

# SCHOOL IMPROVEMENT PLAN

## **Cathedral Academy 2016-2021**

Continual reflection on areas of success as well as areas of needed improvement is essential to school growth and effectiveness. The 2016-2021 Cathedral Academy School Improvement Plan provides our direction and course of action for the next five years and embodies the principles established in our school mission, vision, and core values. Developed in response to stakeholder input, the school improvement plan addresses six key areas of improvement and strategy. Under each key strategy, several goals are outlined as well as necessary action steps, resources, evaluation measures, and responsible personnel. This plan will be continuously monitored, managed, and evaluated to ensure the outlined strategies and goals are effectively implemented.

### **SCHOOL PURPOSE:**

Our purpose is to impact the world for Jesus Christ. With that being said, we intend to help mold and shape our students in four realms.

**Spiritual:** Dedicated to providing an education based on Biblical truth, CA students develop a Christ-centered world view that prepares them to pursue a life that honors God in all they do.

**Academics:** Developmentally appropriate and challenging, high standards of academic achievement provide an exemplary college preparatory curriculum.

**Athletics:** Focused on character development and teamwork, the sports program at CA affords opportunities for a high level of success in skill development and competition.

**Service:** Preparing students to be servant leaders in this world, CA provides teaching, modeling, and specific opportunities to serve and impact others in our community as part of a maturing walk with Christ.

### **MISSION:**

Cathedral Academy partners with families to provide a quality academic, Biblically-based education to equip both parents and students to impact their culture for Christ.

### **VISION:**

Cathedral Academy is a Christian school providing Biblically-based education so that future generations will know God's truth, remember His works, and not live by the world's philosophies.

### **STATEMENT OF FAITH:**

We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct. Accordingly, based on Scripture:

1. We believe the Bible is the inspired Word of God. We believe there is one God who reveals Himself in three separate and distinct personalities: the Father, the Son, and the Holy Spirit.
2. We believe mankind was created good and upright but, by voluntary transgression, fell and is now separated from God, lost, and without hope. We believe Jesus Christ is God in the flesh, fully divine and fully human. We believe that through the shedding of His blood at the crucifixion, Jesus made salvation and His righteousness available to all who will believe, thus bridging the gap between God and mankind.
3. We believe Jesus died, was buried, and rose bodily from the dead (The Resurrection). We believe that after The Resurrection, Jesus ascended to the Father and is presently engaged in building Heaven and interceding for people.
4. We believe Jesus will return to this earth to take His Church (those who believe in Him) to Heaven and will judge the world. (It is not necessary that we all believe alike concerning whether He is coming before, during, or after the Great Tribulation.)
5. We believe salvation comes by repentance for sin and a heartfelt faith in the Lord Jesus Christ, resulting in regeneration of the person. This salvation is entirely by the grace of our Lord, not of works. Works are excluded except as evidence of salvation.
6. We believe Water Baptism and the Lord's Supper are the two Ordinances of the Church. We believe Baptism by immersion in water in the Name of the Father, Son, and Holy Spirit is a symbol of identification with Jesus

Christ in His death, His burial, and His resurrection. We believe the Lord's Supper is a memorial to the death, resurrection, and Second Coming of our Lord Jesus Christ.

7. We believe that all believers should seek, as the early disciples did, to live a life separated from the evils of the world and unto Christ. Their standards of conduct should honor our Lord and His Church.

8. We believe the Bible clearly teaches eternal separation from God for the unsaved and eternal glory and service for the saved.

### **SCHOOL CORE VALUES:**

As Cathedral Academy endeavors to fulfill its mission, its vision, and enhance our ministry, we teach the following core values:

**TRUTH:** The Bible is the inerrant Word of God that gives directions in every aspect of life. (2 Timothy 3:16)

**CHRIST-LIKENESS:** Whoever claims to live in Him must walk as Jesus did. (1 John 2:6)

**CHRISTIAN FAMILY:** The Christian family is God's training ground for preparing generations to know and serve Jesus Christ. (Deuteronomy 6:6-9)

**CHURCH:** The church has been and always will be the instrument of God to fulfill God's purposes on earth. (Acts. 2:42-47)

**QUALITY EDUCATION:** "Train up a child in the way he should go and when he is old, he will not depart from it." (Proverbs 22:6) "And Jesus grew in wisdom, and stature, and favor with God and man." (Luke 2:52)

**STEWARDSHIP:** Every aspect of the educational program must be considered a stewardship responsibility from God so that a Biblical legacy will be successfully passed from one generation to the next. (Psalm 78:6)

**SERVICE:** Whoever wants to be great among us must be a servant. (Matthew 20:26-28)

### **STAFF CORE VALUES:**

**Classroom Instruction:** CA will model classroom instruction after the example of our Lord Jesus Christ, who has taught with the authority of ultimate truth. Biblical truths will permeate the classroom through the instructional process and program.

