



SUMMIT
CHRISTIAN

A C A D E M Y

2007-2014
Strategic Plan

Vision & Purpose

Summit Christian Academy is an independent, non-denominational school system that exists as a partnership between its students, parents, and faculty. Summit's vision is to equip its students to impact the world through the power of Jesus Christ. To accomplish this, Summit endeavors to enrich the mind of each student through rigorous academics and biblical thinking, to challenge each student to display character that honors Christ and others, and to train students to influence the world around them through Christian service.

Mission

Summit Christian Academy partners with families by providing quality academics, Christian service education, and biblically integrated character development in order to equip students to impact their world.

To that end, Summit Christian Academy seeks to develop students who are:

Eager to learn in and from every circumstance ([Acts 17:11](#))

Attentive to God's voice in their lives ([I Samuel 3:10](#))

Generous with their time, talents, and treasures ([II Corinthians 9:6-8](#))

Leaders in Christlikeness in their thoughts, words, and actions ([I Corinthians 11:1](#))

Effective and persuasive in modeling and communicating a biblical worldview ([I Peter 3:15](#))

Selfless in their service to the world around them ([Philippians 2:3-4](#))

Strategic Plan Timeline

Year 0 = 2007-2008

Year 1 = 2008-2009

Year 2 = 2009-2010

Year 3 = 2010-2011

Year 4 = 2011-2012

Year 5 = 2012-2013

Year 6 = 2013-2014

Academics

Vision

Summit Christian Academy will be known in the communities it serves as a school with excellent academics that prepares its students for life and vocation.

Goals & Actions

Goal #1

SCA will challenge, support, and meet the academic needs of all its students so that each one may develop to his/her full God-given potential.

Actions

1. Establish a Learning Lab at the Cedar Park campus during Year 0 to support students who have been through the Intervention Team (IT) system and who have a Safety Net Plan. Assess the need for a Learning Lab at Leander at the end of Year 0.
2. Offer three academic tracks (Standard, Honors, AP) in High School core subjects:
 - a. Already have two tracks (Standard and Honors/AP) of Math.
 - b. Add second tracks of English and History in High School in Year 0.
 - c. Add a second track of Science in Year 2.
 - d. Add third tracks of Science and Math in Year 4.
 - e. Add third tracks of English and History in Year 6.
3. Offer two academic tracks (Standard and Honors) in Middle School core courses:
 - a. Currently, only 8th grade has two tracks of Math.
 - b. Group students according to ability in 7th grade Math beginning in Year 0.
 - c. Offer two tracks of English and History to Middle School students in Year 0.
 - d. Offer two tracks of Science to Middle School students in Year 0.
4. Allow homework assignments each school night according to the following implementation schedule:
 - a. High School Math – Year 0
 - b. All High School subjects – Year 1
 - c. All Middle School subjects – Year 2
 - d. Block scheduling throughout the Secondary – Year 3

Goal #2

SCA will recruit and develop qualified teachers, providing necessary resources and a nurturing environment where professional success is attainable for every teacher.

Actions

1. Provide professional development that includes biblical and technological integration, classroom instructional strategies, and continuing education units (CEU's) so that teachers may maintain and/or upgrade their certification.
2. By Year 6, increase the professional development budget so that it is 1.5% of the operating budget. Of this amount, each staff member will have at least \$500 available for tuition reimbursement for courses he/she takes toward certification and/or an advanced degree.

Goal #3

SCA will develop and implement the best methods and procure the best materials available to achieve and maintain academic excellence.

Goal #4

SCA will increase integration of technology throughout the school, making technology a vital part of every classroom in order to prepare each student for a successful future.

Actions

1. Integrate technology into classroom instruction allowing students to download lectures, lessons, and worksheets through RenWeb (Year 1).
2. In Year 3, create an additional computer lab on the CP campus designated for research and class assignments for Secondary students.
3. In Year 4, provide a 6:1 ratio of students to computers per classroom for AR and AM use.
4. Add two computer classes to the Secondary curriculum – one in Year 2 and another in Year 5.
5. In Year 6, add additional IT staff if needed to support this integration.

Goal #5

SCA will provide students with the supplemental resources to be successful in the classroom.

Actions

1. Expand the CP library throughout the Plan period to increase the number of volumes, journals, and periodicals to enable Secondary students to complete research projects.
2. Maximize use of RenWeb to assist students in classroom work. This includes creating teacher web pages and uploading materials such as homework, notes, lesson reviews, and worksheets (Year 1).
3. In Year 2, add 10 computers to the CP library.
4. Computerize the catalog of library materials in Year 3.
5. In Year 6, offer fee-based summer school for Secondary students in the core courses of Math, Science, English, History, and Bible.

