

SCA Strategic Plan Update



Update
on the execution of the
Scottsdale Christian Academy
2015-2020 Strategic Plan

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Summary Page of Main Goals in Five Areas

#1 ACADEMICS

1. GOAL 1 : Matriculate 100% to post-secondary education.
2. GOAL 2 : Highest quality educational programs for Christian Schools in AZ.
3. GOAL 3 : Hire, develop, and retain effective teachers.
4. GOAL 4 : Implement successful continuity of curriculum across grade levels.

#2 SPIRITUAL LIFE / SCHOOL CULTURE

1. GOAL 1 : Cultivate collaborative, mission-minded student culture that inspires spiritual transformation, authentic relationships and a desire to serve.
2. GOAL 2 : Foster community support, participation and connection between and among upper and lower school families and faculty/staff.
3. GOAL 3 : Build and Maintain alumni relationships as a vital part of the past, present and future SCA community.
4. GOAL 4 : Increase engagement and collaboration with local churches attended by SCA families.

#3 RESOURCE / DEVELOPMENT

1. GOAL 1 : Enhance Annual Giving Program.
2. GOAL 2 : Establish Endowment Program.
3. GOAL 3 : Create accountability for all resource development initiatives.
4. GOAL 4 : Leverage human capital to support the school and its reputation.

#4 STUDENT LIFE

1. GOAL 1 : Ensure that current and prospective families understand and are aware of the richness of Student Life at SCA
2. GOAL 2 : Implement student activities focused on each co-curricular / extra-curricular area defined in Student Life.
3. GOAL 3 : Ensure that school facilities are sufficient to support and facilitate all aspects of student life.

#5 PROMOTION AND GROWTH

1. GOAL 1 : Why SCA? Promote SCA's brand and reputation to our core community and prospective families.
2. GOAL 2 : Increase student enrollment by improving recruitment activities.
3. GOAL 3 : Achieve 90% retention rate for returning students in 2015/16 and beyond.

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This document is a detailed account of the strategic plan components and activity that has taken place in the execution of the plan.

In black print is the summary of the brainstorming that took place within several committees assigned to each area of the strategic plan. It is as adopted. Out of these brainstorming sessions came a large volume of ideas to support each of the goals.

In blue print is any action that has taken place in regards to each detailed item since the adoption of the goals.

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#1 Academics

1. GOAL 1 ACADEMICS : Matriculate 100% to post-secondary education

A. Prepare each individual student for the challenges of Higher Ed/Lifelong Learning

1. Provide personalized counseling for each student each year in high school.

Create 2015-16 Roadmap implementation plan to be completed by May 2015

Upper School Academic Advisor FTE position added, hired to begin 2015/16 school year.

See 9-12th grade checklists created and implemented.

Hired Trey Chappelle (consultant) to look at our counseling program top to bottom for strengths and opportunities. He provided written suggestions which Dr. Sieling summarized and documents provided as resources to families were updated as a result of this.

Revisited roles of counselors and advisors for maximum efficiency and support for the students/families.

Restructuring department for efficiency and focus within (1) academic counseling and (2) college counseling).

Naviance investment made – implemented.

Created a college counseling guidebook for all families.

Shared structure with two Academic/College advisors who partner together for full caseload, collaborative approach.

Full 6th to 12th grade roadmap.

Career Fair.

Counseling department collaborates quarterly with other counselors from other Christian schools and private schools. SCA hosts the Christian College Fair each year on campus.

2. ECAP (Education and Career Action Plan for each student).

Counselors met and continue to meet with students in grades 8-12 to develop career action plans - began in Spring 2015.

See 9-12 checklists used by counseling department, now fully incorporated.

Invested in Naviance for the college process and for utilization of career and interest inventories, a major investment and improvement to our program and for our parents.

Career fair implemented for grades 5th and up (typically in

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Spring).

3. **Improve criteria for entrance into Honors/AP courses**
MS added honors program (SOAR) in 2015.
Improved the process for AP courses regarding how to qualify for class / who takes exams, etc. beginning 2017-2018.
Math department incorporated entrance exams for proper placement of students into honors courses.
Annual evaluation of AP offerings and Dual Enrollment offerings. DE classes expanded.
Added the Grand Canyon University College Readiness plan and graduation cord for getting ahead with college credits.
4. **Help students discover their interests and abilities (Skills Assessments for students)**
Expanded support by adding additional counselor in 15/16.
9-12 Checklists added.
Purchased Naviance for Skills and Career inventories and interests, students can now take inventories to discover their interests and skills, and then see which colleges/universities specialize in those areas.
Counseling Department trained in Naviance.
Middle School homerooms had students do multiple intelligences inventories and spiritual gifts surveys.
Added Career days to our annual calendar to expose students to careers of interest in Spring.
5. **Create personalized post-secondary education readiness roadmaps (interests/abilities) for each student based on his/her interests and abilities.**
This is one of the key purposes of Naviance, investment made into purchase of program and training.
Counselors met with students in grades 6-12 beginning the conversation regarding future planning in 2015.
As of 17/18 all junior and senior parents were met with on how to use Naviance (individual meetings).
6. **Offer students assistance in developing effective study strategies**
MS added required elective ("Success") to focus on leadership, organizational, study skills, etc.
Added a full advisory period in 16/17, structured to be used for a variety of reasons, but an intentional time for assistance in various areas.

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7. Consider placement exams for entering students to maximize course placement and academic track.

Now use Terra Nova (MS Level) and Hannah Orleans (for math placement) and the PSAT, AP Scores (HS level) to help with student placement in honors and AP courses. ACT is now done on campus for all Juniors as well.

Entry level placement exams for math with admissions, and math department has developed updated math placement plan.

Placement exams for math placement in the high school is now taking place, with a series of variables for selection in addition to the exams. In addition, we have math entry exams for new students to properly place them in the right classes.

Collect writing samples from certain students (homeschool etc.) to determine best placement within admissions.

New students meet with our Academic Advisor now to go through their full plan.

B. Introduce students to a variety of career options

1. Implement Bi-Annual Career Day

Implemented, in action in 2015-16 school year. Elected to do it annually instead of bi-annually.

2. Institute an Internship Program for interested students
- Hired an alumni coordinator who is now in the early phases of collecting business and work connections of alumni to create a directory, which can then be used for potential internship opportunities.

SCA allows early release their senior year for work placement if an internship is obtained and it works within their schedule.

3. Organize Parent Professionals teams to guide and counsel students interested in their career paths

Completed in conjunction with career day.

Career focused clubs on the radar with some added such as the entrepreneur club (not yet developed) – can create in conjunction with the new Innovation and Creation Hub.

Trey Chappelle consultant recommendations assessed.

Included in new 15/16 survey about parents interests in volunteering in several capacities including this one.

We now have a volunteer resource data base as a result of the outcomes of this survey.

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- C. Ensure that all academic tracks are sufficient to equip graduates to enter and succeed at college.
1. Develop survey for SCA graduates to assess preparedness for college.
15/16 added GraceWorks Survey which also surveys alumni and recent graduates in this capacity. Dr. Bookhout also wrote a survey and sent to sample group in 1/16, however we will stick with Graceworks. Graceworks (or another similar alternative) will be used bi-annually going forward. Assessment of feelings of preparedness part of this survey.
 2. Compare readiness of graduates with expectations of colleges for freshman.
Counseling department now collects this information through an alumni panel each January and inquiring about college transitions.
Added to Graceworks survey inventory for all (including recent) alumni.
Alumni coordinator will begin a short alumni survey beginning in 2019.
 3. Implement new/revised courses to meet any gaps
Mapping process – planning began 2015, full mapping began 2016/17 which assists in this process and analysis including vertical integration. As of 2018 mapping is 72% complete.
Counseling department sends out course requests to faculty each year for assessment and consideration.
Course description book is updated annually including all new courses added. For example, in 2018 adding Personal Finance college credit dual enrollment course as a focus on financial literacy began in 2017/18.
 4. Analyze whether students especially interested in any discipline offered at SCA can enter college as a major in that discipline.
Each year we evaluate courses offered as they relate to what students are interested in (major field) and try to add, as able, new courses if there is enough interest.
For example, we added AP Biology, AP Chemistry, and AP Physics for the 15/16 school year as many students were interested in pursuing the medical or engineering field, and we have placed an increased focus on the STEAM areas.
Dual enrollment opportunities were assessed/analyzed for additional classes to be added, some added.
New Curriculum Mapping assists with this process

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considerably.

D. Confirm that a strategic variety of electives and opportunities beyond the core curriculum are available to all students

1. Compare course offerings including Honors/AP/Electives to other local high schools

MS has added SOAR, Success, and Journalism to name some. ES evaluates annual, for example has added drama and dance afterschool activities in the past, but offering is based on interest. Crazy Cool Science added.

SCA added recess after school program.

Dual enrollment compared to other schools, evaluation done annually to add DE classes.

New G.C.U. Pathway for a Dual Enrollment Graduation option.

Evaluated credentials of all faculty to determine who is qualified to teach additional college courses (DE).

Five teachers were taking additional courses at GCU and other places to qualify them for additional DE classes to increase opportunities for DE credits at SCA.

Added film makers elective in tandem with Pureflix film competition.

Added Computer Science, Broadcasting, AP Studio Art, DE Personal Financial.