**Professionalism:** Recognizing the example of excellence in the life of Christ, the staff should strive for excellence in all areas of their professional life.

**Student Relationships:** The student-teacher relationship encompasses modeling Christ-like behavior and discipleship just as Paul demonstrated in his relationship to Timothy.

**Parent Relationships:** CA recognizes the parent-teacher relationship as the interaction between the leaders of the home and the leaders of the classroom. We recognize the parent as the primary educator and will focus our goals and methods to help parents understand and fulfill their God-given responsibilities to Biblically educate their student.

**Personal Life:** Faculty members will model Christ in their personal lives. They will teach with their actions as well as their words.

**KINGDOM EDUCATION:** Kingdom Education is a life-long, Bible-based, Christ-centered process of leading a child to Christ, building a child up in Christ, and equipping a child to serve Christ. We believe that God has ordained three basic institutions--the church, the family, and the government--for the benefit of all humankind. The family exists to propagate the race and to provide a safe and secure haven in which to nurture, teach, and love the younger generation. The church exists to minister to individuals and families by sharing the love of God and the message of repentance and salvation through the blood of Jesus Christ. The government exists to maintain cultural equilibrium and to provide a framework for social order. The Christian school serves as a bridge in uniting these institutions within the community in the fulfillment of Kingdom Education (Deut. 6:7-9). Kingdom Education is a campaign for righteousness. This campaign into which we are called is as straightforward as the Gospel itself. Our goals are: to bring people to Christ; to deepen the walk of those who have been nominal believers; to clearly introduce the doctrines of His Lordship, sin, repentance, forgiveness, and justification by faith to those who don't know God or those who only know Him as a 'Friend' and Creator; to point everyone to the resurrection and to judgment in the next world; to encourage young people and their parents to live by His standard of holiness and obedience to the Lord; to encourage intensive scriptural study and application of His Word to all areas of life; to motivate the people of God to practical actions in their communities and our nation in defense of righteousness; and to inspire those who are working at CA to love one

another in a way that is pleasing to Him and displays to all the love of Christ. Let Kingdom Education burn within the hearts of every member of CA, and let it take root in each office, class, program, and activity of this ministry.

## **2016-2021 SCHOOL IMPROVEMENT PLAN STRATEGIES**

### **Strategy 1: Kingdom Education Fulfillment**

*Vision Statement:* To be a Christ-centered place of excellence that is committed to Kingdom Education, continually integrating Biblical principles and values, equipping our students to serve God successfully.

### **Strategy 2: Technology and Curriculum Enhancement**

*Vision Statement:* To promote and enhance curriculum development and resources for all grade levels, both academic and extra-curricular, including acquiring additional technology to support classroom instruction and student learning.

### **Strategy 3: Campus Growth and Quality**

*Vision Statement:* To responsibly and wisely maintain current facilities as well as address the need for campus expansion, increased security measures, and effective stakeholder engagement and communication.

### **Strategy 4: Teacher Growth and Development**

*Vision Statement:* To provide our teachers numerous opportunities for peer collaboration, data analysis, and professional development, along with effective formal evaluation procedures, to enhance both spiritual and professional growth.

### **Strategy 5: Growth and Money Management**

*Vision Statement:* To establish and implement sound financial and business practices in order to support future growth and advancement, to maintain and further develop fundraising opportunities, and to effectively market our school to current and prospective stakeholders.

### **Strategy 6: Student Growth and Development**

*Vision Statement:* To enhance both academic and spiritual learning experiences across academics, the arts, athletics, and Christian service, developing strong student leaders with both a Biblical world-view and the necessary skills for today's world.

## **STRATEGY 1: KINGDOM EDUCATION FULFILLMENT** **ACTION PLAN**

**Vision Statement:** Cathedral Academy seeks to be a Christ-centered school of excellence that is committed to Kingdom Education, continually integrating Biblical principles and values, equipping our students to serve God successfully.

