

Darren Patterson Christian Academy

Strategic Action Plan



2009-2012

They that wait upon the Lord shall renew their strength, they shall mount up with wings like eagles...

Isaiah 40:31

Darren Patterson Christian Academy

Buena Vista Colorado

3 Year Strategic Action Plan: Fall 2009 – Spring 2012

This strategic plan was developed during the school year 2008-2009, with input from board members, faculty and staff, and parents of children in the school. The planning process was intended to engage the leadership of the school, and in turn the school community, in assessing the present condition of Darren Patterson Christian Academy and asking the Lord for insight and direction as to the priorities the board and administration should adopt for the next three years. The intent of the planning process was to continue to strengthen the operations and quality of education at the Academy by identifying areas of the school's operations that should be strengthened, expanded, changed, or developed over the next three years.

The **purpose** of this document is to *outline the results of this planning process in a way that gives the leadership of the school and the broader school community a clear sense of the thinking and projects that will guide the actions and efforts of the DPCA board, faculty and staff during the three school years 2009 – 2012.*

With consulting guidance from Kiki Johnson of Carney, Sandoe, and Associates, the school board compiled information from board members, faculty and staff, and parents to construct this plan document. This plan is focused on specific projects and implementation; it assumes that current operations of the school will continue as usual unless or until they become the focus of one of the elements of this plan or of future planning efforts. This plan is intended to represent the current focus of ongoing planning and review at DPCA, with the idea that the school community has been and will remain in a continuous process of prayerful evaluation and subsequent efforts to improve the quality and scope of educational services offered to parents, students, and the communities which the school serves.

During the 1st half of the project, the board discussed the current state of the Academy and perceived needs. That conversation resulted in an initial list of possible priorities upon which school leadership should focus. The board then sought staff and parent input through staff meetings conducted by the administrator and two parent meetings, all of which were accompanied by a survey containing questions designed to assess how others felt about the board's initial list as well as open ended questions that allowed parents and staff to generate their own suggested priorities or to modify items on the board's list. In the second half of the project, the board used the information from the surveys to inform the compilation of a final list of general areas of the school operations and development that would be the focus for effort and improvements over the next three years. The seven general areas of focus are as follows, not necessarily in priority order:

1. Mission and Purpose Assessment: Create improved ways of measuring results relating to all aspects of the school's mission statement.
2. Finances: Develop improved strategies for sustainable funding of the school ministry including ongoing development of the Endowment Fund as well as broader strategies for strategic solicitation of friend of the Academy.
3. Enrollment: work on marketing and other strategies in order to promote DPCA in community friendly, enrollment-driven ways. Evaluate feasibility of bus service to Salida and Leadville.
4. Technology: Establish up-to-date benchmarks for integrated technological education and for measuring technical competency. Distribute this instruction across grade levels and across the curriculum.
5. Student Development: Establish benchmarks for student academic skills, distribute academic skill instruction across the curriculum, establish a stronger resource program for students who are struggling with academics.
6. Facilities: Review and refine campus master plan, prioritize known projects, incrementally improve energy efficiency/increase use of renewable energy.
7. Board governance: Board develops improved strategies and policies for professional development, board and school succession, officer roles and responsibilities, etc.

Individual plan items thus represent specific steps or projects within these seven general areas.

Each item in this plan includes estimated cost (if any), projected revenue source (if needed), the date the intended action should begin, the target completion date, and who is responsible for initiating and approving action. The plan seeks to balance the desire on the part of the board and school family to move forward with improvements in these areas with a realistic assessment of how much the staff, board members, and other committee members involved can accomplish in addition to maintaining high-quality ongoing operations.

While some elements of the plan focus on efforts to increase enrollment, most of the items are service-driven rather than enrollment-driven. That is, the need for improvement is felt regardless of the specific number of students in the school. Generally, the school continues to work toward a next enrollment target of approximately 130 students in grades K-12. Some elements important to the future of the school do not yet appear in the plan document; many of these are to be the subject of continuing study, prayer, and planning on the part of the school board. It is anticipated that this planning document will be amended as necessary to reflect developing priorities and the sometimes rapidly changing environment in which Darren Patterson Christian Academy operates.