Adding 2018/19 robotics and other clubs in connection with the STEAM focus and the addition of the Innovation and Creation Hub.

2. Explore merits of an 8-period school day or other schedules

Assessed in 2015. Added advisory period and are now an 8-period day. Current discussions taking place of adding a zero hour period for optional classes.

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2. GOAL 2 ACADEMICS : Highest quality educational programs for Christian Schools in AZ
 - A. Gap analysis of academics, athletics and arts curricular programs [overlap unavoidable]
 1. Create goals for standards in academic, athletics, and arts curricular programs.

Academic curriculum mapping began 2016/17.
New Athletic Director.
Athletics handbook revised.
New systematic plan for pouring into coaches.
New senior athlete exit interviews being added.
New Fine Arts Director hired, goals in place for overall vision together with Athletics.
Overall vision plans and statements now in place for Athletics, Arts, and Spiritual Life that align with each other and stem from mission/vision of SCA.
 2. Revise K-12 offerings as appropriate, as well as daily/weekly schedule as needed.

Ongoing consideration for class offerings (see above for these discussions). Adding time for music and art classes in elementary.
 - B. Create/Maintain facilities that will be conducive to establishing an effective learning environment in all academic, athletics, and arts curricular programs.
 1. Facility needs assessment

Instituted bi-weekly walkthroughs of the property and facility with rotating participants to keep eyes out for campus beautification items or issues.
Monthly reports are prepared by our facilities head maintenance department, and catering/food service management company.
Focus for facilities improvement will be in the STEAM (STEM) area.
Addition and building of new Innovation and Creation Hub (Makerspace) on campus, added the computer science class in the high school, exploring robotics, coding, and entrepreneur club in relation to this new space.
Many significant improvements have been added, including artificial turf to replace gravel/dirt in the elementary area (2015), artificial turf in the high school courtyard (2016), fresh painting, benches, art, new signage, new camera, new

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alumni brick walk on campus, new bench, updating look of library, new pilot classrooms for furniture related to student engagement, and the like. High school courtyard updated with grass, chairs, benches, ping pong, bean bag toss, and other.

2. Evaluate needs against budget projections and fund development capacity.

Began creation of a new Development Message Plan, looking to future 2-year plan and 5 year plan to determine next steps. Consulting with Zach Clark on development plan, training and coaching. Significant improvements in the development area from 2016 to 2019 already have taken place. Restructuring of development department with a development coordinator for administrative support. Many improvements being made or considered as a result of this process. Fund development capacity is part of this committee added regarding crafting the development message. Added donor development software and training.

C. Integrate the most effective use of technology in the classroom

1. Explore and identify areas of opportunity for technology in the classroom

Technology department performed review of the infrastructure – first conducted Spring 15.

Educational technology committee formed in Spring '15 to review strategic vision and plan for educational technology; Upper division teachers permitted now to run class on e-book basis.

ES teachers involved in SmartBoard training summer 15.

Full scale 1-to-1 plan developed fall '16 for high school (1 year at a time) rollout to begin '18/19. Analysis of budgetary projections made. Roll out in effect, all freshmen in 2018 will receive their SurfacePro equipment, full training plan in effect.

Learning Management System rollout took place one year prior (17/18), 16/17 making determination of which LMS to use.

Schoology Learning Management System chosen, began implementation in 2017/18, full implementation in 18/19. Two other computer pilots running simultaneously (middle and elem).

An analysis of where smartboards are best utilized, moving them to areas where most functional.

Technology department was highly rated by ACSI

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accreditation team.

Focus in plan for better implementation in the classrooms.

Partnership with GCU to offer training on utilization of technology in the classroom in conjunction with the 1 to 1 rollout.

Additional support being hired in IT department to support rollout and technology implementation, will focus on student and faculty device support.

2. Create tech plan for infrastructure and classrooms + faculty training.

Craig Cummings developed 1-to-1 rollout plan with consultant as noted above.

Planning in process for phases of this roll-out with first 1-to-1 devices in freshman's hands '18/19. FAQ sheet prepared for parents to discuss the 1 to 1 system at SCA.

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3. GOAL 3 ACADEMICS : Hire, develop, and retain effective teachers

A. Attract and retain high quality teachers

1. Identify and cultivate optimal sources for the recruitment of highest quality teachers

2015 – increase in number of colleges contacted and utilized for 15/16 hires.

Increased success using social media to promote openings. Adopted exceptionally strong new pay grid that is competitive even with some of the strongest public school districts, very strong in private industry, leader in private Christian schools.

Compared to market some of the strongest benefits packages available.

Raised the bar with type of teacher we are looking to attract that has both the “non-negotiables” (see non-negotiable document in the employee handbook) as well as the strengths for strong student-centric engagement in the classroom and communication skills.

Hiring focuses on the four Cs, Christ, Character, Competence, and Chemistry.

Caught all teachers up on to pay grid over 2 years rather than originally planned 5-7 years.

Full scale annual evaluation plan for all employees.

2. Develop committee to evaluate comp and benefits packages for employees

Completed and resulted in excellent and strongly competitive pay grid for teachers, and benefits

Amongst strongest benefits in the market.

Gala proceeds escalated the rate at which teachers who were originally below pay grid at time of adoption were caught up.

Completely caught up by 17/18.

3. Compensation increases.

In 2015 faculty differentiated scale was created and a full salary analysis was conducted for placement. Faculty salary increases were effected for the 15/16 school year and 16/17 school year.

Admin conducted thorough review and created first differentiated salary scale in SCA history in 2015. See above for strength of scale within the market.

For total dollars we were 97% to scale for teaching faculty by 15/16, in terms of people about 65% to scale. Full to scale in

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2017/18. ALL teachers are not on this strong market scale.

B. Offer Professional Development training and support to faculty

1. Teach efficiently and effectively in class and through assignments.

2015-Nanci Smith Professional development: data driven decision making, effective homework, differentiated instruction and learning. Effective homework strategies. Several subject specific conferences, guidance counselors. Excellent multi-year plan put into place with addition of a Director of Curriculum and Instruct (DCI), Dr. Kevin Sieling. Focus of in-service themes based in line with strategic plan focus and ACSI recommendations. Increased focus on student engagement, differentiated instruction, curriculum mapping, intentional homework.

Student surveys show students find amount and type of homework assigned to be relevant and justified, we will continue to track this data.

Creation of new evaluation tool in 2018/19 to expand it to include all of what is important and aligns with SCA non-negotiables.

Full walkthrough program in place for administrators to keep a pulse on classrooms at SCA.

2. Identify and strategically implement current teaching strategies and models (e.g. differentiated instruction).

Instructional strategies focused, continuing ed focused on and directly relates to our goals for instruction including student engagement focus, differentiated instruction, teaching strategies, sharing of best practices amongst faculty. Full PD plan in place that is strategic and focused on the overriding goals of SCA and the annual vision goals casted at each annual leadership retreat.

3. Development of professional learning communities.

2015 PLCs were presented to faculty at 2014/15 back to school.

SCA now has department heads, and grade level meetings. More integration with Elementary, Middle, and High to discuss vertical alignment.

All teachers are now involved in one way or another in departments or grade level discussions. Faculty participated in a Walking with God learning community within our LMS.

4. Opportunities to observe master teachers

Walkthrough protocols increased significantly, time in the

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classroom increased, sharing of best practices during professional development days.

Teachers were using the ELEOT format to observe fellow teachers during the accreditation process.

Encouraging teachers to share ideas and observe each other, protocols being developed to increase the frequency of this occurring. Admin may request a teacher to observe other teachers on occasion with sub provided.

Veteran teachers mentoring and coaching new hires.

Added a new electronic walkthrough protocol in 2017 using tablets for immediate feedback.

5. Develop a teacher mentor program

SCA hired (new position) a director of curriculum and instruction (DCI), Dr. Kevin Sieling, who developed with a core group/committee a new mentoring program. A detailed analysis was done on 3 different potential mentoring programs, including Kagan.

An increase in tuition reimbursement (from \$800 to \$3000) was approved for graduate classes for teachers.

Creation of a mentoring team of experienced teachers who now take new teachers under their wing and through a mentoring program within their first year at SCA, someone to “go-to” for anything, as well as prayer-centered group to help the new employees adjust to SCA.

C. Define “Excellent” teacher at SCA, conduct assessment against that ideal.

1. Implement Danielson methods for annual teacher assessments/evaluations

Completed, Danielson is now the form we use for teacher evaluations modified with SCA specific items as well for being the best at SCA. In 2018 we modified this to align with our definition of an “Excellent” teacher based on non-negotiables so we are assessing and evaluating what is important.

Peer observations were implemented in the elementary. Significantly improved teacher evaluation process, frequency, and feedback instituted with increased accountabilities and better direct tie-in to our mission and vision, as well as non-negotiables.

Administrative retreat defined what a “best teacher” at SCA would look like and ensured all of those factors were communicated clearly (back to school 16/17) and were in the evaluation.

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“Non – negotiables” defined in 2017 and reviewed annually at the Leadership Retreat.

2. Form committee to create statement of what excellent teacher is.

Administrative retreat defined what a “best teacher” at SCA would look like and ensured all of those factors were communicated clearly (back to school 16/17) and were in the evaluation.

Non – negotiables also defined in 17/18 and updated in 18/19.

Provided department chairs prep period time to work with other teachers in their department, observe their classes, and provide feedback.