**Rationale:** Kingdom Education is at the heart of our mission and vision. We must focus on the education of the whole child, and it is vital that we partner with the home, family, and church in providing students with a strong Biblical foundation. Through our continued focus on Kingdom Education, we develop disciples of Christ whose lives glorify God. Kingdom Education equips strong student leaders with a heart for service and a Biblical worldview. The goals and action items of this strategy directly correlate with our school purpose and core values.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Deepen the spiritual lives of our student body and staff, fostering personal growth in Christ.	Conduct Spiritual Renewal Weeks in addition to weekly chapel services; Collect feedback and assess effectiveness of chapels and spiritual renewal weeks; Implement Spiritual Retreats for students and staff.	Administration Worship Arts teacher Bible teachers	Guest Speakers, Worship team, Chapel services, Retreats, Calendar, Student surveys, Budget allotment	Chapel survey data, Student interviews, Stakeholder survey data, Observation data, Calendar, Meeting minutes, Retreat reflections, Financial statements	January 2016 and ongoing
Integrate Biblical principles in all classroom instruction, daily activities, and programs.	Intentionally teach and model the School Core Values as well as the foundation of Kingdom Education.	Board Administration Teachers Support Staff Student leaders	Professional Development, Board training, Handbooks, Bible curriculum, Daily activities, Chapel services, Service/Missions opportunities	Chapel Theme schedule, Bible lesson plans, Bible curriculum map, Prof. development— Kingdom Education, Observation data, Stakeholder survey data, Meeting minutes	January 2016 Intentional focus: August 2016 and ongoing
Increase our focus on the understanding and development of a Biblical worldview for all stakeholders.	Implement spiritual leadership training and teambuilding in athletic programs.	Administration Athletic Director Coaches Athletic staff	Spiritual Development days and training, Retreats, Book studies, Ongoing prayer and devotional time	Spiritual training schedule, Book study reflections, Observation data, Devotion attendance,	July 2016 and ongoing

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Encourage Faith in Action by expanding Kingdom service and mission opportunities both locally and globally.	Develop a Student Ambassador and Leadership Program (Prefects) in which participants serve as spiritual leaders, students mentors, and campus representatives.	Administration Guidance Department Teachers	Student Ambassador handbook, Faculty advisors, Training materials, Retreats, Student-led Bible study groups, Chapel services,, Student mentoring—Lower School	Selected Ambassadors, Faculty Advisor list, Training feedback Surveys, Bible study feedback, Meeting minutes, Student interviews, Observation data, Calendar	September 2016 and ongoing
	Further expand and develop Worship Arts at the middle school level.	Administration Worship Arts teacher	Worship Arts class, Chapel Services, MS Worship band	Chapel calendar, Curriculum guide, Master schedule, Stakeholder survey, Student interviews, Observation data	August 2016 and ongoing
	Provide and support educational opportunities for parents and families regarding foundations of Kingdom Education.	Administration Guidance Department Teachers	Open House night, Admin Weekly email, PTSF meetings, Parent nights, Guest speakers, Programs, Volunteer Training, Substitute Training, Online resources	Stakeholder surveys, Calendar, PTSF meeting minutes, Open House log, Parent night log, Various trainings documentation, Emails, Guest speakers	January 2016 and ongoing
	Sponsor student and staff participation in local and global missions-oriented projects and trips.	Administration Teachers Support Staff	Field Trips, Interim Week, Worship Arts class, HS Sociology class, Guest speakers, Missions/Service research—local & global, Faculty advisors, Church partnership	Student Interest forms, Interim Week forms, Permission forms, Calendar, Stakeholder surveys, Student interviews, Weekly lesson plans, Chapel services	January 2016 and ongoing
	Biblical worldview assessment at incremental grade levels: 6 <sup>th</sup> , 9 <sup>th</sup> & 11 <sup>th</sup> .	Administration Bible teachers	Bible curriculum, Curriculum guides Weekly lesson plans, Instructional assessments, Terra Nova	Bible curriculum, Lesson plans, Assessment Data, Interviews, Student surveys, Observations, Meeting minutes	April 2016 and ongoing

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
	Develop student small groups and Bible studies in addition to Bible classes for Upper School.	Administration Upper School Teachers	Bible study materials and videos, Group organization, Designated time for small groups, Master Schedule Worship Arts students, Student Ambassadors, Faculty group leaders	Documentation of small group design: group lists, topics, leaders, and locations, Scheduled small group time, Student surveys, Leader surveys, Observations, Faculty reflection, Meeting minutes	September 2016 and ongoing

## **STRATEGY 2: TECHNOLOGY AND CURRICULUM ENHANCEMENT**

### **ACTION PLAN**

**Vision Statement:** Cathedral Academy continually promotes and enhances curriculum development and resources for all grade levels, both academic and extra-curricular, including acquiring additional technology to support classroom instruction and student learning.

