

Reaching Higher

Bradford Christian Academy
Strategic Plan

2015-2020

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Dear Bradford Christian Academy Community,

This past September we marked our tenth anniversary as a school. Throughout the year, we spent time rejoicing and celebrating God's faithfulness as BCA grew from a fragile start-up organization to a thriving center of learning. During a decade that witnessed some of the most difficult economic times in our country's history, BCA grew steadily. Our graduates continually demonstrate how well BCA prepared them for college. Their success was facilitated by the high caliber and ongoing commitment of our amazing faculty. The excellence of BCA's performing and visual arts programs have been recognized at a regional level. Student athletes are drawn to BCA to play for our competitive teams. We achieved full accreditation with the New England Association of Schools and Colleges in our fifth year of operation, a rare accomplishment for a school. Last year, The Best Schools recognized our high school as one of the top 50 Christian high schools in the country. Indeed, we have much to celebrate as we look back on our first ten years!

Even as we look back, we recognize the need to look ahead to continue developing BCA into an ever better school. Intentional, thoughtful planning has always characterized BCA, and as we set the course for the future, we determined to conduct a formal strategic planning process that included community-wide input. Multiple committees worked over nine months to identify priorities and set goals that will guide us over the next five years. The plan was presented to the Board of Directors for preliminary approval in January 2015 and for final approval in June 2015.

We named the plan *Reaching Higher* to capture our intention to employ this plan to pursue the next level of flourishing for the school and for our students. The plan articulates five areas that will receive focused attention to position BCA for the future:

- Governance
- Supporting a robust student experience
- Perpetuating faith and community
- Visibility within our region
- Financial sustainability

As we pursue our goals, we remain committed to the fundamental beliefs and values that shaped BCA from its earliest days. Our strategic planning process led us to reaffirm the reason we exist through updating our mission statement. In addition, we articulated five core values that define and describe our school culture.

One conclusion is very clear as a result of our strategic planning: the successful future of our school will take our entire community. Please read through this plan and prayerfully consider ways that you can participate with us in achieving these goals. Feel free to contact me with questions or feedback. We move forward with confidence that God will be as faithful in our future as He has been in our past.

Blessings,
Victoria Kennedy
Head of School

Board of Directors

David Low, Chairman

Jim Gustafson, Vice Chairman and Clerk

Mary Ellen Mully, Treasurer

Victoria Kennedy, Member

Loren Stevens, Member

Mission

Inspiring lives of character and service through college preparatory academics integrated with a Christian faith perspective in a community distinguished by grace.

Through the strategic planning process, school leadership determined to take a fresh look at BCA's mission statement. The original mission statement was written before the school opened. Now, with ten years of history, school leadership had a formal opportunity to review and revise the mission statement to reflect the essential elements that inform all we do.

We affirmed that our central academic focus is college preparatory. There are several schools in our region that do a quality job of preparing students for technical, vocational, and agricultural careers. BCA's priority is to prepare students to earn Bachelor's Degrees and beyond, and that this preparation will be rigorous enough to enable students to gain admission at our nation's most respected colleges and universities.

School leadership also agreed that the mission statement should describe the end goal of a BCA education. We affirmed that the ultimate end of a BCA education is to inspire lives of character and service that are informed and empowered by authentic, intentional faith. We placed special value on the word "inspiring" to describe our approach for achieving this end. We identified specific ways we seek to inspire students toward this goal including our school community culture, adult and student role models, our inquiry-based approach to education, and our ongoing efforts to integrate faith into all aspects of our curriculum and culture.

Finally, we discussed the significance of the word "grace" as an essential characteristic of our community. We agreed that the commitment to cultivating a community distinguished by grace is important enough that it must remain in our mission statement. As receivers of God's grace, we seek to be gracious to one another as individuals and as a school community. By retaining this ideal in our mission statement, we are continually reminded to pursue this ideal in all we do as a school.

Core Values

Faith

BCA teaches students that their lives have meaning and purpose as children of God. Further, God's work throughout history is to restore all people and the natural world to the full flourishing He intended at creation. The atoning work of Christ's death and resurrection provides a path for restored relationship with God and others. At BCA, we strive to have these truths permeate all learning and interaction within our school community, local community, and our world such that students leave BCA prepared to be instruments of God's grace and restoration in authentic, intentional ways throughout their lives.