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4. GOAL 4 ACADEMICS : Implement successful continuity of curriculum across grade levels.

A. Employ data to drive curriculum development and instruction

1. Explore assessment methodologies, tools and tech to meet needs of teachers.

New position of Director of Curriculum and Instruction hired for 15-16.

Conference and training on Interpreting Test Scores.

We are moving forward on data analysis. Assessment audit done this 16/17 to determine which assessment we would continue to use.

Add 8th grade PSAT. Currently creating a set of strategies and ideas for pre-assessments and formative assessments.

Did a TerraNova assessment analysis of student scores with elementary.

Adding a new home report for parents for all – requesting an item analysis from TerraNova.

Offered a training on assessment tools available in Schoology to allow for instant feedback on student learning.

Added ACT for all Juniors.

2. Provide instruction in how to analyze test scores.

Counseling staff conducted in-service Pro Dev on analyzing data driven decisions for instruction. In 2018/19, we be doing an in-service day on analyzing data using DIBELS and 8th grade PSAT, Terra Nova, and ACT.

3. Implement protocols to analyze standardized test scores.

Teachers given training on using online dashboard of the standardized testing TN3. See #2 above as well.

B. Develop a strong scope and sequence (With logical and ordered standards from Pk-12 complementary across content areas).

1. Analyze and refine current scope and sequence documentation, and compare it to actual instruction

14-15 faculty updated records of current scope and sequence
Major multi-year curriculum mapping process beginning 2016/17, as of 2018 this is 72% complete with mapping continuing with a completion date expected in 2019.

With Curriculum Trak (CT) software we run reports to determine that the standards are being covered in all maps.

Run CT software to determine the gap analysis and overlap

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analysis.

2. Form content area committees and provide opportunities to develop course curriculum.

Roll out plan being developed. Dept. chairs meeting, and we have curriculum mapping PLC.

Prior to the beginning of the mapping process, the standards are selected by a committee of peers.

3. Evaluate scope and sequence annually.

Yes part of mapping process.

C. Ensure all classes integrate a Biblical perspective

1. Each dept to write a statement of Biblical integration within its discipline.

Completed at in-service during 14-15

Introducing concept of “Biblical Understandings” combining essential questions with Biblical integration.

In October '15 all Principals did Biblical Integration walkthroughs and observed cross-grade levels. Bringing a trainer on board for Fall staff development for BI.

Biblical integration is now part of all maps, required as part of mapping process.

Evaluation instrument includes Biblical integration portion.

Faculty study on Walking with God in the Classroom, a study on how to integrate Christian Worldview into all of your teaching.

2. Develop and implement assessment methods

Dr. Nanci Smith conducted in-service on assessment methods.

Biblical integration assessed on teacher evaluations and part of administrative walkthroughs.

Added spiritual growth assessment.

3. Provide teacher training on Biblical Integration

Concerted effort to require all teachers to update their ACSI certification, which includes Biblical Integration training.

100% of degreed teachers certified.

Walking with God in the Classroom book and group study through Schoology.

Biblical integration day collaborated with other Christian schools, a professional development Biblical integration day.

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#2 Spiritual Life and School Culture

1. GOAL 1 SPIRITUAL/CULTURE : Cultivate collaborative, mission-minded student culture that inspires spiritual transformation, authentic relationships and a desire to serve.

- A. Promote Cohesiveness and continuity in Spiritual Life activities and realign resources for greater impact.

1. Redefine Spiritual Life Director Job description as 100% strategic/pastoral head, non-teaching position.
New job description was written by the Admin team which addressed numerous items listed in Strategic Plan.
New Spiritual Life Director (SLD) position created. Nick Barker announced as new FT SLD in 2018.

Collaborate with upper/lower school personnel to produce comprehensive annual plan for themes and activities.

With addition of SLD, we chose:

Unity as the theme for 15/16 , 1Peter 3:8 School Verse;

Honor and Love for 16/17, Romans 12:9-10;

Love God Love Others for 17/18, Mark 12:30-31

God's Workmanship for 18/19, Ephesians 2:10.

Addition of mixed age small groups during advisory.

Nick aligning chapels as such, conversation topics from chapel for Bible discussions.

See full SLD vision statement going into 18/19.

2. Seek opportunities to unite school-wide around a particular service project/theme.

Annual School verse chosen by admin team annually in consult with new SLD, that inform programming.

Service arranged around Mission Days and Mission trips, service projects throughout with ministry days, community service components from grades 6-12.

3. Seek involvement of parents, alumni, and students in selecting activities and planning.

SLD is going to form a Spiritual Life Committee, consisting of high school students who apply for. SLD has brought many pastors on board for chapels as well as parents and staff.

4. Contact local churches for topic relevant to community events and incorporate them into campus life.

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Pastors breakfast, youth pastors part of chapels. National day of prayer with board sponsoring.

See you at the Pole.

Pastors have been involved with faculty devos throughout the year.

Pray for SCA days.

5. Reinstate PT administrative support for Spiritual Life Program coordination.

Reinstated and funded Admin assistance for missions directors in part time during mission planning season.

Also contracted travel coordinator for mission's trips.

B. Provide consistent progressive missions training for students

1. Provide detailed progressive mission training modules for grade with defined learning objectives.

1 and 3 done and continue to take place.

2. Integrate mission skills training into Bible curriculum.

We are using new Advisory Period instead.

SLD has mission's curriculum books that were distributed in January using either Bible class or extended homeroom in 2015 and Advisory Period in 2016. They also February to meet with their mission teams regularly.

3. Provide mission leaders with trip specific or cultural training lesson plans in advance as needed.

Provided in 14-15.

C. Increase collaboration in implementing a diverse offering of well-organized affordable mission trip experiences for all HS students.

1. Assemble volunteer planning team utilizing parents, alumni, board, administration, and local church staff to assist Spiritual Life Director.

Looked at various opportunities, connected with Bonnie with City Connexx for planning of US teams. Worked with board member Jeff Dyer for one international trip, all international teams working with specific teams (Youth International, YWAM, 1 Mission).

Mandatory Chaperone training added.

2. Survey students and parents on satisfaction and desired outcomes of current mission's program.

Surveys of effected constituents conducted by SLD in 14-15.

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Student Survey included missions questions. Also last year's mission specific surveys were reviewed (hence reason Denver cancelled)

In 2018/19 We will convert to online surveys rather than paper.

3. Research/utilize cost-effective partnerships to administer trips.
Done. Including with travel coordinator consulted.
4. Submit written implementation plan for mission week trips and short-term local projects for the calendar year.
Missions includes local (aka no cost) trips so all can be included. International expanded from 3 to 5 trips. Made a missions' packet book. Added mandatory chaperone training. Mission trip planning book created each year.
5. Select high school missions trip teams in early fall around service interest groups, to function as their small group for year.
Done (through Advisory).
Advisory groups switched to mission groups at appropriate time of year.

D. Develop ongoing relationships with local service/ministry partners

1. Identify local mission team project opportunities; online directory publication
For Elementary have monthly focus on local missions or international ministries. Sheri places in Journey. In month of December we partner with other ministries such as Operation Christmas Child, Feed my Starving Children, Esperanza School, St. Jude, and Harvest Compassion Center. Each grade has different focus.
2. Identify/promote alumni mission connections
Hiring of Alumni Coordinator 2017-18, connections being made.
3. Ask mission team leaders to coordinate at least 1 opportunity for teams to serve throughout year.
We partner with Esperanza School (a Title I school).
Mission teams have many opportunities to gather together prior to the trip to serve together and being bonding and planning for the trip.

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4. Utilize ½ days for SCA-sponsored service projects or MS mission days.

Middle School Ministry Day added.

Also partnered with Esperanza this year.

Looking to plan a ½ day in service as a service day.

- E. Chapel is relevant, inspires worship, challenges students spiritually.

1. Empower spiritual life student teams for HS and MS to assist in planning of chapels and other spiritual life community activities.

SLD used student teams to help several HS chapels, including Christmas and Easter chapels.

Increase in quality of speakers, youth pastors from youth groups where our kids attend.

Guest worship teams.

Topics are focused on applicable things (Unity, missions).

SCA selects student Chaplains each year.

Chaplain group support SLD in planning and prep for chapel.

SLD meets with them every day for one of their classes.

Went through leadership book together, went through Acts together.

Everyday write notes of encouragement (2day) and then they pray for those students.

Spiritual Life Committee meets every Wednesday (kids had to apply reference testimony).

Developed mission vision statement for SL, pray together every week.

Assisted with Turkey drive and Esperanza, and other service opportunities.

2. Survey students on desired outcome and solicit new ideas annually.

Completed student surveys where students were able to provide feedback on which teachers influenced them spiritually, and feedback on SL at SCA.

3. Survey parents/alumni for guest speaker, topic and concert connections.

So far this is done informally. Consider adding this to next year's student survey.

Middle school newspaper asked favorite worship songs.

4. Utilize weekly chapel format rotation for upper school: worship, small group, mission/service, assembly.

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We do have rotation for who does worship, youth pastor topics.

February missions, prayer walk at beginning, prayed for Paris see you at the Pole, Board prayer walk, Prayer for those hurting (current issues) and many other examples.

Added monthly pray for SCA gatherings.

National Day of Prayer.