**Rationale:** Excellence in education speaks to the whole student, encompassing academic, spiritual, and extra-curricular components. In order to effectively meet the needs of our students, consistent curriculum review and adjustments must take place and resources updated. Our students must be prepared to meet the challenges of today’s world and the changing technology. Through our technology and curriculum enhancement, we promote student success and enable students to reach their full potential in Christ.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Systematically assess our curriculum and technology needs in order to continually improve and update materials and resources.	Develop and implement a Long-range Technology Plan to increase student and teacher access to technology, such as computers, portable devices, projectors, and SMART boards.	Board Administration	Technology committee, Budget allotment, Fundraising, IT Personnel, Staff input and feedback, Staff Technology training and prof. development	Annual review of Long-range Technology Plan, Staff surveys, Student surveys, Financial statements and budget, Meeting minutes, Lesson plans, Technology training feedback	January 2016 and ongoing
Evaluate and enhance our academic and extracurricular programs through intentional review of curriculum guides, scope and sequence documents, and course syllabi.	Establish an annual textbook adoption schedule to address the need for new or updated textbooks and supplementary books; Examine and evaluate textbooks with online capabilities and e-book options.	Administration Teachers	Budget allotment, Textbook samples, Textbook publisher representatives, Faculty discussion and feedback regarding current textbooks, Curriculum guides	Book inventory, Textbook adoption meetings minutes, Stakeholder surveys, Financial statements and budget, Annual review of textbook adoption schedule	March 2016 and ongoing

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Provide professional development and staff training opportunities to address integrating technology, subject area collaboration, vertical alignment, and instructional strategies.	Implement staff collaboration meetings to address specific academic subject areas, critical concepts and skills, updating scope & sequence documents, and vertical alignment.	Administration Teachers	Faculty meetings, Teacher workdays, Other designated meeting times, Meeting agendas, Curriculum guides and documents, Training and professional development	Meeting sign-in sheet, Meeting agendas and minutes, Updated documents, Staff surveys	March 2016 and ongoing
Address the need for a K-12 Special Education program; Design and carry out a plan for implementation.	Require quarterly reviewing and updating of curriculum guides for all currently offered courses and grade levels.	Administration Teachers	Curriculum guides, Lesson plans, Teacher workdays, Faculty meetings; Procedures for updating curriculum guides Calendar	Updated curriculum guides, Documentation of quarterly review, Faculty meeting agendas and minutes, Calendar	August 2016 and ongoing
Develop and expand our academic courses to address advanced-level students and offer additional fine arts classes and extra-curricular programs.	Utilize test data and other data sources to analyze and evaluate the current curriculum as well as student achievement.	Administration Teachers Guidance Department	Dates of Quarterly Data meetings, Quarterly Data meeting minutes, Training and professional development, Annual Terra Nova training and use of representative, Terra Nova reports, Annual RenWeb training, SAT/ACT results	Meeting minutes, Summaries of student achievement in PDPs, Calendar, Annual Student Performance Report, Terra Nova score reports, SAT/ACT results, Stakeholder surveys	January 2016 and ongoing
	Provide our staff with technology training and quality professional developments opportunities to enhance classroom instruction.	Administration Teachers	Faculty Meetings, Collaboration Mtgs, Budget allotment, Conferences, Book Studies, Workshops, Guest Speakers, ConNEXUS	Meeting Minutes, Reflection questions, Observation data, Financial/Budget statements, Conference and workshop materials, Staff surveys	January 2016 and ongoing