⁵You shall love the LORD your God with all your heart and with all your soul and with all your might. ⁶And these words that I command you today shall be on your heart. ⁷You shall teach them diligently to your children, and shall talk of them when you sit in your house, and when you walk by the way, and when you lie down, and when you rise. Deuteronomy 6:5,6

¹⁹ For in him all the fullness of God was pleased to dwell, ²⁰ and through him to reconcile to himself all things, whether on earth or in heaven, making peace by the blood of his cross. Colossians 1:19,20

Inquiry

BCA cultivates a spirit of inquiry throughout the school as a means to understand and explore the world and ourselves. Inquiry forms the basis for critical thinking, analysis, and communication, all skills that are necessary for success in the classroom and in the workplace. Through asking good questions, developing keen observation skills, and harnessing curiosity, BCA students become active participants in learning, not passive receivers of information.

⁷ "Ask, and it will be given to you; seek, and you will find; knock, and it will be opened to you. ⁸ For everyone who asks receives, and the one who seeks finds, and to the one who knocks it will be opened. Matthew 7:7,8.

Excellence

We pursue excellence as an act of worship for God who calls us to honor Him in all we do. At BCA, we encourage everyone in our school community to work toward his or her personal best and to reach for ever greater challenges in every endeavor. In addition, we look for examples in individuals and organizations who are recognized leaders, who have attained the pinnacle in their field, to inspire and inform our own efforts.

And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him. Colossians 3:17

Whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable—if anything is excellent or praiseworthy—think on such things. (Philippians 4:8 NIV)

Service

BCA strives to teach students to live as people who exercise their God-given gifts to improve the world around them. Because God gifts each of us differently, we each serve differently. As a school community, we work together to understand our giftedness. We engage in service as individuals and groups to lift, cheer, improve, transform, and relieve suffering and need. We recognize that, as we serve, we are following God's call to do so, and that God uses our service to make us more like Him.

Now there are varieties of gifts, but the same Spirit; ⁵ and there are varieties of service, but the same Lord; ⁶ and there are varieties of activities, but it is the same God who empowers them all in everyone. ⁷ To each is given the manifestation of the Spirit for the common good. 1 Corinthians 12:4-7

³⁷ Then the righteous will answer him, saying, 'Lord, when did we see you hungry and feed you, or thirsty and give you drink? ³⁸ And when did we see you a stranger and welcome you, or naked and clothe you? ³⁹ And when did we see you sick or in prison and visit you?' ⁴⁰ And the King will answer them, 'Truly, I say to you, as you did it to one of the least of these my brothers, ^[a] you did it to me.' Matthew 25:37-40.

Diversity

BCA joyfully and intentionally reflects and celebrates the beauty and variety of God's Kingdom. Our

denominational diversity includes families from many Protestant traditions as well as Catholic and Orthodox families. Our ethnic diversity includes families from various cultural heritages around the world, and our socioeconomic diversity includes families with a wide range of economic means.

*⁴ For as in one body we have many members,^[e] and the members do not all have the same function, ⁵ so we, though many, are one body in Christ, and individually members one of another.
Romans 12:4,5*

*⁵ May the God of endurance and encouragement grant you to live in such harmony with one another, in accord with Christ Jesus, ⁶ that together you may with one voice glorify the God and Father of our Lord Jesus Christ. ⁷ Therefore welcome one another as Christ has welcomed you, for the glory of God.
Romans 15:5-7*

Bradford Christian Academy Strategic Plan 2015-2020

Executive Summary

Introduction

In 2014, Bradford Christian Academy celebrated its ten year anniversary. Throughout the school's first ten years, school leaders engaged in continual planning to grow and develop the school from a start-up organization into a thriving school. As the school embarked on its second decade, school leaders decided that a more formal, community-wide process would inform priorities for the next five years and galvanize the community around reaching specific goals. To this end, BCA engaged the services of Lon Swartzentruber, Senior Consultant with Design Group International, to facilitate a formal strategic planning process.