5. Utilize different locations on campus for different chapel time format listed in #4 above.

New format, lighting, etcetera, re - thought put into how chapel appears.

6. Host alumni testimonies or highlight their ministries.

Examples Include:

Mario D'Ortenzio spoke at chapel and highlighted his ministry, Karsten Kem spoke to faculty in service. Many examples of various alumni and speakers throughout each year. Many alumni have spoken at SCA, devos, gala, etc... such as Thomas Slager, Richard Doe, Natalie Taylor and many others.

7. Highlight a local service organization quarterly that coincides with an MS/Elem family service day.

Added Esperanza, didn't coincide. Light the Night PCH. Many service opportunities at SCA.

8. Research and utilize creative, experiential, and dynamic learning activities.

Everything being planned has an emphasis on capturing their interest and their hearts.

- F. Inspire Open, supportive relationships and spiritual transformation

1. HS small groups meet at least monthly, evaluate for increasing frequency.

Did All-Pro Dads. Small groups for retreats at beginning of the year and we break them up into their retreat small groups for other things.

New extended homerooms to cultivate this (though still some work to do here). Advisory Periods added.

Creation of extended homeroom Tuesday homerooms was to address this, so that every student would be known well by at least one teacher on campus.

Had student leaders at retreat that were trained. For #3, that is what the Spiritual Life Committee is for (e.g. cancer awareness/grief group also).

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Mission teams formed.

Fully formed advisory period added and utilized for this purpose.

2. Invite interested students to serve as small group facilitators
In 16/17 added Advisory Period for new small group formation.
Done, new small group formation.
Student led small groups with adult facilitator.
 3. Train facilitators in expectations and modeling transparency to their group.
Small group leaders assist with teacher leading small groups.
Training done for small group leaders.
 4. Form small groups around mission/service interest teams.
We started this in 15/16, we now use Advisory Period for mission groups.
 5. Implement a MS small group program
Done through advisory period.
 6. Utilize HS Jr/Sr volunteers to facilitate MS monthly small group programs.
See new designed small groups at SCA began 2016/17-Very Successful.
 7. Evaluate the Upper school small group program for desired outcomes.
See above
 8. Plan a spiritual life retreat for MS students.
Not yet implemented due to number of service opportunities.
Continued analysis.
- G. Develop discipleship and prayer relationships between MS and Elem students and MS and HS students.
1. Continue Elem Bible Buddy program and extend concept to 6-7 grade for 4-5 graders.
With addition of advisory and small groups, Bible buddy program does not extend into MS. Still evaluating if this is possible. We did however add Mission Buddies ES to HS.
Added MS mentors to elementary school.

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2. Research mentorship training resources from local churches or outside organization.
Middle school mentorship program added for elementary school students. Done within SCA.
3. Conduct mentorship training sessions as a part of chapel plan, Bible class or Spiritual Emphasis Day, class/course credit.
See #2 for MS mentorship program added.
4. Identify pairings of 8th to 9th graders; 10th and 11th graders utilizing sports/fine arts/interest groups.
Done for new students as a mentorship program, no existing students at this point.
5. Identify alumni, local church connections for Juniors/Seniors.
See in alumni connections above. Alumni also identified with Chapels.
6. Discipleship pairs meeting in place of chapel, morning break or homeroom monthly.
New advisories included small group formations done in place of this, small groups meet every Thursday now with this addition.

H. Reinstate Spiritual Emphasis Days and/or Prayer days

1. Utilize leadership of prayer groups developed in Goal 2.
Prayer focus this year; faculty prayers, re-focus on increased prayer in board meetings, added cross-level prayer groups, also added men/women prayer devo groups, prayers at the pole, board prayer walk, school wide prayer for Paris, when High School are on missions prayer groups together.
Increased focus on the power of prayer. Day of prayer for seniors in ACR. Added monthly morning "Pray for SCA" day for all.
2. 24-hour prayer for annual fund, mission week, or other school-wide concern.
Prayer is at the center of SCA, with many opportunities to pray for important events at SCA.
Added pray for SCA day as a monthly event.
3. Community prayer meetings in mornings or evenings.
Board of Directors hosted two all school. We also added

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monthly pray for SCA day.

I. Empower students and promote unity to participate in regular service to local community, church and school. *With so much repetition in this area, please see above.*

1. Include a testimony component in service hour requirement. *Esperanza has been a meaningful addition.*
2. Increase service hour requirement with each grade. *Increased service hours requirement to 18 per year (same as HS).*
3. Encourage submission of total hours of service. *Done*
4. Allow summer service to apply towards upcoming school year hours. *Done. Starting in summer 2014 a limited number of hours served in summer may apply towards service hours.*

For the 5 items below, scope is an issue, many churches organize these and we often can partner with churches or encourage students and families to participate in these opportunities through their church:

5. Host a service organization fair. *See above*
6. Identify and publish online directory of local service opportunities. *See above*
7. Utilize half days for SCA sponsored service projects. *See above*
8. Schedule MS and Elementary Family Service Saturdays. *See above.*
9. Schedule 1 Saturday or half day service day for each grade of the HS. *See above*

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2. GOAL 2 SPIRITUAL/CULTURE : Foster community support, participation and connection between and among upper and lower school families and faculty/staff.
 - A. Reinstate a Development staff member to direct special events and coordinate parent volunteer groups.

Monthly meetings of new Development committee initiated in academic year to support development initiatives.
Now have a Director of Admissions and EVENTS. Also have a Development Coordinator.

 1. Build community through a limited number of strategic fundraising appeals and special events.

Events included Annual Fund Night. State of the School, Fund Run. Online Auctions, Homecoming enlarged, new Hoopcoming. Fundraising now focused on two main initiatives: Annual Soaring Fund and Spring Gala.
 - B. Inform SCA families of current community events.
 1. Develop comprehensive communication plan.

Yes, including creation of video updates, parent alerts, strategic plan updates, parent universities, social media as discussed within this document.
We released a new EaglesCast Podcast released in Spring. Updated weekly.
New Website with weekly updates for this.
 2. Weekly upper and lower school communication.

All three divisions of SCA send out weekly communication newsletters covering all school news.
 3. Monthly Board email communication.

Due to the amount of communication from the school itself, it was decided monthly was too often and does not fit the purpose of a policy/governance modeled board. However, we have done video updates and the board can have a presence on this annually.
 - C. Increase awareness of school community needs, opportunities and successes across all school divisions.
 1. Expand communications re: school culture, service, and community opportunities and successes to include all school divisions.

Done, we are often criticized for over communication.

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2. Communicate budget gaps, prioritize needs and plans.
Frequent communications from Marketing office regarding need for funds to support overall and specific initiatives. These are internal communications. But we would love to add “wish list” for major items on newly developed website.
- D. Identify and increase the number of parents and grandparents serving the school community
1. Encourage and solicit volunteers based on skills, interest, and event, not only student grade.
Volunteer opportunity forms for each level updated and posted on website.
 2. Positively communicate a 20-hour minimum family volunteer expectation.
Not implemented.
 3. Create an online volunteer registration form and tracking database.
Posted online now, and part of Graceworks survey.
 4. Create a “parents” tab on website, list PA events, contact info, “How to Connect” list.
See above. Right now they are on the web, but we can add “How to Connect” tab to put them, with new website 17/18.
 5. Chairs from each special event or service area “table” at kick off event.
Parent Association
 6. Identify specific marketing/development events which require volunteer support.
Done
 7. Provide clear job descriptions, guidelines, and training to HR/PA reps.
Brent now has job descriptions folder, and we are updating and adding as we go.
 8. Require volunteer training orientation/education prior to serving on campus.
Volunteer requirements and forms implemented.
 9. Formalize a grandparents club.
Added grandparents day to include middle and high school in 16/17.

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- E. Improve faculty morale by increasing school families' support and respect of faculty and staff.
1. Annually survey faculty/staff needs and perception of support. Communicate results to parents.
Constituent survey completed in 1/15 for accreditation.
Results communicated to Board of Directors.
Faculty Staff Survey prepared.
Annual survey sent to faculty and staff for feedback on leadership as well as graceworks survey.
 2. Support development objectives to increase faculty/staff compensation and benefits.
Compensation and Benefits reviewed, very strong and great.
 3. Award "Faculty of the month" to a faculty member.
We do an annual faculty and staff awards called "Legacy Awards" as well as longevity awards.
There are downsides to this being addressed, we decided not to do a faculty of the month, but we do recognize annually.
Cash awards and recognition are a part of this.
 4. Highlight teacher milestones/achievements community wide.
Formulated a 10 longevity award system for 10 + years, etc.
We now honor annually longevity employees at various levels with keepsake and a reward.
Other ways to recognize accomplishments (for example Kristin McClue flight miles for Soaring Fund, etc...)
We also have Legacy awards annually for one staff member, one Elementary teacher, one Middle School teacher, one High school teacher.
 5. Establish guidelines to designate funds to teacher recognition.
Current (pre-existing program) faculty and staff recognitions has been utilized to recognize faculty and staff on annual basis. Have reviewed policy, procedures, and fund allocation for this program.
 6. Provide clear point of contact for upper and lower school faculty to communicate volunteer needs.
Now use graceworks as a means to find volunteer skills and opportunities for parents.
 7. Match teachers to parent/alumni businesses with summer work opportunities.
Not done.