<u>Goals</u>	<u>Action Items</u>	<u>Personnel Responsibility</u>	<u>Resources</u>	<u>Evaluation</u>	<u>Timeline</u>
	Research other Christian Schools that have Special Education programs; Design a CA Special Education Program and begin implementation at the Lower School level.	Board Administration	Research: --other Christian school special education programs --ways to structure and schedule --needed settings School visits, Interviews, Student data, Master Schedule, Additional staff	Special Education Program plan, Master Schedule, Documentation of research and visits, Stakeholder surveys	June 2016 and ongoing
	Expand Upper School course offerings to include additional AP classes, journalism and yearbook classes, additional Spanish classes, and chorus/band.	Administration Teachers Guidance Dept	Research (other schools' offerings), Curriculum guides, Master Schedule, Financial/Budget statements, Additional classroom space, Additional staff	Master Schedule, Curriculum guides, Syllabi, Lesson Plans, Stakeholder surveys, Testing Data	August 2016 and ongoing

## **STRATEGY 3: CAMPUS GROWTH AND QUALITY** **ACTION PLAN**

**Vision Statement:** Cathedral Academy strives to responsibly and wisely maintain current facilities as well as address the need for future campus expansion, increased security measures, and effective stakeholder engagement and communication.

**Rationale:** The Cathedral Academy campus and facilities are a blessing that allow us to successfully fulfill our mission and vision. We are entrusted to care for our facilities and understand the importance of good stewardship of God’s provision. As our student body and staff grow, strategic goals must be in place to address our need for more classroom and office space as well as increased campus security measures. Partnership and communication with our families, churches, and community improves our campus quality and directly correlates to our core values.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Maintain current campus facilities and address the need for future expansion and improvements.	Develop a Facilities Master Plan that considers growth and future expansion.	Board Administration	Budget allotment, Fundraisers, Stakeholder surveys, Enrollment statistics, Building Layouts and Design	Facilities Master Plan, Board Minutes, Annual Budget, Financial Statements Work orders, Stakeholder surveys	April 2016 and ongoing
Promote a safe learning and working environment by enhancing campus security and providing effective safety procedures.	Increase security measures to include more cameras, student and faculty ID badges, additional police surveillance and a campus security guard.	Board Administration	Budget allotment, IT Department, Research (security at other Christian schools)	Stakeholder surveys, Budget/Financial statements, Examples of ID badges, Work orders, Meeting minutes	January 2016 and ongoing
Develop and strengthen stakeholder engagement and communication.	Annually update and review the Crisis Management Plan as well as properly conduct regular school-wide safety drills.	Board Administration Teachers Staff	Crisis Management Plan, Emergency Info and Procedures Cards, Staff Training—Crisis Management Plan, Fire drills, tornado drills, lockdown drills	Documentation of Crisis Management Plan review, Meeting minutes, Staff Training Sign-in sheet, Stakeholder surveys, Safety Drills log, Calendar of drills	January 2016 and ongoing

<u>Goals</u>	<u>Action Items</u>	<u>Personnel Responsibility</u>	<u>Resources</u>	<u>Evaluation</u>	<u>Timeline</u>
Monitor and evaluate the implementation of the School Improvement Plan.	Provide more opportunities for stakeholder involvement and communication, such as PTSF meetings, Parent Nights and family-centered events, Parent Training workshops, volunteer training, designated parent/teacher conference days, an alumni organization, and booster clubs.	Administration Admissions Director Athletic Department Teachers	PTSF members Calendar Teacher workdays Athletic Director Homecoming Week Stakeholder Surveys Research---Teacher-led parent training workshops ideas Research –Alumni organization development, Budget allotment, Specific days for Parent Involvement—muffins with mom, donuts with dad, grandparents’ lunch day, etc. Parent Nights	Meeting minutes, Calendar, Parent workshop materials, Volunteer Training log, Conference notes, Field Trips—chaperone list, Alumni newsletter, Parent Night sign-in sheets, Invitations to events, Stakeholder surveys	January 2016 and ongoing
	Engage the board in its effectiveness through annual training sessions that lead to ACSI School Board Member Certification.	Board Administration	ACSI Board Training, Board members, ACSI trainer, Budget allowance, Calendar	ACSI Training materials and log, Meeting minutes, Board reflection statements, Calendar	June 2016 and ongoing
	Organize School Improvement Committees that meet biannually and function to monitor and evaluate the School Improvement Plan implementation.	Administration Teachers	School Improvement Plan Committee Design--Chairs and members, Faculty meetings, Teacher workdays, Calendar	List of Committee members, Meeting Minutes, Calendar, Stakeholder surveys, Committee annual summaries	September 2016 and ongoing

## **STRATEGY 4: TEACHER GROWTH AND DEVELOPMENT** **ACTION PLAN**

**Vision Statement:** Cathedral Academy provides our teachers with numerous opportunities for peer collaboration, data analysis, and professional development, along with effective formal evaluation procedures, to enhance both spiritual and professional growth.