As part of the planning process, the Board of Directors approved a new mission statement, core values, goals, and strategy statements. As the plan moves into the implementation phase, the Board has charged Senior Leadership with achieving the strategic goals identified through the planning process. The Board will monitor progress toward plan goals throughout the next five years.

Planning Process

In August 2014, BCA gathered a representative group of board members, administrators, faculty, parents, donors, and community members to reflect and comment on BCA's strengths, areas where it could improve, its effectiveness as a school, and its reputation in the community. In September, a smaller group composed of administrators, board members, faculty, and volunteers conducted a SWOT analysis to identify the school's strengths, weaknesses, opportunities, and threats. From this analysis, the group identified strategic issues facing the school. Five goal statements were written to address these strategic issues. Each goal had a goal chair assigned to it, and five goal committees were formed to determine strategies and tactics for addressing each goal. Committees met between October and December.

In addition to working on the five identified goal areas, a sixth group worked on reviewing and revising BCA's mission statement. This process was led by the Head of School and senior leadership. Feedback on a revised mission statement was sought from faculty members, parents, donors, volunteers, and community members. A new mission statement and five core values were presented to the Board of Directors for approval.

In January 2015, the Board of Directors voted to approve the new mission statement, core values, goal statements, and strategies for achieving goals. Goal teams continued working to identify and refine tactic statements through April, and the new strategic plan moved into a five year implementation process beginning in May 2015.

Strategic Issues

The planning process identified five strategic issues that BCA needs to address for the school's continued growth and flourishing.

Governance

Rationale: The strategic planning process highlighted that BCA is transitioning from the practices and attitudes common among start-up organizations to practices and attitudes required for mature, effective, and sustained operations. Since governance policies define an organization's practices, BCA must undertake a review of its current governance systems with a view toward positioning them for supporting the school well into the future. The strategic plan calls for work in five areas to address this strategic issue: governing philosophy, leadership development, business model, tuition model, and human resource policies.

Supporting a Robust Student Experience

Rationale: The strategic planning process articulated the need to continue investing in our programs, our faculty, and our facilities to offer an ever improving student experience both within and outside of the classroom and to accommodate our growing student population. BCA recognizes the value of this ongoing investment for fulfilling our mission with students and for attracting new families into the school.

Faith and Community

Rationale: Central to our identity as a Christian school is our commitment to faith and to reflecting our faith in the context of our school culture. We affirm our commitment to foster authentic, intentional faith formation in our students and to sustain a vibrant school community that reflects the value we place on every person as a unique and valued child of God. This affirmation leads us to undertake activities that enable us to understand more fully the components necessary for inspiring faith in students and for maintaining our welcoming community as our school grows toward its ultimate size.

Valued Within our Region

Rationale: BCA operates in a region known for its world-class college preparatory education. At the same time, we occupy a niche as the only faith-based 1-12 school in our region. Further, we recognize the need to grow and sustain enrollment in order to maintain a healthy, thriving school. It is a strategic priority to communicate the distinct nature and value of a BCA education regularly and persuasively to the people living in our region so that they are informed about the benefits a BCA education offers their children.

From Sustaining to Flourishing

Rationale: Providing a robust 21st century college-preparatory education requires resources above and beyond what tuition income provides. In addition, a school community is enriched when multiple constituent groups have a stake in the success of the school. To ensure that the school is well equipped to fulfill its mission through a variety of sources, BCA must employ proven advancement practices to energize, engage, and involve a wide range of people toward fulfilling the school's

mission.

Governance

Goal Statement 1:

Implement a governance and business model that positions the school for success and sustainability.

Strategy 1:

Identify and implement a governing philosophy that reflects current organizational priorities and that intentionally evolves as the school's needs change.

