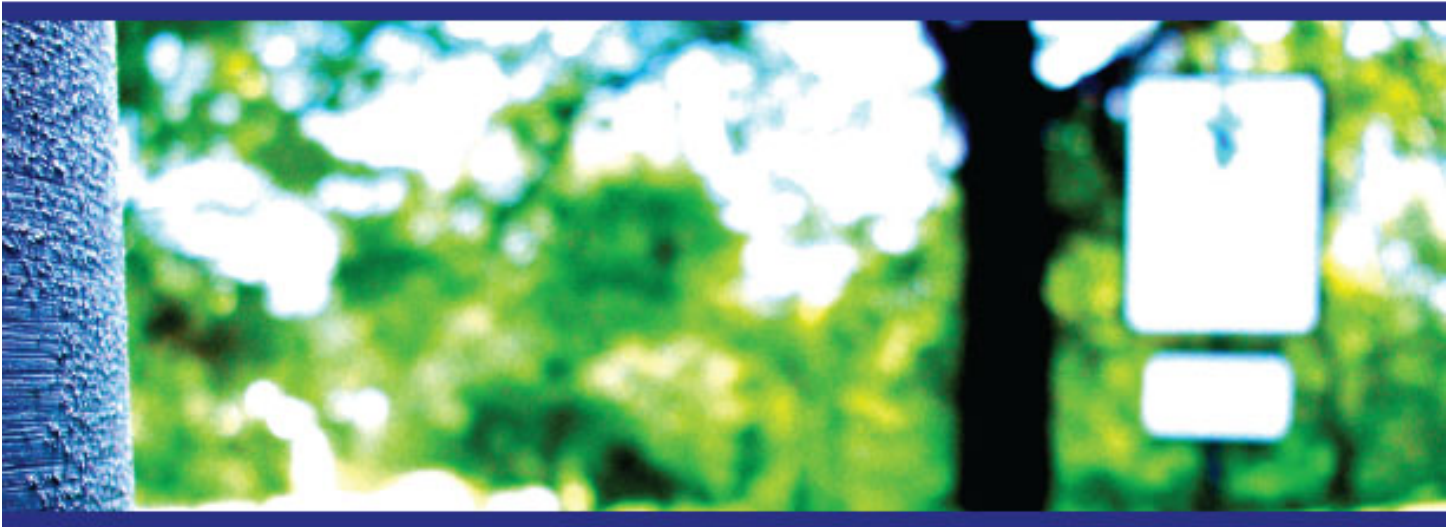




CHRISTIAN HERITAGE
A C A D E M Y



Resolving for Excellence & Truth

STRATEGIC PLAN 2016-2021

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I. Introduction

The Strategic Planning Committee continues its prayerful and proactive efforts to faithfully steward the growth and improvements of Christian Heritage Academy. Through careful review of the school's history, present status, and anticipated future, the SPC is pleased to submit this 5-year Strategic Plan, "*Resolving for Excellence & Truth.*" The second SPC strategic plan since 2011, this plan encompasses three major components:

- 1. *Strategic Analysis***
- 2. *Strategic Formulation***
- 3. *Strategic Implementation***

The ***Strategic Analysis*** component of this document outlines the mission of Christian Heritage Academy (CHA). It also includes the results of a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) that was performed during the development of this plan.

The ***Strategic Formulation*** component of this plan includes the school's vision statement and strategic objectives for the future.

The ***Strategic Implementation*** component of this plan details the action plan of the strategic initiatives required to meet the strategic objectives.

II. Strategic Analysis

The strategic analysis of Christian Heritage Academy provides a comprehensive overview of the viability of the school based on a SWOT analysis in an effort to assess the school's effectiveness in fulfilling its mission.

- A. New Mission Statement: We resolve to graduate students trained for a life of godly service through a college preparatory curriculum of high academic standards and sound biblical truth.**

Christian Heritage Academy's longstanding mission statement, "*To train students for a life of service to God and their fellowman through biblical teaching in every subject*" has provided the school with focus and direction for several decades. While it may not lack accuracy or relevance to the school's future, there is now an even greater commitment, a resolve, to prepare students for higher education in a culture that is increasingly intolerant of Christianity.