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8. Provide a new faculty welcome basket and prayer parent.
[Did gifts for new faculty. Done every year. Mom's prayer group in action.](#)
- F. Promote connectedness between/among SCA families and faculty.
1. Form parent, alumni and faculty clubs around adult/family interest – hiking, baking, book clubs, off campus.
[This will need to be parent driven , as we do not have the resources to coordinate these efforts.](#)
 2. Survey community on awareness, understanding of PA role, and new ideas.
[Graceworks.](#)
 3. Parenting education classes offerings in the evening on campus.
[Added a new Parent University annual programming with 3 to 5 opportunities per year. This has included social media awareness, technology and it's risks, Family Matters, marriage & family groups, Not My Kid, and more.](#)
 4. Use homeroom moms in MS HS to offer social connection points.
 5. Provide at least 2 community fellowship events based upon survey interests identified.
[New family tailgate added. Grade level welcome parties.](#)
- G. Welcome and nurture new families
1. Implement new family ambassador program that facilitates connections between families.
[Admissions has worked with the PA to implement a new family welcome ministry. Admissions office is passing names/contact to PA to begin to reach out to new families and enfold them into the SCA Community.](#)
 2. Create “How can I connect?” and FAQ publication for new families.
[Now on Web](#)
 3. Conduct a “Welcome to MS or HS” orientation for all 6th graders and 9th graders and parents.
[Both MS and HS conducted orientations in the second semester of 14-15, and they now continue on annual basis.](#)

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We do these for all incoming 6th and 9th graders.

H. Support SCA families in times of difficulty

1. Implement “Helping Hands” program to provide meals or other practical assistance to those in need.
This occurs case by case.
2. Create a Students Care initiative to provide calls, cards, prayer support and homework help to injured or ill students.
We provide flowers or faculty support whenever this occurs.
PA assigned a parent to be an ambassador of joy.
3. Communicate needs of families to Helping Hands ministry
See above.
4. Solicit a prayer mom for each grade.
Now called “Moms in Prayer”
5. Facilitate prayer opportunities for faculty and families.
We added a new Prayer Room at SCA for faculty and staff.
Prayer among faculty at all of our gatherings is a staple at SCA.
Monday morning memos always request prayer requests.
Elementary Monday Morning Prayer Group.
6. Assign prayer moms to every 5 students per grade – only prayer required.
Many classrooms do this. We did this with faculty & staff as well. Every student at SCA was prayed for in the Prayer Room by a staff member.

I. Increase the involvement of Dads and Grandparents

1. Implement a Dad’s club
All Pro Dads was added but did not take. Al Lorenzi started a Dad’s group as well.
2. Expand Grandparents day to include MS and HS
Done, 16/17 included all.
3. Create father/son service activities.
Was All-Pro Dads but did not take.

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3. GOAL 3 SPIRITUAL/CULTURE : Build and Maintain alumni relationships as a vital part of the past, present and future SCA community.
 - A. Identify alumni and alumni parents with current contact information in database.
 1. Identity total number of alumni and alumni parents and create database.

Significant improvement to alumni data base made in 15/16 and 16/17 with improved attendance to homecoming and alumni social media activity.
We have been updating alumni database. Reached out and held events to class of '88, reaching out to various classes for gala. Homecoming outreach. Updated our alumni webpage. 17/18 added alumni coordinator position has been filled and begins in July 2017. Coordinator working on these initiatives.
 2. Utilize alumni sign-in sheets for every event and provide a gift for checking-in.

Contacts were collected at Homecoming, Hoopcoming, and Baseball Alumni Game.
Homecoming. Have new Alumni bumper stickers.
 3. Create and maintain a proactive process to populate alumni database online for ease, secure use updates.

Raisers Edge is a donor database which helps us keep updated records for our alumni too. Was not working. Our alumni coordinator is researching CRMs for this purpose.
 4. Provide an incentive for updating contact information online, such as SCA alumni window sticker or coupon.

Department is currently devising a way for a video to appear once the update is made as a thank you featuring alumni & staff 7 kids, sticker then sent.
 - B. Identify and increase the number of alumni participating in SCA community events and mentorship programs.
 1. Utilize alumni sign-in sheets for every event and provide a gift for checking in.

Contacts were collected at Homecoming, Hoopcoming, and Baseball Alumni Game.

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2. Survey alumni
Included alumni in our STO emails. Gala alumni focus this year (LJ and JB assisting).
Graceworks annual survey now sent to all alumni in data base.
 3. Connect seniors to most recent grads at colleges they plan to attend.
The Counseling Department currently provides opportunity for Alumni to connect with new grads during college transition.
 4. Invite alumni to speak at Open Houses and prospective student events
We have had many alumni speak at various events and made our 2017 gala alumni-centered.
 5. Host high school career day for juniors utilizing alumni and current parents of all grades.
Began a new annual career day, alumni, current parents able to take part.
Career day.
 6. Invite alumni to participate in Spiritual life mentorship program
 7. Utilize alumni ministry connections for school wide service events, mission trip program or chapel presentations (see Spiritual Life goals).
Alumni brought in regularly for various things including speaking at chapels.
Alumni also speak at Gala.
- C. Identify and offer services and activities to help alumni connect with each other and the school
1. Host alumni athletic reunion events – Turkey Grudge bowl for football and volleyball during TG weekend.
Hoopcoming Alumni basketball game and alumni baseball game.
New alumni coordinator to assist class representatives to coordinate.
 2. Host job/intern networking event in the spring for young alumni, utilizing other alumni, parent and grandparent connections.

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3. Contact past class officers to promote the organization of class reunions.
New alumni coordinator to assist class representatives to coordinate.
 4. Assist class officers in reunion promotion and provide a planning packet and attendee gifts.
 5. Create an outreach program for most immediate graduates.
Ensuing all new graduates are in the alumni data base.
- D. Recognize alumni whose ministry and service achievements indicate that they are “living lives of distinction”
1. Host “Superintendent VIP Campus Tours” for alumni
No VIP tours, but alumni on Gala invite includes invitation to come tour “new campus”.
Considering this for 17/18
Superintendent always available for VIP tours and gives them as they come up.
 2. Present awards to bring attention to the awardee and the school.
Moerkerke Award presented annually at Graduation.
Lifetime Service Award to Hattie Runyon
Longevity awards.
Legacy Awards
Jan Veldman Award
 3. Spotlight alumni achievements, ministries in school community communications.
Social media presence – alumni signed with NBA
Increased workable email addresses by over 900%
- E. Host a 50 Year reunion celebration for past and present community.
1. Identify chair of event
DONE!
Timeline planning in process, much work done on heritage/history collection. All in prep for 50 year, including video production planning.
Gala/Auction will be celebration.
Karin Suter will chair event.
Permanent Ebenezer of 50 year timeline on campus.
- F. Enhance coordination, effectiveness, and visibility of alumni program.

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1. Hire Alumni Relations Director
Funding unavailable for part time Alumni Relations position. Wonderful partnership with APESF and Alumni Lisa Jackson. Lisa worked part time for SCA for 2016-17 and completely updated digitized our alumni list by class, transcripts for all classes digitized, and arranged for representatives from various classes.
Alumni coordinator position added and hired for 2017/18

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4. GOAL 4 SPIRITUAL/CULTURE : Increase engagement and collaboration with local churches attended by SCA families.

A. Increase the number of local church staff involved in an SCA program

1. Identify pastors whose children already attend SCA and solicit input.

[See above notes on pastoral involvement, youth pastors, chapels, etc....](#)

2. Compile a list of youth pastor contacts for churches represented by SCA families.

[See above notes on pastoral involvement, youth pastors, chapels, etc....](#)

3. Invite Church representatives to participate or lead some SCA events; encourage lunch visitation.

[See above notes on pastoral involvement, youth pastors, chapels, etc....](#)

4. Seek partnerships to provide mission trips and local service opportunity options for students.

[See above notes on pastoral involvement, youth pastors, chapels, etc....](#)

B. Increase number of SCA students regularly engaged in church or youth group programming.

1. Publish list of local church youth group meeting places and times on the SCA website.

[TBD.](#)

2. Encourage students to post special events, service projects, mission trips on a board in HS courtyard.

[TBD.](#)

3. Survey student church participation in Bible classes.

[Surveyed in graceworks.](#)

C. Provide personal communication point for churches.

1. Identify a liaison family for each church represented by the student body.

[TBD.](#)

2. Liaisons facilitate communication on major events to school and church.

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TBD.

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#3 Resource and Development

1. GOAL 1 RESOURCE/DEVELOPMENT : Enhance Annual Giving Program.

A. Increase annual fund revenue to support operational needs of SCA

1. Create and communicate message for compelling case for supporting SCA mission.

Compelling case statement developed with the theme of the “SCA Difference” and presented with the theme of the “SCA Difference” and presented with new mission and core values. Annual Fund revenue for FY14-15 increased by 313% (\$215,000) from previous year.

See details on new Annual SOARING fund. \$118K raised by 11/30.

16/17 School year: Created a multi-media approach to deliver SCA Annual Soaring Fund 16/17 Annual Fund has raised \$128K to date.

Created blue envelope drive, blue madness day, participation focus, seen consistent annual fund fundraising.

2. Re-evaluate packaging and message for solicitations each year.

Sam Pagel plus Pelican Media was contracted for design. New graphic designer (teacher) employed in FY 14-15 to accentuate and enhance the “brand” of SCA.

