



# *AACS Strategic Plan Goals & Action Items*

## **Christ-Centered Culture and Community**

### **GOAL: Unify and enhance our mission focused Christ-centered culture and community**

Remaining true to why we exist matters. Distinct and excellent Christ-centered education that equips students to lead and impact their world in the name of Jesus Christ is of utmost importance. That is accomplished one student, one relationship at a time. Our school relational culture cannot be fabricated and must remain authentic to our mission. And the most important relationship we can focus on is the one we have with our Lord and Savior, Jesus Christ. Our students are maturing into adults under the pressure of perceived societal norms and cultural expectations — all rapidly compounded by the pace of technology and much of it in direct contradiction to our core faith beliefs. It continues to be vitally important for us to examine the quality of our relationships with parents, students, faculty, staff, alumni, and our school neighborhoods with an eye towards our ultimate commitment: to love God and others so as to bring glory to Him in all that we say and do.

***John 17:20-23** My prayer is not for them alone. I pray also for those who will believe in me through their message, that all of them may be one, Father, just as you are in me and I am in you. May they also be in us so that the world may believe that you have sent me. I have given them the glory that you gave me, that they may be one as we are one - I in them and you in me - so that they may be brought to complete unity. Then the world will know that you sent me and have loved them even as you have loved me.*



### *Christ-Centered Culture and Community, continued*

#### **In light of this we will...**

1. Create evaluative instruments and processes to ensure the foundational documents and policies are consistently applied and evaluated throughout all aspects of the entire K-12 programs, operations, and curriculum. To deepen the impact at AACCS we must ensure that all faculty/staff members are pursuing and adhering to these policies in their day-to-day responsibilities.
2. Develop and implement a systematic plan for measuring and evaluating the spiritual development of our students that is both strategic and mission-driven.
3. Through a collaborative effort that includes training, relationship building, small groups, and a commitment to creating a school culture that values, supports, and protects all ethnicities and learning styles.
4. Continue to strengthen efforts to improve our school's visibility and reputation in the community by further developing and effectively telling our story. Further enhance our external messaging to consistently communicate our story and clear brand identification in all sectors of our community including an expanded parent-engagement process, a more engaged alumni network, and stronger relationships with local churches and pastors.
5. Further strengthen our strategy and efforts to operate and communicate as one united school, keeping our relationship with Jesus Christ central and prominent while celebrating the diversity of our community. While each of our four campuses will have their own distinct age-appropriate uniqueness, we must have a united brand, foundation, story, and voice. AACCS is one school.



## Unified and Cohesive K-12 Educational Program

**GOAL: Clarify mission-focused goals and related metrics for our educational program and the differentiated needs of students**

The mission of AACS is on display each day, in each classroom, on the athletic fields and courts, on stages, in choir rooms, and throughout the hallways of each campus. We want to develop a unification of purpose that drives that mission forward. In light of the pace of modern educational shifts, a consistent program that is distinctly mission-driven across all grade levels allows us to make strategic decisions that can adapt to student and market needs. Using data to enhance decision making actually reinforces a Christian's view of educational excellence and introduces our families to Christ's call in Luke 14 to "count the cost" before undertaking the task.

***Romans 12:1-2** Therefore, I urge you, brothers and sisters, in view of God's mercy, to offer your bodies as a living sacrifice, holy and pleasing to God - this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is - his good, pleasing and perfect will.*



### *Unified and Cohesive K-12 Educational Program, continued*

#### **We will...**

1. Further strengthen our instructional program, incorporating student outcomes, biblical worldview, and assessment into each subject, course and grade level. Continue to pursue alignment of courses to the educational goals of AACS and incorporation of the developmental needs of the whole child (spiritual, intellectual, physical, social and emotional) into the instructional program. We must increase availability and accessibility for faculty to use best practice resources throughout all of their preparation and presentation associated with student learning.
2. To meet the growing emotional and behavioral needs of students, strategically develop and implement a guidance program that takes into consideration the diversity of our school culture and is scaled to meet these varied needs.
3. Increase data-driven instructional decisions and enhancements by identifying benchmark metrics and establishing a systematic process to regularly measure how we perform against our goals and against our educational priorities
4. Strengthen and expand our effectiveness in meeting the various needs of all diverse students through a biblical lens that celebrates and nurtures their racial, cultural, and learning differences while uniting them as one body under Jesus Christ.
5. Improve our curriculum review process through a multi-year rotation of assessment within subject areas. That review process must include developing a K-12, scoped and sequenced course of study that provides for a curricular program that integrates a biblical worldview and inspires spiritual growth and transformation in all students. Involve subject-matter experts when needed and develop an annual process that leads to a systematic assessment of our entire curricular program every 5 years.
6. Using best practices relating to educating technologically-adept learners, reimagine the role technology should play within AACS's comprehensive school experience.