B. Strengths: These factors serve as the steadfast characteristics that encompass CHA:

- A strong team of dedicated and diversified faculty and staff who continue to demonstrate a commitment to the school's mission as evidenced by their sacrifices, teamwork, leadership, and tenure.
- A determination to follow and teach biblical truths in the classroom, during extracurricular activities, and through the personal testimonies of our faculty and staff.
- A college preparatory program centered on high academic expectations and a Biblical worldview.
- A growth momentum generated by achieving objectives from the 2011-2016 strategic plan *Rebuilding For The Future* including an enrollment increase of 50% to 144 students.

C. Weaknesses: These factors serve as internal areas of disadvantage to the present and future program.

- Insufficient salary and benefits packages to attract and maintain faculty and staff for significant tenures.
- A lack of crucial support staff and critical positions for growth.
- Limited resources to adequately maintain aging equipment and facilities each year.
- The uncertainty of new enrollment from year to year
- High tuition for our market that places us on the outer edge of financial feasibility for families in our area.

D. Opportunities: These factors serve as external conditions or circumstances positioned in such a way that allows the school to capitalize on them to advance the program.

- Promote standards of academic excellence, a college preparatory program, and a challenging curriculum for students and families seeking an academic advantage in their pursuit of higher education and to gain a reputation as such a school in the community.
- Expand and develop a comprehensive athletic program that attracts students and provides character development that can only be found in competitive sports.

- Provide a secure private school environment that provides safety for students and families who are increasingly concerned over the current culture's continued drift away from morality.
- Pursue ACSI accreditation as a means of self-evaluation and objective accountability for the continued improvement of our program and additional credibility.

E. Threats: These factors serve as external conditions or circumstances in the community, and perhaps beyond, that pose a threat to the sustainability and progress of the school in the years to come.

- Economic strain on families within our community who desire a private Christian education for their children but lack the financial means to provide it for them.
- Apathy towards the ills of society that increases a family's tolerance of immorality, no longer motivating them to seek refuge in the nurturing environment of a school like CHA.
- Competition from regional private Christian schools that are supported by a church or other organization and therefore have access to additional funding that helps them maintain low tuition while allowing their programs to expand.
- Tuition that has approached the ceiling of affordability within our community and places enrollment at the edge of financial feasibility for many families.

III. Strategic Formulation

The formulation of the Strategic Plan includes the vision of Christian Heritage Academy, the current character and circumstances of the school, and the strategic objectives that will bring this vision to fruition.

A. Vision Statement:

In accordance with God's word, the vision statement of Christian Heritage Academy underlines the commitment to becoming a distinguishably different Christian school purposed to equip students for academic and personal endeavors after high school. Our partnerships with Christian parents, devoted faculty members, and the church are crucial to the goal of graduating exceptional students who are mentally, physically, and spiritually prepared for their pursuit of higher education.

**"And Jesus increased in wisdom and stature,
and in favor with God and man." Luke 2:52**

Christian Heritage Academy endeavors to cultivate the life of every student to be an imitator of God by following the earthly example of Jesus Christ. The preparation that we provide will enable each student to grow in wisdom as a discerning thinker, an effective communicator, and a lifelong learner; to grow in stature by living a healthy, wholesome life; to grow in favor with God by showing evidence of receiving God's gift of salvation and being transformed by it; and to grow in favor with man by becoming a well-rounded and well-mannered citizen.

B. Current Character and Circumstances of CHA

Christian Heritage Academy has experienced tremendous growth over the past five years and looks to maintain that momentum through the year 2021.

Located on 39 acres of beautiful land in Franklin County, CHA serves students and families ranging in location from Martinsville to Roanoke and from Ferrum to Smith Mountain Lake. Operating continuously for the past 35 years, CHA's longevity places the school as one of the longest operating Christian schools in the Roanoke Valley. The program has proven its worth as evidenced in our successful alumni while its commitment and passion for preparing students, academically and spiritually, is proven by the tenure of several members of the faculty and staff.