See notes on refocus two main Soar gala.

Nate and Brent with Zach Clark of Leadership and Developmental Coaching to coach through development process. New development message crafted

3. Implement individual meetings of Superintendent and board member with minimum of 20 major donors/prospects each year.

Superintendent had 15 to 20 meetings regarding donor solicitation.

Brent has set times each week for meeting with donors.

Ways to give marketing added, included in alumni magazine.

Added a new charitable gift annuity program, new endowment program. Brent has had several meetings (one on one) with donors. 2017/18 saw significant increase in restricted giving.

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4. Hold annual Phonathon
Phonathon was discussed and was not implemented.
Avoiding cold call approach at this time.
5. Explore use of sustaining multi-year pledges
Discussions regarding the implementation of auto renewable commitments.

B. Encourage participation and awareness

1. Communicate and display progress toward campaign goals on campus
Signage designed and strategically located to keep community aware of annual fund (AF) progress. Not doing thermometer approach.
Due to negative perception of thermometer at last AF, did not do. Focused this year on participation %'s. Achieved 100% participation amongst faculty and approx. 45% family participation through November. In 17/18 moved away from participation approach.
2. Implement annual recognition/celebration events
School hosted several events for both fund raising and relationship cultivation. Recognize legacy awards, longevity awards, alumni achievement award, Van Loon and Veldman scholarships, 50th year celebration events and other.
3. Establish gift acknowledgement policies
Thank you letter sent for every gift over \$20 from Superintendent. Letter reworded as well.
In 2018 started working with new Kindful and Development and Leadership team for gift recognition plan.
4. Create and distribute annual report.. Annual video update from each school. Always update when Gala and Annual Fund projects are completed to show community outcomes of their generous giving.

C. Increase participation in the annual fund by all constituent groups.

1. Create schedule for distributing AF materials to parents, alumni and parents of alumni, grandparents, friends, corporations, faculty/staff, Board.
Whole new Annual fund marketing this year, added different style mailer, Blue Madness day, reminders, shortened time

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frame.

D. Identify and leverage in-kind giving opportunities.

1. Assess campus needs for in-kind donations for services or products.
Ongoing.
Consider online wish list for major items (not yet completed)
2. Communicate needs and solicit donations through enrollment process survey.
Decided this was not the right place for solicitations.
However, there is an opportunity to make gifts on the website, attached to admissions, and there is a place to donate to P.A. as part of admissions process.

E. Broaden donor base through constituent networking.

1. Strategically recruit and establish Development Committee to coordinate fundraising and execute networking.
Completed during FY 14-15.
Development message committee formed in 2018.
Kindful and D&L group used for donor development.
2. Development Committee should revise and update outreach plan each year.
Development committee formed in FY 15-16 and was a resource in developing strategies for AF/ fund solicitations.
Development committee in 2018 being used to design new development message in coordination with Development and Leadership team.
3. Explore and expand use of business sponsorships.
Creating business network list (this is not for sponsorships but gives us access to know who they are).
Lisa Jackson working on this list.

F. Maximize opportunities available from STO giving

1. Secure unrestricted STO giving from all parents as part of reenrollment process.
End of year appeal was used to push Tax Credit giving.
STO appeal letter went out 12/9/15.
Christian School head committee formed with STO partners to help educate and support STO giving for Christian schools

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(partnering with NCS, VC, GC, and others).

2. Secure unrestricted STO giving from all alumni that have AZ tax liability.
End of the year appeal.
Lisa Jackson alumni project.
STO appeal sent to 874 alumni.
Annual STO letter and educating community on how it works, and to support school choice.
STO monthly informationals for families.
 3. Ensure clear message is communicated to parents (and parents of potential students) regarding availability of STO funds and how to access, and restrictions.
Will continue existing STO education and look for new ways to accomplish. Information is distributed through many different venues and publications (e.g. Basketball camp, newsletters, enrollment packets, etc.)
See above. STO video training now available online.
 4. Secure unrestricted STO giving from grandparents with AZ tax liability.
We will continue to educate on Grandparents' day as we have in the past with info at tables, etc... and include procurement info about Corporate STO's.
Grandparents Day was expanded to include PS-12th grade and planned giving were presented.
New "Ways to give" marketing page.
 5. Seek assistance of local churches and other partners in increasing awareness of STO opportunity and credit (eg timely bulletin announcements, letters)
Christian School head committee formed with STO partners to help educate and support STO giving for Christian schools (partnering with NCS, VC, GC, and others). Churches very resistant.
 6. Approach non-STO families to enlist their STO contribution to benefit other SCA families.
Continually educating families and community.
- G. Connect with Alumni through the establishment of Alumni involvement and support program.
1. Implement outreach activities to recent graduates to maintain connection with SCA (e.g. graduate mom

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letters/care packages to prior year grads near end 1st semester of college)

Invited 1988 this year.

Lisa Jackson was contracted to update the alumni contact information.

Hired alumni coordinator.

Added alumni page to website.

Workable alumni email addresses increased by 4,900%! (from 50 to over 2500).

2. Implement events to create strong alumni network and maintain connection and engagement with SCA (e.g. class reunions, turkey bowl)

Homecoming and Hoopcoming events inaugurated to engage alumni. In addition the school solicits alumni to utilize the facilities for same activities.

The 50th year allowed us to expand alumni outreach.

Lisa Jackson will boost alumni.

Expansion of Homecoming activities during homecoming week which target alumni, alumni cheer, alumni choir performance, alumni basketball.

Had employee reunion of alumni employees, over 60 people attended.

See Spiritual life tab for same goal.

3. Implement alumni fundraising events and seek multi-year pledges.

STO appeal 874 addresses

Alumni engagement increased significantly since addition of alumni coordinator and facebook page.

4. Create alumni association.

TBD

- H. Identify potential partners among businesses and foundations and opportunities.

1. Research foundations with connections to SCA community.

Process initiated with new Development committee and Lisa Jackson (alumni coordinator).

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2. GOAL 2 RESOURCE/DEVELOPMENT : Establish Endowment Program.

A. Identify purposes and priorities for endowment fund(s)

1. Determine endowment priorities and establish structure of endowment fund(s).

A inaugural Janis Veldman Award for biblical Scholarship was given this year to a graduating Senior. It was funded by donors.

New Superintendent, in addition to the existing endowment structure, enhanced it to include the rollout of the new Scottsdale Christian Academy Legacy Endowment Fund. This fund has a commitment by SCA as a school to contribute annually to it as part of its budget, which will encourage giving of others to help build this over the years. The goal is for this endowment, from SCA contributions and community contributions, to reach \$1M within 10 years. Endowment distributions resolutions were drafted to prevent use of the funds before it grows enough to continue to grow year after year. In year one (2018) a contribution was made of over \$150,000, approx.. 75k from SCA, approx.. 75k from Gala (20% of net funds raised at gala contributed).

2. Establish Heritage Endowment Fund program.

See above with the new establishment of the SCA Christian Legacy Endowment Fund.

3. Implement alumni heritage scholarships for students attending SCA who are descendants of alumni.

The above was done in place of this to support diversity and ability for qualified candidates to be able to afford an education at SCA in the future.

4. Provide SCA graduate college scholarships for all graduating seniors.

? Not fiscally in a position to do this.

B. Identify and expand Endowment funding opportunities.

1. Encourage donors of designated gifts to also contribute to general endowment fund.

The development department and Superintendent were successful in collaborating with donor utilization of funds for both AF and restricted use.

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2. Match potential donors to school needs/various funds.
Ongoing review and success during FY 15-16.
New donor development program began 2017. Donations (restricted) more than doubled in 2017/18 with these efforts.
 3. Superintendent and Board meet with 20 potential donors each year.
Super had 20-25 individual meetings with prospective donors.
 4. Include Endowment program expansion on goal in SCA 50 year celebration.
Done see above, a great accomplishment for SCA.
3. GOAL 3 RESOURCE/DEVELOPMENT : Create accountability for all resource development initiatives.
- A. Centralize and coordinate all school fundraising.
 1. Coordinate fundraising through development committee and director of marketing. New Hire 2015/16 (\$90,000).
Initial meetings were held with all the fund raising groups of the school in fall of 2015. The focus was consolidation of all fundraising initiatives, whether for athletics, arts, academics or even missions, etc...The concept was favorably received and marketing director and or new advancement officer will coordinate this initiative.
and see new strategies relating to soaring and gala 15/16.
Moved structure of department to a development coordinator.
 2. Include reps from all groups conducting fundraising.
See above comments.
Making strides to centralizing to avoid “nickel and diming” perception.
 3. Create comprehensive list of all requests for support.
Not clear what this means?
 - B. Reinstitute Development/Advancement office/staff
 1. Create job description for Director of Development.
Done, altered to Development Coordinator with Superintendent overseeing donor development.

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Development Director attended Ism Advancement Academy in summer of 2017 Professional Development.

2. Create job descriptions for Development staff position(s).
Done

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4. GOAL 4 RESOURCE/DEVELOPMENT : Leverage human capital to support the school and its reputation.