**Rationale:** Our teachers bear great responsibility in serving as both spiritual and educational leaders in the classroom. Daily they embody the life of Christ through their relationships with their students and each other. Because we desire excellence in both our classroom instruction and our Kingdom Education focus, it is essential that we support and strengthen our faculty both professionally and spiritually. Our goals below serve to provide our teachers with the resources and feedback necessary for this growth and development.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Increase faculty collaboration and discussion regarding key academic and instructional matters.	Designate faculty meetings during each quarter for peer collaboration and discussion of instructional items such as: data analysis, vertical alignment (scope and sequence), curriculum needs, academic subject areas, grade level issues, critical academic concepts, etc	Administration Teachers	Faculty Meetings, Teacher Workdays, Meeting agendas and documents, Forms for minutes, Scope and sequence, Curriculum guides, Research and articles, Calendar and planning time, Test data, Student/classroom data, Protocols	Meeting minutes, Document updates, Calendar, Meeting sign-in sheets, Faculty surveys, Annual Data Report, School Improvement Committee feedback	January 2016 and ongoing
Develop and implement an effective formal teacher evaluation system and appropriate procedures.					
Continually provide faculty and staff with opportunities for both professional development and spiritual growth.	Implement a formal teacher evaluation system that includes classroom observations, prompt and effective feedback, and professional development goals (PDP).	Board Administration Teachers	Evaluation System: expectations and guidelines, Observation forms, Faculty training, Planning time, Lesson plans, Unit plans	Observation forms, Observation log, Annual Teacher Evaluations, PDPs, Stakeholder surveys, Faculty reflections, Meeting minutes	January 2016 and ongoing

<u>Goals</u>	<u>Action Items</u>	<u>Personnel Responsibility</u>	<u>Resources</u>	<u>Evaluation</u>	<u>Timeline</u>
Recruit, retain, and mentor Godly faculty and staff who understand our mission, vision, and core values.	Utilize strategies such as book studies, online courses, videos, articles, devotions, guest speakers, and teacher workshops to strengthen professional development and spiritual growth.	Administration Teachers	Faculty meetings, Budget allotment, Books, ConNEXUS, Peer-led devotions, Teacher Workdays, Professional Learning Days, Spiritual Renewal Week, Surveys	Observation and discussion, Book study reflections, Devotion schedule, Calendar, Workday agendas, ConNEXUS log, Budget statements, Conference and workshop materials, Stakeholder surveys	January 2016 and ongoing
	Adjust the calendar annually to incorporate more teacher workdays throughout the school year.	Administration Teachers	Calendar, SCISA guidelines	Calendar, Workday agendas, Meeting minutes Stakeholder surveys, School Improvement committee evaluation	August 2016 and ongoing
	Continually provide the necessary faculty training and support to use school resources such as Renweb, Terra Nova, ConNEXUS, and instructional technology.	Administration Teachers	Teacher workdays, Faculty meetings, Long-range Technology Plan, computers, RenWeb, Terra Nova reports, Terra Nova representative, ConNEXUS training, Informational documents	Training materials, Sign-in sheets, Meeting minutes, Training reflections, Stakeholder surveys, Observation, Calendar,	April 2016 and ongoing
	Create and institute a strong teacher mentoring system to engage and support new teachers.	Administration Guidance Dept. Teachers	Kingdom Education training, CA Teacher handbook, Mission, Vision, and Core Values training, Mentor teachers, Mentor guidelines and expectations, Teacher workdays CA Spirit Wear, Meeting times	Kingdom Education training log, Teacher workday agendas, Mentor log, Observation and discussion, New teacher feedback, Meeting minutes, Stakeholder surveys	August 2016 and ongoing

## **STRATEGY 5: GROWTH AND MONEY MANAGEMENT** **ACTION PLAN**

**Vision Statement:** Cathedral Academy establishes and implements sound financial and business practices in order to support future growth and advancement, to maintain and further develop fundraising opportunities, and to effectively market our school to current and prospective stakeholders.