## Distinctly Christian Faculty and Staff that Inspire Learning

### GOAL: Attract, retain, and inspire the best Christian faculty and staff

Teachers inspire students best when they themselves are inspired. There is no limit to how much teachers can inspire and transform students when they are mission-focused and motivated. Because our faculty and staff are called to a steadfast joy while helping students grapple with challenges, solve problems, and face moral dilemmas, we look to provide them with resources that strengthen our culture of caring and intellectual inquiry. To do this work well, we must attract a diverse group of prepared, creative, and engaged faculty and staff who are deeply committed to their relationship with Jesus Christ; who love the labor of teaching; who are inspired to teach; and who feel valued by the colleagues that surround them.

*James 5:1 Behold, we consider those blessed who remained steadfast. You have heard of the steadfastness of Job, and you have seen the purpose of the Lord, how the Lord is compassionate and merciful.*



### *Distinctly Christian Faculty and Staff that Inspire Learning, continued*

#### **We will...**

1. Develop and implement measurable goals that are focused on improving efforts to both recruit and retain a diverse, highly qualified Christian faculty and staff.
2. Through a collaborative school-wide effort, improve the integration, awareness, and celebration of the AAACS Core Values into the faculty and staff culture and day-to-day classrooms. Assess effectiveness through surveys and feedback.
3. Continue to cultivate and implement a professional development program that equips faculty and staff at all levels of experience to meet expectations and inspires them to pursue recognized instructional “best practices” and strategies for their classroom, subject, or area of service. Moreover, expand cross-campus interaction and maximize the school-year professional development experiences through cohort-style models for all employees.
4. Develop a performance management and evaluation system that ensures realistic employee performance expectations; that inspires and motivates both supervisor and employee; and that relies on HR assessments that elevate core value alignment and missional focus.
5. Establish a leadership training and development program, led by principals and supervisors, for employees with opportunities for additional responsibilities and expansion of leadership roles. Further implement a plan to identify and equip rising leaders with the skills needed to provide an engaged, productive, and mission-driven work environment.
6. Investigate what a mission-driven compensation program could look like at AAACS. Refine the current plan or implement a new plan for all employees that adequately defines performance expectations and creates a system that affirms our employees’ significant value and the work being done.



## Strategic Stewardship of Resources

**GOAL: Develop and implement a sustainable financial model, property master site plan, and resource development program that propels AACS towards accomplishing its strategic goals.**

Excellence in Christian education is costly, and yet it is worth the investment. Excellence at AACS must be attainable and sustainable. Through many decades of faithfulness, AACS has been blessed with wonderful families and students, top-notch programs, and space to expand. We are called to steward all that we have been given with an eye toward eternity. Our community needs to regard stewardship as a worthy mindset. It believes that all is the Lord's and we have been graciously granted management of it. Our desire is to use these resources to bring glory to His name through the advancement of the mission of AACS.

**1 Chronicles 29:14** *But who am I, and what is my people, that we should be able thus to offer willingly? For all things come from you, and of your own have we given you.*



### *Strategic Stewardship of Resources, continued*

#### **We will...**

1. Develop a property master site plan for all campuses that accurately identifies areas of growth and determines "best use" scenarios that drive the mission of AACCS forward. Create a mission-driven plan that focuses on sustainability, enrollment, co-curricular activities, faculty and staff efficiencies, and meeting the needs of all of our students.
2. Generate a plan for appropriately celebrating the 50th anniversary of the founding of AACCS. Include faithfulness-centered historical perspectives and honor the strength of the mission and the providence of God.
3. Conduct a thorough study of the enrollment process and investigate options regarding an early education campus expansion and/or additional campuses.
4. Strengthen student retention throughout the enrollment cycles by engaging families with care and excellence while increasing the value proposition so that a deepened sense of connection and satisfaction is established.
5. In conjunction with our marketing resources and reach, maximize our enrollment of new students that come from mission-fit families.
6. Explore all possibilities for alternative means of funding and create a plan for the systematic funding of an endowment along with a plan for reduction of the current debt.
7. Evaluate the security protocols utilized at all campuses and ensure that there is a systematic process for training with all faculty, staff and students. Take the necessary steps to purchase and utilize the equipment and technology essential to supporting our security efforts. Prepare for the full implementation of the written crisis management plan.