A. Identify campus needs and create list of volunteer opportunities

1. Coordinate service needs through Parent Association, Booster Clubs, other groups.
Meetings are being held currently to provide more structure and purpose to our booster clubs and parent association. PA focus on teacher support and appreciation – working well!
2. Communicate service opportunities at beginning of each school year.
Each school publishes volunteer opportunities.
3. Distribute interest/skill evaluation survey to parents with enrollment.
Part of Graceworks survey.
4. Consider volunteer link on website to list service opportunities.
New volunteer opportunities for each school up on old web. New website design looking for right place.
5. Permit service hours credit for students to fulfill some of their community service providing service to SCA.
Done (up to 2 hours).
6. Secure volunteers to substantially reduce faculty extra-duties.
Attempted, but not 100% reliable and cannot afford liability of someone not being there. Must have school employee backup.
7. Purchase software for school to manage volunteers.
Current infrastructure does not show a need to invest in a software piece for volunteer management right now. However, alumni coordinator looking for CRM for alumni database.

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#4 Student Life

1. GOAL 1 STUDENT LIFE : Ensure that current and prospective families understand and are aware of the richness of Student Life at SCA.
 - A. Define all elements of SCA student life.
 1. Form a committee to review strengths, weaknesses and student life.

We update and communicate more regularly on student life events etc...Still need to create materials mentioned. 18-19 consider a "Student Life at SCA Viewbook"
 2. Create and publish comprehensive written document explaining SCA student life.

Viewbook published and on website. Handbook includes options and well as student class selection. Alumni magazine. No comprehensive student life specific viewbook, see viewbook created 2018. Also, yearbook has student life sections that shows all activities, clubs, etc...
 3. Review all communication processes for promoting student life; consider dedicated website page.

Review communicated. Using Journey and Eagle's Pride to communicate along with social media and invitations and announcements. Banner has athletics, academics, arts on website with links to each of those areas.

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2. GOAL 2 STUDENT LIFE : Implement student activities focused on each co-curricular / extra-curricular area defined in Student Life.

- A. **ARTS** :

1. Develop and implement a program to enhance SCA's Arts program (music, theater, visual arts).
 1. Explore adding arts-related academic course offerings.
Funding for arts instructor.
Additional visual arts courses added for 15-16 and 16/17.
Addition of Leigh Anne Kreykes as FT band teacher & assistant to Director.
Additional classes added but not often signed up for by students, we must be careful not to oversaturate.
Students have opportunity to be in up to 2 theatre productions per student (4 total), a great offering.
AP studio arts added, drawing, painting, ceramics, etc...

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2. Enhance “after hours” arts offerings.
 1. Hire a theatre director. (\$?)
Hired MS and HS Theatre Director 2018.
 2. Create and implement activities to foster interest in the arts among younger students.
Dance and drama will be offered to elementary in the fall.
Offered both but was no interest (nobody signed up), now have elementary drama club with a production planned spring 16! Crystal also offers after school art clubs.
New Director (Kreykes) vision includes across all levels, elementary with middle, middle working with high, programs that cross over to create interest.
 3. Create a new Fine Arts Center on campus.
Master plan includes STEAM building, fine arts as seen here, gym, all of which cannot be done together. When school is “ready” for a capital campaign, we will then determine the most pressing direction. Current Fine Arts building was the most recent capital campaign. Development committee 2018 forming vision for the future.
New carpet, wall, flooring painted, and sound reducing wall added in 2018.
 4. Explore off-site venues for performances until dedicated building on campus.
Each time we do a musical, off site considerations are made. Off site options are available and supported when needed based on audience side.
 5. Catalog existing equipment for the arts.
Inventory under Bookhout’s direction (never completed). Small progress made but consideration needs to be made on how to move forward.
New FA Director, she will take over this project and complete 2018/19.

B. ATHLETICS:

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1. Develop and implement a program to enhance SCA's athletic program.
 1. Create Athletic Advisory Committee (AAC).
Mr. Dall forming athletic leadership committee with students. Also started hall of fame in 2018.
 2. Implement activities to promote school spirit around sports.
Stugo held multiple before school, at break and during the school day pep rallies , theme athletic events, 3rd-12th pep rally for homecoming.
Multiple pep rallies now.
Upper school athletes and cheerleaders now visiting elementary to promote school spirit.
Elementary tailgaters in front of classrooms before games.
Had elementary at pep rally (decided not to continue).
Added Hall of Fame in 2018.
 3. Explore viability of adding new sports.
Under consideration. Must weigh options so as not to overstate and thus have enough to field teams, a delicate balance.
With thriving sports programs M/F teams (Title 9), the facilities would be an issue to expand and may result in lower turn out for competing sports. Boys VB added a couple of years ago, but is making fielding teams a challenge, did not take in 17/18 Always open to options, participation a key factor.
 4. Create written 5-year plan for annual uniform replacement/equipment upgrade across all sports.
Currently uniform rotation is already place, monitored by AD. Monitored by Athletic Director sponsors now in place.
Mr. Dall and Mr. Bottoms did complete inventory, restructured equipment room.
 5. Explore weekend intramurals for non-competitive sports.
Added Powderpuff football. Explored but manpower an issue. To provide weekend activities for families currently out of scope.

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6. Review/adjust Booster club establishment.
Various individual sports now have booster clubs.
7. Host college athletics recruiting seminar.
Was done in 14-15.
8. Develop strategies for recruitment and retention of high quality coaches.
Yes. We have a preference for on-campus coaches (teachers) when appropriate. Coaching hiring evaluated now with great movement forward to align with SCA mission, Christ, Character, Competence, Chemistry.

C. **CLUBS AND INTEREST GROUPS** : Implement student activities focused on each co-curricular / extra-curricular area defined in Student Life.

1. Develop and implement a program to improve SCA's club/interest group offerings.
 1. Review existing club offerings and data from student interest and activity groups survey to assess student interest in formation of new interest groups/clubs.
Student surveys were completed through Upper School Homerooms.
New clubs added, including fashion club, hiking club, newspaper, medical club, trainer club.
Formalized process in place so students can propose and add clubs.
Advisory period added making it more convenient for clubs to meet without having to be after school.
2018 adding Makerspace related club(s)
 2. Prepare recommendation for new interest group/club offerings based on survey data.
Club forms are available for students to begin new clubs.
See above.
New coding/makerspace related funds being added.
 3. Submit recommendations to SCA Admin for approval.
Ideas for several new clubs have been submitted.
See above.

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2. Begin formation of new clubs/activity groups for 2015-2016.
 1. Determine rules, capabilities, structure for clubs if not yet established.
[Already established.](#)
 2. Search for leaders for each club/group.
[Application/interest forms request that students identify faculty sponsor for new clubs.](#)
[See hiking club on good model for charter, etc...](#)
 3. Assess facility needs and availability of resources for clubs/activity groups (on-site/off-site?).
[Advisory club format fully implemented, accommodates clubs](#)
 4. Launch new group formation information to SCA students.
[Process/forms in place for new club formation.](#)
3. Determine ways to promote existing clubs to student body including adding existing clubs that may not currently meet on campus (e.g. Boy Scouts, Girl Scouts).
 1. Meet with existing club leaders who meet off campus.
[Pending Girl Scouts Club for fall 2015; adding dance and drama for elementary in fall \(low turnout\).](#)

D. **EVENTS:**

1. Develop and implement a program to enhance community events at SCA (Students and families).
 1. Explore new program for “once a month” community events.
[Stugo webpage has been added to the website.](#)
[Harvest, parent university, Hoopcoming.](#)
[Implemented new Parent University series.](#)
2. Encourage attendance at events with new promotional methods/channels.
 1. Create and strategically place large posters/signs on campus.
[Digital displays added to campus but removed.](#)
[This promotion happens regularly.](#)

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Verses and themes on campus regularly.

2. Middle school student government to announce events on campus each week.

MS Stugo Ice Skating event added, lip sync, social, etc...

3. High school class presidents to utilize social media to promote school events.

Done (Stugo Social Media page now)

Added production studio, announcements are now played in every room through broadcasters class (a new addition)

4. Utilize students as “social media reps”

Added participation in PureFlix, NXNW film festival.

- E. **STUDENT GOVT & LEADERSHIP** : Implement student activities focused on each co-curricular / extra-curricular area defined in Student Life.

1. Develop and implement a program to enhance student government at SCA

1. Create plan to give middle school students a greater voice/role at SCA

MS Stugo created 14-15.

MS Stugo Added

2. Explore new and improved ways to hold more pep assemblies.

See Above

Done

3. Hold a middle school dance in the gym

MS Dance “Spring Fling” held, ongoing MS dances now occur.

Done

4. Explore ways to improve the Homecoming experience.

Continued improvement. 14-15 Homecoming included Food Trucks, all school parade, live music, and over 1500 people in attendance.

16/17 shared record attendance of alumni in recent listing thanks to our increased database and focus on reconnecting alumni.

Continued to date, homecoming turnout with alumni in

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2017/18 was largest in a long time, great showing!

5. Create a committee to explore a school-wide mentor program.

Have upper elementary with lower elementary.

Book/Bible buddies.

