communication plan to increase general public awareness of VCA in the cities listed in step #4.
6. **Goal:** Develop a detailed plan to achieve an avenue into churches within a 7-10 mile radius of VCA (approximately 100 churches) for the purpose of promoting VCA to congregation members by:
  - ▶ leveraging VCA families in those churches
  - ▶ building relationships with leaders of the churches.
7. **Goal:** Develop and implement a plan to market to families
  - ▶ With Pre-K children
  - ▶ With middle school children
8. **Goal:** Develop plans to raise awareness of tuition assistance opportunities.  
**Goals 4-8 REMOVED in 2007 because a Marketing Coordinator was hired.**

### **FUNDING**

1. **Goal:** Consider ways to reduce the number of fund-raising events and/or improve the effectiveness of fundraisers.  
**REMOVED 2006-2007**  
*This action step was deemed as too general and not measurable. Fund-raising is addressed within the structure of the Planning and Development Committee as seen in Action Step #1. Completion of this step will provide structure in which all fundraising activities will be considered and coordinated.*
2. **Goal:** Identify the intermediate (five year) and long-term (ten-year) funding priorities for VCA (e.g., tuition assistance, endowment fund, school operations, building needs, etc.).  
**REMOVED 2007 – Given to the Finance Committee to oversee.**
3. **Goal:** Establish a process to be used annually for determining the goals for the Eagles' Fund.

**REMOVED 2007** – *Given to the Finance Committee to develop.*

**OUTREACH**