A. Establish a committee to research and recommend a governance model for the Board of Directors

- Responsible Staff: Vicki Kennedy
- Measurement: Model recommended
- Completion Date: July 2017
- Financial Impact: NA

B. Expand current Board policy manual to reflect board philosophy and identified needs

- Responsible Staff: Vicki Kennedy
- Measurement: Updated manual complete
- Completion Date: September 2017
- Financial Impact: NA

C. Review and recommend changes to the by-laws in light of governance model

- Responsible Staff: Vicki Kennedy
- Measurement: Bylaws updated
- Completion Date: July 2017
- Financial Impact: NA

D. Establish system and approach for board training on governance

- Responsible Staff: Vicki Kennedy
- Measurement: Training program in place
- Completion Date: September 2017
- Financial Impact: NA

Strategy 2:

Establish a clearly articulated approach for identifying and developing leaders to assume senior leadership roles.

A. Establish a board-level committee responsible for succession planning

- Responsible Staff: Vicki Kennedy
- Measurement: committee work in progress
- Completion Date: September 2017

- Financial Impact: NA

Strategy 3:

Establish a tuition model that accurately represents and communicates the value of a BCA education within our region.

A. Research Boston area tuition costs at private schools

- Responsible Staff: Vicki Kennedy
- Measurement: Research complete
- Completion Date: September 2015
- Financial Impact: NA

B. Study and recommend the use of two-tiered tuition (requested and recommended)

- Responsible Staff: Vicki Kennedy
- Measurement: Study complete
- Completion Date: September 2015
- Financial Impact: NA

C. Review and evaluate the use of fees vs. folding fees into tuition

- Responsible Staff: Vicki Kennedy
- Measurement: Recommendation made
- Completion Date: September 2015
- Financial Impact: NA

D. Establish methodology to set tuition rates over a five year period

- Responsible Staff: Vicki Kennedy
- Measurement: Recommendation made
- Completion Date: September 2015
- Financial Impact: NA

E. Create and implement an appropriate education and communication plan to inform and prepare the parent community about BCA's tuition model.

- Responsible Staff: Vicki Kennedy
- Measurement: Plan complete
- Completion Date: initiated by November 2015
- Financial Impact: NA

Strategy 4:

Establish a revenue model that realistically reflects percentages from tuition, other categories of earned revenue, and charitable giving.

A. Recommend the amount (%) of revenue coming from tuition, annual fund, foundations, and other revenue

- Responsible Staff: Mitzi Wilson
- Measurement: Recommendation submitted

- Completion Date: July 2016
- Financial Impact: NA

B. Provide full funding of financial aid within 3 years

- Responsible Staff: Romy Gaiero
- Measurement: Full funding achieved
- Completion Date: July 2018
- Financial Impact: providing advancement team resources

C. Establish a policy on operational contingency goals

- Responsible Staff: Mitzi Wilson
- Measurement: Policy complete
- Completion Date: July 2016
- Financial Impact: NA

D. Set targets for capital and operating reserves budgets that provide for capital and operating needs

- Responsible Staff: Mitzi Wilson
- Measurement: Targets in place
- Completion Date: July 2016
- Financial Impact: NA

E. Understand and evaluate the school's use of prepaid tuition

- Responsible Staff: Mitzi Wilson
- Measurement: Evaluation complete
- Completion Date: July 2016
- Financial Impact: NA

Strategy 5:

Establish Human Resource policies and practices that attract, retain, train, and competitively compensate qualified faculty and staff.

A. Establish a human resources committee

- Responsible Staff: Vicki Kennedy
- Measurement: Committee established
- Completion Date: July 2016
- Financial Impact: NA

B. Develop a more robust human resource policy section for the Faculty Handbook

- Responsible Staff: Vicki Kennedy
- Measurement: Section complete
- Completion Date: July 2017
- Financial Impact: NA

C. Research faculty and staff compensation rates using national and regional comparisons

- Responsible Staff: Vicki Kennedy
- Measurement: Research complete
- Completion Date: September 2016
- Financial Impact: NA

D. Study health insurance needs of professional faculty

- Responsible Staff: Vicki Kennedy
- Measurement: Evaluation complete
- Completion Date: December 2016
- Financial Impact: NA

E. Study other benefit areas including faculty children tuition discounts

- Responsible Staff: Vicki Kennedy
- Measurement: Evaluation complete
- Completion Date: December 2016
- Financial Impact: NA

Committee Members:

Victoria Kennedy, Chair

David Low

Bob Perusse

Dennis Runey

Mitzi Wilson

Bill Watson

Support a Robust Student Experience

Goal Statement 2:

Ensure that facilities, technologies, and infrastructure support a robust academic and co-curricular student experience.

