



CLASSICAL CHRISTIAN ACADEMY ~ STRATEGIC PLANNING DOCUMENT



APRIL 4, 2018

CCA BOARD OF TRUSTEES
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Classical Christian Academy

Strategic Planning Document

VISION

The Board of Trustees has a vision for Classical Christian Academy to be the premiere Christian school choice in Kootenai and Spokane Counties for years to come. We envision a school growing to 300-400 students, with two classes per grade in the Grammar School feeding into a thriving Logic and Rhetoric Program with multiple electives in all subjects, including Fine Arts and increased Sports Activities. Recognizing the importance of the relational aspect of learning, we are also committed to keeping student-to-teacher ratios at or below 20:1.

PURPOSE

This Strategic Plan was developed by the Board of Trustees in collaboration with the Headmaster. The purpose of this plan is to identify the financial, organizational, and physical elements needed to provide the strongest possible platform in support of the school's purposes and outcomes. This plan will specifically address the following eight categories: ***Governance; Finances; Marketing; Development; Staffing; Academics; Co-Curriculars; and Facilities.***

PLANNING PROCESS

The Board conducted an ISM assessment prior to the planning process. Based on the ISM Stability Markers Scoring Instrument, the Board of Trustees has determined the school to be in Planning Category 2 Enhanced Stability. As such, this plan will attend closely to first-tier Stability Markers, but with a moderate degree of freedom to pursue second-tier items.

This planning document will be supported by an accompanying Strategic Financial Plan to determine the resources needed in order to execute the Strategic Plan with fiscal responsibility. The plan will assume a 1.5% annual increase in the cost of expenditures with an accompanying floor gradient of 1.5% for tuition/fees. The purpose of such gradients is to allow the school's expenditures and basic tuition/fee structure to keep pace with expected inflationary increases. This, in turn, means that money needed to pay for items not explicitly named in this plan (e.g., paper, consumable curriculum, etc.) will not be reduced accidentally by inflation's impact on dollar values.

USE OF THIS PLANNING DOCUMENT

The Executive Committee will evaluate each item and determine the specific action steps needed to meet each goal. This Committee will then create Committees and specific Charges which will include targeted deadlines in order to move forward at a sustainable pace. The Board Chairman will ensure that this Strategic Plan is reviewed at each Board of Trustees Meeting to ensure that appropriate progress is being made.

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GUIDING THOUGHTS

- Based on the ISM Stability Markers Scoring Instrument, the Board of Trustees has assessed the school to be in Planning Category 2 *Enhanced Stability*. As such, this plan will attend closely to first-tier Stability Markers, but with a moderate degree of freedom to pursue second-tier items.
- The Board of Trustees agrees that increasing student enrollment is crucial for the long term viability of the school. This will be accomplished through the retention of existing students and recruitment of new families.
- The Board of Trustees also agrees that the development and retention of Faculty is extremely important for the long term viability of the school.
- The Board of Trustees believes that, in light of our *Enhanced Stability*, CCA should pursue the expansion of our facilities and programs through a *Capital Campaign* in order to accommodate the future needs of the school.
- The Board of Trustees recognizes the need for strengthening the Development Committee (Major Gifts Program).
- The Board of Trustees continues to be committed to:
 - The ISM Strategic Board concept and increasing its focus on long range planning for CCA.
 - Providing excellent support, guidance and evaluation of the Headmaster.
 - Professionally developing the Faculty and Staff at CCA, especially in Classical Methodology.

GOVERNANCE

To be strategic in carrying out the mission of CCA, remaining focused on the long-term vision stated above.

- 1yr – Create a written protocol for selection, training and service of a CCA Board Member.

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- 1yr – Move Board to more of a visionary and supportive role allowing the Headmaster to manage the operations of the school.
- 1yr – Increase the communication to the school body and other constituents through the biannual newsletter.
- 1yr – Yearly review and update the policy, bylaws and strategic plan.

FINANCIAL

To maintain cash reserves of at least 15% of operating expenses; and increase hard income coverage toward 100%; while increasing staff salaries toward a market rate; and investing in professional development of staff.