Christian Heritage Academy currently ministers to 144 students from 96 families who have partnered with the school and subscribe to its mission, educational philosophy, and statement of faith. CHA's enrollment has increased by 50% since 2011 through the implementation of the objectives in the previous strategic plan. The enrollment growth, record re-enrollment, and commitment to maintaining small classroom sizes will present a significant challenge for our admissions efforts starting in the 2016-2017 school year. Advertising and recruitment efforts will need to identify and attract a very select group of students to occupy the available seats. Wait list management will be an admissions priority as well.

The current distribution of students in K4 – Grade 5 is such that successful re-enrollment and recruiting efforts in those grades will quickly result in limited seats, approximately 15-20 seats, each year. This would mean larger portions of the new students recruited would need to be enrolled in middle or high school where there are more available seats. Having previously concluded that the later a student enrolls in CHA's program, the higher the probability that the student will require more resources, the recruiting portion of admissions will become increasingly more strategic to maintain annual growth rates and the pursuit of greater academic excellence.

Focused efforts in the areas of admissions and development have served to stabilize Christian Heritage Academy's financial outlook. Income and donations sufficiently cover operating expenses, which have included significant increases in the areas of salaries, technology, and maintenance over the last five years to manage the school's growth. However, the current budget

is funding only the bare minimum of the school's needs. Financial limitations prevent sufficient compensation packages for personnel, additional staff, and adequate resources for maintaining the buildings and grounds. These named factors and several more addressed later in this strategic plan serve as obstacles for growth and program expansion.

Externally, the cultural climate of our country continues to become increasingly intolerant of Christianity and the Biblical worldview which CHA is committed to offering its students. A determination to maintain the school's core convictions was deemed necessary by the strategic planning committee during the formulation of this plan. Therefore, the potential for conflict and persecution exists in the school's future. Nevertheless, strength and courage can be drawn from the very words of the Lord Jesus' beatitude discourse.

"Blessed are you when people insult you, persecute you and falsely say all kinds of evil against you because of me. Rejoice and be glad, because great is your reward in heaven..."

-Matthew 5:11-12 NIV

Christian Heritage Academy must continue to pursue the Lord's will and purpose for as long as He continues to bless us with provisions as He has for nearly four decades. Growth is the only means for sustainability.

C. Strategies for the Future: Strategic Objectives

- **To increase our graduate enrollment in colleges to a 90% average by improving our college preparatory curriculum and counseling process.**
- **To improve the academic capabilities of our students to maintain higher standardized test scores than the local, state, and national averages.**
- **To promote wellness, character development and leadership skills in all students by developing a comprehensive athletic program.**
- **To increase our student enrollment to 205 students over the course of the Strategic Plan by enhancing our admissions and retention process.**
- **To pursue and implement the action plans necessary to obtain accreditation from the Association of Christian Schools International (ACSI).**
- **To implement available technologies in the areas of school administration, educational instruction, admissions, and revenue generation.**

- **To build a team of faculty and staff to adequately support both the academic and administrative programs of our daily operations.**
- **To enhance the aesthetic value of our buildings and grounds and expand the amount of usable space within our facilities to accommodate growth.**

IV. Strategic Implementation – Programs

Program objectives deal primarily with the components of Christian Heritage Academy's academic and extra-curricular activities that contribute to the success of the school's mission.

Strategic Objective 1: To increase our graduate enrollment in colleges to a 90% average by improving our college preparatory curriculum and counseling process.

- SI 1.1 College Counselor will work closely with the Administration to create and maintain an environment that promotes the pursuit of higher education among all students.
- SI 1.2 College Counselor will develop and implement a program to increase student exposure to colleges as well as educate and advise parents on planning for higher education.
- SI 1.3 College Counselor will work closely with the Administration to increase preparation for higher SAT/ACT test score performance.
- SI 1.4 College Counselor will work to increase matriculation rates by advising and assisting students and families through the college application process.

Strategic Objective 2: To improve the academic capabilities of our students to maintain higher standardized test scores than the local, state, and national averages.

- SI 2.1 The Administration will develop a system and schedule of reviewing standardized test scores to identify and implement any changes necessary to maintain high standards of academic excellence. This system should include, but not be limited to:
 - Faculty briefings on incoming and progressing student standardized test scores.
 - Routine Scope & Sequence evaluations.
- SI 2.2 The Administration will evaluate the introduction of academic enrollment requirements in conjunction with admissions efforts for the purpose of attracting and retaining students of a high academic caliber.