Strategy 1:

Expand STEM programs, technologies, and infrastructures to attract and equip students seeking careers in science, technology, engineering, and mathematics.

A. Hire team leader in technologies to initiate and manage state-of-the art technologies across all campuses. Team leader and identified committee will review and recommend technologies, equipment, and upgrades, including enabling a stronger, faster access to web connectivity and bandwidth throughout the whole school.

- Responsible Staff: Loren Stevens
- Measurement: Technology phased in
- Completion Date: June 2018
- Financial Impact: \$20,000

B. Research and recommend additional STEM classes, faculty, labs, and technologies across the curriculum, including physics, statistics, robotics, programming classes.

- Responsible Staff: Loren Stevens and Margaret Cottrell
- Measurement: Classes and technology phased in
- Completion Date: June 2018
- Financial Impact: TBD

C. Engage in research regarding iPad or laptop education, including faculty buy-in, marketing benefits, technology requirements, budget requirements, available curriculum, and experience and/or success of other technology-based high school and lower school programs.

- Responsible Staff: Loren Stevens
- Measurement: TBD
- Completion Date: June 2016
- Financial Impact: TBD

D. Update, rehab, and organize high school physics/biology/chemistry laboratory.

- Responsible Staff: Loren Stevens
- Measurement: Complete physics lab and organized, updated bio lab
- Completion Date: June 2016
- Financial Impact: \$25,000

E. Update and build additional lower school science lab as space and funds allow. Target elementary school science lab in new space.

- Responsible Staff: Margaret Cottrell
- Measurement: Completed lab
- Completion Date: TBD
- Financial Impact: TBD

Strategy 2:

Expand curricular and co-curricular athletics programs and facilities to offer competitive options for a variety of athletes during all three seasons.

A. Commit to two sports in each of the three seasons, including team and individual sports, and create implementation plan to include timeline, costs, facility needs.

- Responsible Staff: Brandon Yeo
- Measurement: Completed offerings in all seasons
- Completion Date: Phased in
- Financial Impact: TBD

B. Create and implement vertically integrated physical education curriculum K-12.

- Responsible Staff: Brandon Yeo, Loren Stevens, Margaret Cottrell
- Measurement: Completed curriculum
- Completion Date: September 2017
- Financial Impact: TBD

C. Develop and implement strengthening/conditioning program for student athletes and for any student wanting personalized fitness training.

- Responsible Staff: Brandon Yeo
- Measurement: program in place
- Completion Date: September 2015
- Financial Impact: TBD

D. Review and refine policies governing competitive athletics program ensuring sufficient scope and detail to serve the school over five years.

- Responsible Staff: Brandon Yeo, Vicki Kennedy, Loren Stevens
- Measurement: Completed policy manual
- Completion Date: September 2015
- Financial Impact: TBD

E. Research and recommend feasibility of operating a summer day camp program open to the community.

- Responsible Staff: Brandon Yeo
- Measurement: Research completed
- Completion Date: September 2015
- Financial Impact: TBD

Strategy 3:

Grow theater, fine arts, and music programs to offer competitive options with appropriate facilities to support student creativity in all areas.

A. Research and identify ‘sacred space’ to serve the arts program as we develop permanent location.

- Responsible Staff: Matt Perusse/Vicki Kennedy
- Measurement: Space identified and in use
- Completion Date: September 2016
- Financial Impact: TBD

B. Establish an arts committee to research and recommend best curricular and co-educational practices in the visual arts, theater, and music.

- Responsible Staff: Matt Perusse
- Measurement: Committee formed and functioning
- Completion Date: September 2015
- Financial Impact: None

C. Research and Implement a vertically integrated curricular and co-curricular music education program for grades 1-12.

- Responsible Staff: Matt Perusse/committee
- Measurement: Curriculum implemented
- Completion Date: September 2016
- Financial Impact: TBD

D. Research and Implement a vertically integrated curricular and co-curricular theater education program for grades 1-12.