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3. GOAL 3 STUDENT LIFE : Ensure that school facilities are sufficient to support and facilitate all aspects of student life.
 - A. Determine if existing facilities further SCA's mission and core values for the SCA school community.
 1. Review Academic facilities to confirm whether existing facilities meet the needs of course offerings.
[Administration recommends bids be collected for completion of school facility master plan 2019/20.](#)
[Currently facilities support enrollment.](#)
[Field resurfaced football. Baseball diamond added turf. New curtains in fine arts, sound reduction added, many campus improvements made \(see previous in strategic plan\).](#)
 2. Review athletic facilities for each sport to confirm whether existing facilities meet the needs of the athletic program.
[Was determined that weight room needed improvements.](#)
[This was completed with upgrades.](#)
[New floor level multimedia gym and banners.](#)
[New football field 2017](#)
 3. Review arts facilities to confirm whether existing facilities meet the needs of the art program.
[See top box.](#)
 4. Review spiritual life facilities to confirm whether existing facilities meet the needs of the spiritual life program.
[See top box. Several things done to maximize the gym for spiritual life activities, such as chapel, curtains, sound system.](#)
[PA system enhanced.](#)
 5. Review club facilities to confirm whether existing facilities meet the needs of club offerings.
[Stugo has taken over an available classroom to maximize space while available.](#)

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#5 Promotion and Growth

1. GOAL 1 Promotion and Growth : Why SCA? Promote SCA's brand and reputation to our core community and prospective families.
 - A. Define the SCA brand/message
 1. Create a task force to develop the school's message
New mission statement, core values presented to community in 1/15 to "brand" the SCA distinct view and used to make the program more strategically.
Collective Ambition done at leadership summit for school message.
 - B. Employ a communications specialist
 1. Create a job description, including compensation structure.
This is now part of the Marketing, Admissions and Development Department.
We outsource to 2 vendors for various awkward media.
 - C. Utilize print media to market SCA
 1. Create promotional piece – SCA brochure/view book or magazine.
Many promotional pieces have been created.
Fall Soaring Campaign, literature for Gala, others as needed.
Viewbook in the works, expect copy to review 6/2017.
Alumni Magazine introduced in 2018 with great success.
 2. Create dissemination plan for promotional piece.
Promotional pieces developed by marketing are ready for further review. Local feeder schools, zip code mailer, churches.
 3. Create advertisement(s) for media sources for admissions season.
Marketing is evaluating all areas of advertising to determine best outlets. New social media focus in 2018 with addition of Becky Terry.
 4. Create Style Guide standards and Branding Handbook for promotional materials, including onsite pieces such as

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classroom window posters.

Current standards exist for all branding

5. Unify Parent Newsletters.

Done

- D. Utilize school videos to promote student life.

1. Recruit SCA students to create videos through a class or extracurricular activities.

Various videos were created beginning 14-15 academic year. Brent's video newsletter promotes such things to larger SCA community.

2. Create video.

50th year video, alumni testimonial videos, and others created and on website.

Several videos have been created for use.

3. Create dissemination plan for videos.

Done using mailings, email, newsletters, and social media.

- E. Enhance website to foster communication with community and potential new families.

1. Develop content strategy for website.

Considerable improvement made to SCA website during 14-15 year.

Exec Team has carefully reviewed details on website; corrections, updates will be done through NB

Signed with BLVR for new website beginning 17/18

New website launched successfully in 2018.

2. Add videos to website.

As new videos are created and viewbooks, they are added to the website and placed on social media. STO video added alumni videos added. Kid's video added. 50th year video, etc... Facebook has displayed some videos as part of news updates and student activities.

3. Collect email addresses, twitter handles, etc for communication to the SCA community.

Marketing department is building more followers on Twitter and Facebook. Email address are collected and stored in Renweb database.

Search for updated alumni information ongoing. Facebook

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page for alumni.

4. Add STO information – general “how to” links.
Done. Also STO instructional videos created and posted.
Tuition assistance is located on the website.
 5. Add Alumni News section – not just contact info and link to give; portal where they can add news event for us to post: marriage, new job; other accomplishment.
Alumni section of the website is on website.
Alumni magazine now as viewbook on website and hardcopies available.
Currently have area to collect information, and show “Save the Dates” for future SCA alumni events.
See Marketing/Advancement section of strategic plan for further details.
 6. Add online giving link to website.
Completed. Also added text giving.
“Give” on website.
- F. Enhance social media presence with focus on recruitment and retention.
1. Identify and select social media channels for target audience.
Greatly improved during 14-15, and regular updates are made.
Further improved with addition of Development Coordinator with daily posts.
We encourage people to use Facebook updates to draw attention to SCA’s positive attributes.
 2. Develop content strategy for each vehicle.
Daily content is going out via social media. Marketing is reviewing best practices for social media.
Marketing office monitors social media daily
 3. Set guidelines for Press Releases and PR Program.
Draft marketing plan with calendar considerations has been completed for 15-16 academic year.
See Marketing Office and addition of Becky Terry.
 4. Dedicate staff member to be “hub” for social media activities.
Development Coordinator oversees social media added in 2018 with significant improvement. As part of this, we have an overseer for the athletics social media presence, an alumni

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as an overseer for the alumni social media presence, and our student body president for the StuGo overseer. Becky Terry is the hub for all of this.

Beginning 2017-18 we have hired an alumni coordinator who will be hub for social media posts.

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2. GOAL 2 Promotion and Growth : Increase student enrollment by improving recruitment activities.
 - A. Increase current families' admission referrals to 25% for 2015/16
 1. Look at the facility's "first impression/Welcome" spaces to be sure they are communicating our message/brand professionally and in an exciting manner.
Reviewed exterior of facilities with school's third party maintenance, facility and food service program.
 2. Confirm referral program procedures and create online Referral Form.
Completed.
 3. Communicate referral program via email to current families.
Completed.
Admissions does this annually.
 4. Send sample marketing emails to current parents and staff to disseminate to prospective families.
Yes. See Admissions Office.
 5. Address STO Education to help people know how to afford a Christian Education.
Workshops are held monthly each year.
Workshops are scheduled during year. Instructional video was created.
 - B. Recruit and enroll minimum 136 new students by start of school 2015/16.
 1. Network with children's ministries in local churches.
Goal exceeded 15/16 while maintaining mission. Recruited 150 new students for 15-16 school year.
 2. Network with local realtors.
This is an ongoing practice. We will continue to build relationships.
See Admissions Office.
 3. Visit local preschools through new preschool initiative program.
We took brochures and items to area Pre-Schools to build relationships. This is now an annual procedure

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[See Admissions Office.](#)

4. Implement Preview Days/Recruitment Coffees for prospective families.
[See marketing calendar](#)
[See Admissions Office, 4 & 5.](#)
5. Ensure that every new student/family has an assigned ambassador to help transition to SCA.
[Admissions and Marketing has partnered with the Parent Association for New Family Ministry. Each new family will have family ambassador. Students will have ambassador to connect them into the student body.](#)
[Being done for new students.](#)
6. Prepare and provide to prospective students – specific marketing materials for Home School family options to be a part of the SCA community.
[New athletic home school policy developed and implemented in 1/15 to attract prospective MS/HS families.](#)
[See Admissions Office.](#)
7. Have new applicants fill out 5 STO applications with their initial application.
[All new families are counseled on STO process.](#)
[See Admissions Office](#)

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3. GOAL 3 Promotion and Growth : Achieve 90% retention rate for returning students in 2015/16 and beyond. (Achieved!)
 - A. Create and implement new “Step Up” events.
 1. Design activities for introductions to next grade at specific break points – see comments.
HS Preview Event completed.
Done for all incoming 6th graders. 8th grade promotion is achieving this. Rate of retention this year was 90%.
Step up events from 5th to 6th and 8th to 9th (Meet the Middle School and Meet the High School) fully implemented.
 - B. Create an identity for the middle school and promote it accordingly.
 1. Create an identity/marketing program to specifically highlight the programs and accomplishments of the middle school.
Created MS Stugo, MS dance, End of year Promotion ceremony, and participated in all upper school homecoming festivities.
Consistency in Leadership Team going into 17/18
 - C. Highlight student success.
 1. Create “Quick Facts” to promote National Merit Scholars, college acceptances, scholarship dollars.
Guidance/Marketing Department has developed school profile sheet with quick facts. Also has quick facts profiled and many helpful guides for parents.
 - D. Understand reasons for exiting
 1. Conduct Parent Exit Survey, particularly at Breakpoints.
Each Principal and Admissions staff made personal contact (EM, phone, conversation) with all families who did not reenroll, in addition to an exit survey for non-returning families.
Each family is asked to complete an exit survey. Every effort is made to have a verbal conversation at least, including a willingness box to check for conversation. All exit surveys now go through BMH, all admin asked to reach out as well.
 - E. Foster meaningful relationships with current parents.

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1. Add places for parents to serve with school administrative/policy work – Steering Committees, Task Forces, etc.. and link to website.
Each school regularly posts volunteer opportunities on website.
Have skills list put together from volunteer section of graceworks survey.
2. Add online suggestion box on website.
Board email is available for constituency to communicate Considered.
3. Increase communications between parents and the Board of Trustees.
The Board of Trustees had one formal communication the school constituency. As a policy/governance board, they are available for feedback related to policy/governance.
4. Reposition the re-enrollment process to be an automatic renewal/re-enrollment.
The admissions department is reviewing this option. Considered and determined to not be appropriate to implement at this time. Forms all updated annually.

F. Analyze the cost of an SCA education.

1. Prepare a price comparison sheet.
Conducted comparative analysis of all local area private schools in 14-15 and 15/16.
Scott does yearly.
Annual evaluation of tuition within market, and to support programs.