Strategic Objective 3: To promote wellness, character development, and leadership skills in all students by developing a comprehensive athletic program.

- SI 3.1 The Administration will hire a full time Athletic Director to fill the need for a PE teacher and various coaching responsibilities.
- SI 3.2 The Athletic Director and the Administration will work together to contract consistent and effective Christian coaches for each sport offered in the athletic program.
- SI 3.3 The Athletic Director will develop fundamental programs to prepare elementary students for participation in secondary sports and to increase participation in athletics.
- SI 3.4 The Athletic Director will work to promote athletic participation in secondary sports by communicating to both students and families about athletic opportunities and benefits on a regular basis.

V. Strategic Implementation – Administrative

Administrative objectives deal primarily with the components of our organization and operational activities that contribute to the success of the vision of Christian Heritage Academy.

Strategic Objective 4: To increase our student enrollment to 205 students over the course of the Strategic Plan by enhancing our admissions and retention process.

- SI 4.1 The Associate Director of Admissions and Public Relations will coordinate admissions initiatives that will maintain a re-enrollment rate of 91% or higher and increase enrollment by an average of 7.5% each year of this strategic plan.

Strategic Objective 5: To pursue and implement the action plans necessary to obtain accreditation from the Association of Christian Schools International (ACSI).

- SI 5.1 The Administration will appoint an ACSI Steering Committee to coordinate the accreditation process with specific attention to:
 - Teacher certification
 - Self-study directives
 - The implementation timeline

Strategic Objective 6: To implement available technologies in the areas of school administration, educational instruction, admissions, and revenue generation.

- SI 6.1 The Administration will hire an Instructional Technology Coordinator (ITC) to manage the school's technology program and infrastructure.
- SI 6.2 The ITC will develop a year round staff training program to equip faculty/staff with the skills to use available technologies for the management and teaching of their classes.
- SI 6.3 The ITC will work with the Administration to procure and implement a full-scale school administrative software package to increase the automation and access of student information, progress reports, report cards, attendance, and parental communications while reducing overhead requirements on faculty and staff.
- SI 6.4 The ITC will research and recommend the network and required infrastructure upgrades to increase network filtering and security to prevent student access and exposure to inappropriate material as well as to protect the network from malicious attacks.

Strategic Objective 7: To build a team of faculty and staff to adequately support both the academic and administrative programs of our daily operations.

- SI 7.1 The Administration will identify and prioritize staffing needs, including new positions and replacements, through 2021.
- SI 7.2 The Administration will appoint a committee to research and recommend salaries and benefits packages that will attract and retain qualified faculty and staff.
- SI 7.3 The Administration will identify and recommend alternative solutions to the current Head Teacher structure that is currently in place.
- SI 7.4 The Administration will appoint a committee to evaluate various forms of block scheduling to consider implementing in secondary as a means to offer more courses in our academic curriculum and by do doing so increase our graduation requirements without overextending our faculty.

Strategic Objective 8: To enhance the aesthetic value of our buildings and grounds and expand the amount of usable space within our facilities to accommodate growth.

- SI 8.1 The Facilities and Maintenance personnel will meet with local realtors, contractors, and landscape designers to evaluate and recommend a plan for aesthetic improvements with particular attention to:
 - Rakes renovations

- Parking areas and driveways
- Campus signs

SI 8.2 The Director of Development will evaluate and recommend a plan to pay off the loan on the multipurpose building and fund aesthetic improvement and expansion plans.

VI. Conclusion

This plan is the culmination of a year's worth of prayer, discussion, research, and planning performed by the members of the Strategic Planning Committee. Built on the success of the previous strategic plan, *Rebuilding For The Future*, the objectives and initiatives detailed within this plan represent those activities which will have the greatest impact on the future vitality of Christian Heritage Academy and its resolve to graduate students trained for a life of godly service through a college preparatory curriculum of high academic standards and sound biblical truth.

The Strategic Planning Committee of Christian Heritage Academy recommends this strategic plan for approval by the Board of Directors.