Darren Patterson Christian Academy Strategic Action Plan 2009-2012

Year One, 2009-2010

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Establish a Technology Committee. Committee meets at least monthly to research computer instruction benchmarks, proposes K-12 computer curriculum revisions to faculty.	None to 2009-2010 budget	None	August 2009	April 2010	Administrator / Faculty
Delete Computer Applications as a discrete class at the high school level in favor of integrated computer/tech instruction across the curriculum	None	None	May 2009	June 2009	Administrator /Board
Establish an Academic Skills Committee. Committee meets at least monthly to determine academic skills curriculum K-12. Proposes revisions to faculty.	None to 2009-2010 budget	None	August 2009	April 2010	Administrator / Faculty
Delete Study Skills as a discrete class at the high school level in favor of integrated academic skills instruction across the curriculum	None	None	May 2009	June 2009	Administrator /Board
Re-staff Facilities Committee. Committee meets as determined to works on master facilities plan and prioritizes current projects. Committee works with school development staff and board to determine funding sources and funding solicitation for completion of projects in order of priority.	None initially, specific dollar amounts determined for each project	TBD: Grants, individual solicitation, mini-campaigns, large capital campaign?	Summer 2009	Current priorities established by December 2009, Master plan by May 2010	Facilities Chair Harvey Brassler/Board
Endowment Fund Board pursues additional funding for the endowment through planned giving, memorials, etc.	None to school budget. Development costs to be determined	Endowment fund	Already in progress summer 2009	Ongoing through May 2012	Endowment Fund Board/Same
School Board coordinates with Development staff to manage comprehensive marketing efforts	None initially. Development costs to be determined	School budget for development, possible individual gifts/grants	August 2009	Review complete and recommendations March 2010	Board/Board
School Board and development staff develop local (BV, Salida, Leadville) Booster Club Plus.	Initial \$200.00 printing and postage	School budget	August 2009	Initial solicitations complete by December 15, 2009	Development Staff/Already approved

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Faculty implement senior portfolios and portfolio presentations beginning with the class of 2010 (class 1)	None to school budget	Students bear minimal cost	August 2009	Initial notification to students by September 15, 2009. Final Recommendations to board two weeks prior to November board meeting, 2009	Administrator and faculty/Board
Board schedules annual retreat to pray, address tuition rates, continue exploring other funding possibilities, alternative education delivery	None initially	None	Late summer or fall 2009	No later than January 1, 2010	Board
Board sets aside board meeting time to review governance issues	None	N/a	August 2009	August 2010	Board/Board
Promotions Committee helps evaluate marketing practices.	None	None	Fall 2009	Recommendations by February 26, 2010	Promotions Committee
Staff works to explore viability of bus service to Leadville	\$12,000 for additional bus, \$10,150 annual expense to school budget	Endowment fund, bus fees, new tuition revenue	Summer 2009	Decision made by July 31, 2009	Board

Year Two, 2010 – 2011

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Technology Committee reviews curriculum adoptions, plans assessments, begins developing equipment and funding lists; seeks funding in coordination with Development. Faculty begins to implement assessments.	None to do review work; costs as determined to fund equipment purchases	Potentially some from DPCA budget; outside (grant) sources	Fall 2010	May 2011	Tech Committee/ Admin/faculty approve actions; board approves any budget items.
Academic Skills Committee becomes Student Resource Committee. Examines resources available to students and makes recommendation to board. Makes recommendations to faculty, faculty makes recommendations to administration and/or board	None to 2010-2011 budget	None	August 2010	April 2011	Committee Chair/ Administrator and Board