**Rationale:** Cathedral Academy plays a vital role in developing disciples for Christ, and we desire to see that it continues impacting lives for His kingdom. Therefore, we must financially prepare for future growth and expansion. Because tuition alone does not provide the funds necessary to support our operational costs, strategic financial and business goals must be implemented, ultimately allowing us to achieve our school’s mission and vision for future generations.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Effectively market our school to current and future constituents, emphasizing our mission, vision, core values, spiritual life, and academic strengths.	Increase formal advertising and marketing through social media, local newspapers, direct mail, newsletters, scheduled Open House nights, and other effective methods.	Board Administration Advancement Director Teachers	Social media, Newspaper contact(s), School website, Church facilities, Meetings and time to generate advertisements, Marketing research, Budget allotment, Stakeholder survey data, Calendar	Social media postings, Newspaper articles and advertisements, Direct mail flyers and postcards, Newsletters, Calendar, Open House surveys, Meeting minutes, Budget/Financial statements	March 2016 and ongoing
Address the need for planned giving, assertive fundraising, endowments, alumni relations, and overall expansion of the donor base.	Create and fill two new staff positions to address marketing and growth: Advancement Director Admissions Director	Board Administration	Budget allotment Job descriptions	Job postings, Job descriptions, Interview data, Applications, Annual evaluation documents	August 2016 and ongoing
Assess and update the school budget to address outstanding debt, eliminating items	Develop a long-term financial plan outlining procedures and policies regarding planned giving, endowments, fundraising, and other financial strategies.	Board Administration Advancement Director	Annual School Budget, Financial research, Board meetings, Collaboration meetings with financial planners and administrators of other Christian schools, School visits, Fundraising ideas	Long-term Financial Plan document, Meeting minutes, Documentation of research collected, Documentation of school visits, Collection of information from school visits, Calendar,	January 2016 and ongoing

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
as needed and investing in those that are most strategic.				Stakeholder survey data	
Analyze and improve student retention at critical grade levels.	Ensure that the school website is continually updated to accurately reflect current information and to effectively market our programs and mission.	Administration Advancement Director	IT Department, Advancement Director, Marketing research, Descriptions of current programs, course offerings, schedules, etc., Updated videos and photos, Calendar, Stakeholder survey data	School website, Documentation of updates and revisions (log), Meeting minutes, IT Department communication, Stakeholder survey data	January 2016 and ongoing
	Examine the school budget quarterly, tracking expenditures as well as sources of revenue; Ensure third-party budget audits are done annually.	Board Administration Advancement Director	Annual School Budget, Auditing company, Board meetings, Purchase orders statements	Annual School Budget quarterly reports, Budget audit reports, Meeting minutes, Purchase orders and other financial statements	January 2016 and ongoing
	Research patterns regarding our student retention rates; develop strategies to increase our student retention rates at K4, 5 <sup>th</sup> grade, 9 <sup>th</sup> grade, and any other crucial year.	Administration Admissions Director	Survey for exiting student and parents, Analysis of yearly retention rates by grade level, Research related to improving retention rates, Stakeholder survey data	Data analysis—retention rates, Documentation of research, Strategy development and timeline, Meeting minutes, Exit survey and interview data, Observation—implementation of strategies	June 2016 and ongoing
	Establish an Alumni Association to increase alumni involvement and financial contributions.	Board Administration Advancement Director	Alumni contact information, Alumni association officers, Alumni survey data, Alumni recognition and activities, Stakeholder survey data Calendar	Alumni Directory, Alumni Association reports, Alumni outreach and mailings, Alumni gatherings and events, Meeting minutes, Calendar, Stakeholder Survey data, Alumni survey data	July 2016 and ongoing

## **STRATEGY 6: STUDENT GROWTH AND DEVELOPMENT** **ACTION PLAN**

**Vision Statement:** Cathedral Academy enhances both academic and spiritual learning experiences across academics, the arts, athletics, and Christian service, developing strong student leaders with both a Biblical world-view and the necessary skills for today’s world.

**Rationale:** As our school’s mission and vision statements express, we must equip our student body to impact the world, not only with superior academic preparation, but with strong Biblical truth. We need to provide learning experiences that assist students in fulfilling their potential in Christ. Our goals below express our desire to nurture and mold the whole student, ultimately producing effective student leaders that enter the world ready to succeed and stand strong for Christ.