Upon approval, this strategic plan is to be reviewed, evaluated and updated annually by the Strategic Planning Committee in partnership with the Board of Directors and the administration of Christian Heritage Academy.

Respectfully submitted,

Tony Quist
Chairman, Strategic Planning Committee

Committee Members:

Deke Andrews, Head of School; Brian Arrington, Parent; Tina Byrd, Faculty; Melanie Cassady, Associate Director of Admissions and Public Relations; Rob Johnson, Board Member; Doug Hayes, Faculty; Cathy Spence, Faculty; Cindy Spencer, Administrative Assistant; Kaye Thomas, Faculty

APPENDIX: CALENDAR OF INITIATIVES

INITIATIVE	BEGIN	COMPLETE
SI 1.1 - College Counselor will work closely with the Administration to create and maintain an environment that promotes the pursuit of higher education among all students.	2016	2021
SI 1.2 - College Counselor will develop and implement a program to increase student exposure to colleges as well as educate and advise parents on planning for higher education.	2016	2019
SI 1.3 - College Counselor will work closely with the Administration to increase preparation for higher SAT/ACT test score performance.	2016	2019
SI 1.4 - College Counselor will work to increase matriculation rates by advising and assisting students and families through the college application process.	2016	2021
SI 2.1 - The Administration will develop a system and schedule of reviewing standardized test scores to identify and implement any changes necessary to maintain high standards of academic excellence.	2016	2018
SI 2.2 - The Administration will evaluate the introduction of academic enrollment requirements in conjunction with admissions efforts for the purpose of attracting and retaining students of a high academic caliber.	2016	2018
SI 3.1 - The Administration will hire a full time Athletic Director to fill the need for a PE teacher and various coaching responsibilities.	2016	2019

INITIATIVE	BEGIN	COMPLETE
SI 3.4 - The Athletic Director will develop fundamental programs to prepare elementary students for participation in secondary sports and to increase participation in athletics.	2016	2018
SI 3.5 - The Athletic Director will work to promote athletic participation in secondary sports by communicating to both students and families about athletic opportunities and benefits on a regular basis.	2016	2021
SI 4.1 - The Associate Director of Admissions and Public Relations will coordinate admissions initiatives that will maintain a re-enrollment rate of 91% or higher and increase enrollment by an average of 7.5% each year of this strategic plan.	2016	2021
SI 5.1 - The Administration will appoint an ACSI Steering Committee to coordinate the accreditation process with specific attention to: teacher certifications, self-study directives, and implementation timeline.	2016	2017
SI 6.1 - The Administration will hire an Instructional Technology Coordinator (ITC) to manage the school's technology program and infrastructure.	2017	2018
SI 6.2 - The ITC will develop a year round staff training program to equip faculty/staff with the skills to use available technologies for the management and teaching of their classes.	2018	2019

INITIATIVE	BEGIN	COMPLETE
SI 6.4 - The ITC will research and recommend the network and required infrastructure upgrades to increase network filtering and security to prevent student access and exposure to inappropriate material as well as to protect the network from malicious attacks.	2018	2019
SI 7.1 - The Administration will identify and prioritize staffing needs, including new positions and replacements, through 2021.	2016	2017
SI 7.2 - The Administration will appoint a committee to research and recommend salaries and benefits packages that will attract and retain qualified faculty and staff.	2016	2017
SI 7.3 - The Administration will identify and recommend alternative solutions to the current Head Teacher structure that is currently in place.	2016	2017
SI 7.4 - The Administration will appoint a committee to evaluate various forms of block scheduling to consider implementing in secondary as a means to offer more courses in our academic curriculum and by do doing so increase our graduation requirements without overextending our faculty.	2016	2017
SI 8.1 - The Facilities and Maintenance personnel will meet with local realtors, contractors, and landscape designers to evaluate and recommend a plan for aesthetic improvements with particular attention to Rakes renovations, parking areas and drivewa, and campus signage.	2016	2017

INITIATIVE	BEGIN	COMPLETE
SI 8.2 - The Director of Development will evaluate and recommend a plan to pay off the loan on the multipurpose building and fund aesthetic improvement and expansion plans.	2016	2017