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Facilities Committee reviews priorities, sets and accomplishes facilities projects for 2010-2011	TBD by committee	Building fund, possible DPCA budget	Early Summer 2010	May 2011	Facilities Committee/ Admin and board approve
Endowment Fund Board continues to pursue options for planned giving, memorials, etc.	TBD by endowment board	Endowment funds	Summer 2010	May 2011	Endowment Board
Development Staff summarizes results of first year efforts toward developing comprehensive marketing plan and reports to board September 2010. Board and staff review and establish goals for next steps in 2010-2011. Staff works to implement those goals. Development staff attends at least one marketing seminar.	None for review. Real costs likely for portions of plan development. About \$200 needed for development training	DPCA budget and/or designated funds from donors	Summer 2010	May 2011	Development/ Admin and board
Development staff summarizes results of Booster Club+ efforts and reports to board at September 2010 board meeting. Staff and board evaluate strategy and proceed accordingly.	None for review. Perhaps \$200 for decals, other publicity for the program.	DPCA budget	Summer 2010	May 2011	Development/ Admin and board
Faculty implements portfolio requirements for class of 2011 (Class 2)	None	None	Fall 2010	May 2011	Faculty/ Admin and board
Board schedules annual retreat to pray, address current questions, review overall progress on strategic plan, and determine further issues or strategies.	None initially	None	Late summer or fall 2010	No later than January 1, 2011	Board
Board reviews need to continue working on governance issues – if yes, continues to set aside ¼ of each board meeting . Governance issue complete by June 2011.	None	None	September meeting 2010	June 2011	Board
Board discusses possibilities for assessing mission and purpose; faculty provides input. Board and/or faculty design initial assessments. Assessments implemented prior to the end of school in May 2011.	None	None	Fall 2010	March 2011	Board/Board

Year Three, 2011 – 2012

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Technology Committee reviews progress to date. Curriculum and assessments now fully implemented. Committee interviews faculty to get feedback on progress, issues. Equipment and software list reviewed and updated and needed funding identified. Funding sought.	None to review. Funding for implementation TBD	Possibly some DPCA budget. Outside the school (grants)	Fall 2011	May 2012	Tech Committee/ Admin/faculty approve actions; board approves any budget items
Student Resource Committee evaluates progress, makes recommendations to to faculty, administration, and board for further needs/progress.	None to review, TBD depending on recommendations.	DPCA Budget? Designated funds form donors? Grants?	Fall 2011	May 2012	Committee Chair/ Faculty, Administrator, and Board
Facilities Committee reviews school needs, re-sets priorities for 2011-2012, and woks to accomplish these projects.	TBD	Building fund/ Budget	Early summer 2011	May 2012	Facilities Committee/ Admin and board approve
Endowment Fund Board continues to pursue options for planned giving, memorials, etc.	TBD by endowment board	Endowment funds	Summer 2011	May 2012	Endowment Board
Development staff reviews progress on comprehensive marketing efforts and reports to board in September 2011. Board and staff review and set goals for 2011-2012. Staff works to implement those goals. Development staff attends at least one marketing seminar.	None for review. Real costs likely for portions of plan development. About \$200 needed for development training	DPCA budget and/or designated funds from donors	Summer 2011	May 2012	Development/ Admin and board
Development staff summarizes results of Booster Club+ efforts and reports to board at September 2011 board meeting. Staff and board evaluate strategy and proceed accordingly.	None for review. Perhaps \$200 for decals, other publicity for the program.	DPCA budget	Summer 2011	May 2012	Development/ Admin and board
Faculty implement portfolio requirements for the class of 2012 (Class 3)	None	None	Fall 2011	May 2012	Faculty/ Admin and board

Item	Costs	Revenue Source	Date to Begin	Target End Date	Who Starts?/Who Approves?
Board schedules annual retreat to pray, address current questions, review overall progress on strategic plan, and determine further issues or strategies.	None initially	None	Late summer or fall 2011	No later than January 1, 2012	Board
Board considers process for continuing strategic planning: what planning will be done for beyond 2012?	None	None	Early Fall 2011	By January 2012, plans in place for next steps in strategic thinking and planning.	Board
Faculty and board review initial assessments of mission and purpose; Review is two part: 1) response to initial data informs next stages of strategic planning, and 2) assessments themselves are reviewed for adequacy.	None	None	Fall 2011	By January 2012, review is finished and findings are ready to bring forward into next planning process.	Board