Character Development

Vision

Each Summit Christian Academy student will embody character that unconditionally honors God and others.

Goals & Actions

Goal #1

Summit will put appropriate infrastructure in place and maintain it to support ongoing character development activities.

Actions

1. Ensure that admission standards continue to protect and support the mission of biblical character development
2. Hire a full-time Chaplain in Year 6

Goal #2

Summit will make character development an integral part of its curriculum.

Goal #3

Summit will educate its faculty, parents, and students regarding the environment in which we live and the need for biblical character.

Actions

1. Develop periodic character development items for the school newsletter – Year 0
2. Use in-service for faculty at beginning of each school year to roll out or refresh character development education and to review issues facing students – Year 1
3. With the Advancement Office, offer in-school and community-wide seminars regarding parenting, understanding worldviews, and interacting with popular culture – Year 6

Goal #4

Summit will create and maintain a reward and recognition system that acknowledges progress in achieving Biblical character in students.

Actions

1. Provide meaningful recognition at school gatherings for character development successes and achievements – Year 5
2. Develop a character-related award, that includes a scholarship, to present to the most deserving Junior (so s/he may reference it on his/her college application) each year – Year 6

Impact Education

Vision

Summit Christian Academy will train generations of students who will be prepared to lead, impact, and transform the world through their relationship with and love for Jesus Christ.

Goals & Actions

Goal #1

SCA will resource its Impact Education endeavors in keeping with its mission-critical nature.

Actions

1. Bring Ginger Lambert to full-time status – Year 0
2. Katy Galinat to devote 50% of her time to Impact Education – Year 0
3. Full-time Impact Education teacher on each campus – Year 6
4. In association with the Office of Advancement, offer annual seminars on topics of parenting, worldview education, and interacting with popular culture – Year 6

Goal #2

SCA will offer its students, parents, and staff opportunities to engage the culture around them through Impact Education activities.

Actions

1. Elementary students will participate in a service project each year – Year 1
2. Secondary students will participate in two Impact Education activities each year – one trip and one service project – beginning in Year 2
3. Beginning in Year 4, offer family mission trips, where families could go together allowing the parents to experience missions first-hand and to understand their importance, thus supporting them and teaching them more at home

Goal #3

SCA will publicize its Impact Education efforts internally and externally.

Actions

1. Publish a regular IE newsletter – Year 0
2. Work with *The Hill Country News* and/or *Good News Journal* to feature our students who go on IE trips – Year 0

Personnel

Vision

Summit Christian Academy will recruit and retain an exemplary Christian faculty, administration, and staff who are committed to the SCA vision.

Goals & Actions

Goal #1

SCA will maintain staff salaries at a level that is competitive with those private K-12 schools in greater Austin whose educational mission is similar to that of Summit Christian Academy.

Actions

1. In Year 2, develop and implement a teacher compensation formula that recognizes and rewards class/subject load, advanced degree, certification level, years of teaching experience, and years of experience with SCA.

Goal #2

SCA will offer and maintain a staff benefits package that is competitive with those private K-12 schools in greater Austin whose educational mission is similar to that of Summit Christian Academy.

Actions

1. Offer employee-paid Vision & Dental insurance – Year 0
2. Make 403b plan available for employee contribution – Year 0
3. Provide 30 minutes of after-school care for teachers' children who attend SCA – Year 0
4. SCA covers 50% of Vision & Dental insurance premium in Year 2
5. Match 50% of employee 403b contribution (up to 6%) by Year 6

Goal #3

SCA will provide a work environment that is safe and secure for its staff.

Actions

1. Upgrade fire alarm system to match code – Year 0
2. Install phone/intercom communication system – Year 0
3. Develop and implement plan for card-based security system – Year 5

Facilities

Vision

Summit Christian Academy will develop and maintain facilities that serve its students, families, staff, and community and that achieve the highest quality and honor God for His provision.

Goals & Actions

Goal #1

Summit will maintain and evaluate the physical structures on an annual basis, make necessary improvements or additions as needed to reflect enrollment and program offerings.

Actions

1. Complete Phase II of the portable classrooms (4 classrooms), which will include a restroom facility for the outer areas of the campus – Year 1
2. Complete Theatre Arts/Music building project. This project will give each program its own classroom – Year 1

Goal #2

Summit will research and review data to establish the best location for an additional Pre-K through 6th grade facility.