- Maintain cash reserves of at least 15% of operating expenses.
 - 1yr – 13%
 - 3yr – 15%
 - 5yr – 15%
- Increase hard income coverage toward 100%
 - 1yr – 80%
 - 3yr – 85%
 - 5yr – 90%
- Invest in professional development of staff
 - 1yr – 1% of operating expenses
 - 3yr – 1% of operating expenses
 - 5yr – 1% of operating expenses
- Increase staff salaries
 - 1yr – 2%/year
 - 3yr – 4%/year
 - 5yr – 4%/year

MARKETING

To continue to increase enrollment and retain current students through 12th grade with a maximum enrollment of 500 students (two classes per grade for the grammar school and 30 students per grade for secondary) while maintaining a maximum student/teacher ratio of 20:1.

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- Increase enrollment by 5% each year
 - 1yr – 200 students
 - 3yr – 220 students
 - 5yr – 240 students
- Maintain retention rate of 90%
 - Study the retention rate of CCA and surrounding private schools to determine an accurate retention rate goal for each grade.
- Create an International Student program
 - 1yr – bring in students for a 3 or 6-week program
 - 3yr – SEVIS Certification and students enrolled for an entire year
- Focus of marketing on; CCA Crest, Biblical Worldview Education, Staple of education in our community for past 20 years.

DEVELOPMENT

To establish the foundation for a comprehensive long-term donor program to include the utilization of Bloomerang for donor relationship management and a 3-year objective of a capital campaign to raise \$2M for facilities upgrades.

- Donor Program
 - 1yr - Planned/Estate planning giving
 - 1yr – establish policies/procedures for Bloomerang campaigns
 - 2yr – develop donor communication strategy
- Capital Campaign
 - 1yr – complete campaign Assessment Phase (vision, budget, plan)
 - 2yr – commence Quiet Phase of Campaign
 - 3yr – complete facility implementation planning

STAFFING

To provide a capable staff with a level of professional development that will maintain our classical education methodology, academic goals and standards of character.

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To offer a fair and competitive salary and benefits, and staffing to maintain a maximum student/teacher ratio of 20:1.

- Professional development
 - 1yr – Ensure the regular occurrence of Teaching Observations with timely feedback
 - 1yr – Yearly classical education training at the local level
 - 1yr – Formalize ACCS teacher certification program
 - 3yr – Every teacher to attend a classical education seminar once every three years
- Offer a competitive salary and benefits
 - 1yr – Increase salaries each year
 - 3yr – Review salary and benefit package to ensure it is competitive within the market
- Student / Teacher Ratio
 - 1yr – Yearly review of enrollment trends by grade to ensure maintaining maximum 20:1 Student/Teacher ratio

ACADEMICS

To enhance student success by promoting core principals in the expansion of CCA's academic curricula.

- Student Performance Measurement/Benchmarking
 - 1yr – Observe standardized test results and track CCA performance relative other schools and target areas of improvement
- Curriculum
 - 1yr – Conduct scope and sequence review
- Program Expansion
 - 1yr – Introduce concurrent credit courses
 - 3yr – Expand the Fine Arts program
 - 3yr – Offer more electives in the Secondary Program
- Explore new opportunities to enable students to be successful academically - Ongoing

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CO-CURRICULAR

To offer a robust co-curricular program.

- Support and enhance the Athletic Program
 - 3yr – Provide a stipend for coaches
 - 5yr – Have an on-site gymnasium with which to further develop the athletic program
- Refine the Travel Study Program
 - 3yr – 7/8 grade NW History trip 100% paid for by tuition and fundraising
 - 5yr – 12th grade trip 50% paid for by tuition and fundraising
- Support and enhance the Robotics Program
 - 1yr – Market this school program to the community
- Support and enhance CCA's involvement in Academic Competitions
 - 1yr - Maintain and enhance current competitions and future opportunities

FACILITIES

To obtain and maintain vehicles, buildings and furnishings necessary and appropriate to accomplish the mission of the school with foresight and fiscal responsibility.

- 1yr – survey tables, desks and furniture in each classroom to determine replacement priority and create a graduated replacement plan
- 3yr – investigate, and purchase if appropriate, a vehicle for student transport to and from school functions
- 5yr – begin building a Sports and Fine Arts building to accommodate expanded academic and co-curricular programs