<b><u>Goals</u></b>	<b><u>Action Items</u></b>	<b><u>Personnel Responsibility</u></b>	<b><u>Resources</u></b>	<b><u>Evaluation</u></b>	<b><u>Timeline</u></b>
Implement more student leadership training and development for Lower and Upper School students.  Strengthen our focus on local and global missions and other examples of Kingdom outreach.	Further expand the leadership roles and responsibilities of student Prefects (High School) to serve as active ambassadors for the school.	Board Administration Guidance Dept. Admissions Director Teachers	Research—Prefect programs at other Christian schools as well as ambassador programs, School visits, Prefect training, Outline of Student Prefect qualifications, expectations and roles, Meeting times, Faculty advisors, Calendar	Annual list of Prefects, Meeting minutes, Meeting sign-in log, Yearly report of Prefects’ goals, responsibilities and activities, Prefect reflections and surveys, Calendar, Documentation of Prefect training---expectations and roles, Stakeholder survey data	August 2016 and ongoing
Increase our global outreach and impact by admitting and enrolling international students.  Further expand and develop academic and elective course offerings as well as	Research and create a Middle School Student Council or governing option as well as a Lower School Student Council utilizing students in 4 <sup>th</sup> and 5 <sup>th</sup> grade.	Administration Teachers Guidance Dept.	Research—other Christian school student councils as well as student council roles, Meeting times, Calendar, Development of Student Referral Form, Development of Student Council expectations and procedures, Faculty advisors	Faculty feedback and input regarding research, Description of MS and LS Student Council roles and responsibilities, List of MS and LS student council members, Student referral forms, Meeting minutes, Student interviews, Observation of student participation,	August 2016 and ongoing

<u>Goals</u>	<u>Action Items</u>	<u>Personnel Responsibility</u>	<u>Resources</u>	<u>Evaluation</u>	<u>Timeline</u>
extra-curricular programs and activities.				Stakeholder survey data	
	Provide research, professional development, and strategies to integrate student leadership opportunities in all grade level classrooms.	Administration Teachers Guidance Dept.	Faculty meetings, Teacher workdays, Research and articles, Student leadership curriculum, Lesson Plans, Chapel services, Guest speakers Service learning and missions opportunities	Meeting minutes, Teacher workday agendas, Lesson Plans, Faculty reflection and analysis of professional development and strategies, Student interviews, Observation data, Classroom student leaders recognition, Stakeholder survey data	August 2016 and ongoing
	Organize and chaperone an annual global missions trip (grades 9-12).	Administration Teachers	Research possible destinations, Interest meetings, Outline of procedures for student selection process, Calendar, Budget allotment, Missions training	Student selection forms, Research collected, Calendar, Budget/Financial Statements, Meeting minutes, Video and photo documentation, Missions training log/sign-in sheet, Participant interviews and feedback, Stakeholder survey data	August 2016 and ongoing
	Increase K-12 <sup>th</sup> student opportunities for (and participation in) missions, service learning, and other examples of Kingdom outreach.	Administration Guidance Dept. Teachers	Research –possible projects, day trips, and other opportunities, Service-oriented Field Trips, Missions-based Fundraisers, Interim Week, Calendar, Parent Volunteers, Chapel services, Research –opportunities to help with global missions,	Examples of classroom service projects, Fundraisers, Interim Week forms, Calendar, Documentation of Field Trips, Budget/Financial Statements, Student reflections and interviews, Videos and photos, Stakeholder survey data	August 2016 and ongoing

<u>Goals</u>	<u>Action Items</u>	<u>Personnel Responsibility</u>	<u>Resources</u>	<u>Evaluation</u>	<u>Timeline</u>
			Spiritual Renewal Week, Classroom Service Projects, Budget allotment		
	Establish an International Student Program for grades 9-12.	Administration Admissions Director Guidance Dept.	Research—International Programs at other Christian schools, I-20 Application, Agency visits, School visits—both Christian schools here and schools abroad, Outline of Student Applications process, Budget allotment, Host homes	Collected research, I-20 Application, Summary of school visits, Application Process documentation, Completed student applications, Student schedules, Budget/Financial statements, Student interviews and reflections, Host home interviews and reflections, Stakeholder survey data	August 2016 and ongoing
	Offer and provide staff for the following courses: Instrumental Music/Band (Upper School), Yearbook class (Upper School), Additional Spanish classes for grades K-8, Additional AP courses (Upper School)	Board Administration Guidance Dept. Teachers	Research (other schools' course offerings), Curriculum guides, Master Schedule, Additional classroom space, Additional staff members, Budget allotment	Master Schedule, Curriculum guides, Syllabi, Lesson Plans, Classroom Assignments, Stakeholder survey data, Testing Data, Student schedules	August 2016 and ongoing