Actions

1. Establish an area of interest where there is proper growth and economic income that is able to support the cost of private school tuition – Year 0
2. Research the feasibility of the filtering the new elementary students to the secondary location – Year 1
3. Develop plans and estimated cost of the physical site of the 3rd elementary campus – Year 2

Goal #3

Summit will assess its property at Parmer & 1431 so as to optimize its value to the school community.

Leadership

Vision

The Executive Leadership of Summit Christian Academy will protect and promote SCA's vision and mission, ensure SCA's viability for future generations of students, and continually enhance the culture of the school.

Goals & Actions

Goal #1

Summit Christian Academy Board members will receive training on an annual basis.

Goal #2

The Board of Summit Christian Academy will adopt a committee structure that provides strategic leadership to the school.

Advancement

Vision

Summit Christian Academy will create, promote, and maintain an image that honors God within the diverse communities it serves and that attracts individuals and families to participate in and support the Summit vision and mission.

Goals & Actions

Goal #1

Summit will make it easy to support its efforts through the donation of people's time, talents, and treasures.

Actions

1. Communicate volunteer needs & opportunities as a regular feature of *The Eagle's View* – Year 0
2. Incorporate a menu of giving opportunities on the Admissions Agreement so that families can designate gifts up front and manage them along with their tuition payments – Year 1
3. Develop a comprehensive list of volunteer opportunities to include in the Enrollment Packet along with a talent/interest survey and volunteer sign-up sheet – Year 1
4. Recognize Summit volunteers annually at a school-sponsored appreciation event – Year 1

Goal #2

Summit will establish and recognize a network of patrons who support the school and its mission regularly through voluntary financial gifts.

Actions

1. Establish an Endowment Fund to provide hard income for operating and other expenses – Year 0
2. Establish an Annual Fund with 'levels' of giving and commensurate 'perks;' recognize those who contribute at each level annually – Year 1

Goal #3

Summit will maintain and execute a plan for penetrating its target markets each year. The plan will differentiate between attracting and retaining families and establishing an effective brand image of the school.

Goal #4

Summit will communicate effectively with its families and patrons.

Actions

1. Reformat *The Eagle's View* to appeal to a broader audience and to be more visionary as well as informative – Year 1
2. Designate/hire a part-time webmaster – Year 2

Goal #5

Summit will be a value-added partner to each of the communities it serves.

Actions

1. Host periodic lunches for pastors of churches of Summit families to give them an overview of the school and its impact – Year 3
2. Hold periodic grade-level brown bag lunches that address a specific topic of interest to parents – Year 4
3. Host an annual symposium with multiple tracks of interest to parents and community members; incorporate a respected keynote speaker – Year 5
4. Host annual community-wide conference on a topic of broad interest featuring school personnel and subject matter experts – Year 6

Goal #6

Summit will develop an effective means of maintaining relationships with its alumni.

Actions

1. Create an **Alumni** section of the Summit website where alumni can register and keep the school posted on their activities – Year 3
 - a. Quarterly or semi-annual newsletter
 - b. Include Alumni in the Annual Report mailing
 - c. Include in Fundraising efforts
 - d. Planned events & recognition for Homecoming

Finance

Vision

Summit Christian Academy will conduct itself within a biblical worldview of financial stewardship. Long range goals, expansion decisions and operating activities will be determined within integrity and fiscal responsibility.

Goals & Actions

Goal #1

Summit will support the operational budget solely through tuition and other hard income sources.

Actions

1. In Year 1, create dual tuition tracks for current (“charter”) and new families. The “new family” tuition will be at a level that, when combined with other hard income, will cover all operating costs on an annual basis. The “charter family” tuition will increase at a rate such that by Year 4, when combined with other hard income, it too will be a level that covers all operating costs.
2. Beginning in Year 1, include all other fees and costs (excluding enrollment fees and those for impact mission trips) in tuition.
3. In Year 1, remove all tuition discounts, except those for staff children, and increase the Financial Aid budget accordingly.
4. In Year 1, convert to two payment plans: 100% up front payment or 11 monthly payments that would incur a nominal “carrying charge.” The 11-month payment plan would allow families to pay enrollment fees in February in lieu of tuition.

Goal #2

Fund future expansion primarily through donations and fundraisers with minimal debt.

Actions

1. Donations and fundraisers will not be used for the operating budget but will be used exclusively for expansion
2. Research and design profitable school-wide fundraisers