- Responsible Staff: Matt Perusse/committee
- Measurement: Curriculum implemented
- Completion Date: September 2016
- Financial Impact: TBD

E. Research and implement a vertically integrated curricular and co-curricular visual arts program for grades 1-12.

- Responsible Staff: Matt Perusse/committee
- Measurement: Curriculum implemented
- Completion Date: September 2016
- Financial Impact: TBD

F. Implement a Middle School Chorus program, providing an alternative to general music and/or performance band.

- Responsible Staff: Allison Ballentine/Margaret Cottrell
- Measurement: Chorus program offered
- Completion Date: September 2015
- Financial Impact: \$500

G. Institute required biannual meeting with all Arts faculty and Communications Director to effectively promote arts events throughout the school year.

- Responsible Staff: Matt Perusse
- Measurement: Meetings occurring
- Completion Date: September 2015
- Financial Impact: None

Strategy 4:

Develop individual, departmental, and cross-disciplinary professional development opportunities that lead to ongoing collaboration with other teachers and staff to improvement in professional practices.

A. Support teachers access to membership in professional organizations, access to regional conferences, and professional teaching classes and seminars.

- Responsible Staff: Department Heads
- Measurement: Submitted Recommendations with cost
- Completion Date: June 2015
- Financial Impact: TBA

B. Accommodate cross-disciplinary, and vertical and horizontal teacher team meetings.

- Responsible Staff: Department Heads
- Measurement: Completed Quarterly Meetings beginning September 2015
- Completion Date: Yearly
- Financial Impact: NA

C. Create and implement a long-term professional development plan that focuses on:

1. articulating a philosophy and culture of ongoing personal and corporate dynamic learning
2. building faculty knowledge and skills in identified areas
3. supporting creation and completion of individual professional development goals
 - Responsible Staff: Margaret Cottrell
 - Measurement: Completion of a five year plan
 - Completion Date: June 2016
 - Financial Impact: TBD

Strategy 5:

Research and recommend enhancements to student services in order to position all students to succeed.

A. Implement phased-in nursing support services.

- Responsible Staff: Victoria Kennedy
- Measurement: Nursing services phased in
- Completion Date: September 2016
- Financial Impact: TBD

B. Establish full time leadership positions to ensure coordinated oversight including high and lower school admissions, class registration, college guidance, student activities, and administration.

- Responsible Staff: Victoria Kennedy, Loren Stevens, Margaret Cottrell
- Measurement: Staff Hired
- Completion Date: TBD
- Financial Impact: TBD

C. Expand student resources by increasing faculty hours available for student support.

- Responsible Staff: Margaret Cottrell
- Measurement: Added hours based on need
- Completion Date: September 2015
- Financial Impact: \$15,000

D. Research and recommend library enhancements phased in over five years.

- Responsible Staff: TBD
- Measurement: Enhancements in place
- Completion Date: September 2020
- Financial Impact: TBD

E. Research and recommend deploying athletic transportation for student transportation to/from school along two or three strategically important routes.

- Responsible Staff: TBD
- Measurement: Routes in place
- Completion Date: September 2016
- Financial Impact: TBD

F. Implement kindergarten program as soon as space allows.

- Responsible Staff: Margaret Cottrell
- Measurement: Kindergarten open
- Completion Date: As soon as space allows
- Financial Impact: TBD

Strategy 6:

Develop and recommend a Facilities Expansion Plan that creates the necessary educational and co-curricular spaces that meet the immediate and recognized long-term enrollment and educational program needs.

A. Convene Property Committee to evaluate and recommend options for facilities expansion.

- Responsible Staff: Vicki Kennedy
- Measurement: Committee functioning
- Completion Date: July 2015
- Financial Impact: \$40,000

B. Commission a site analysis of 97 Oxford Ave. to determine buildable capability on property already owned by BCA.

- Responsible Staff: Victoria Kennedy
- Measurement: complete analysis
- Completion Date: September 2015
- Financial Impact: \$6,000

C. Develop and present 7 year exit plan from Northpoint Bible College.

- Responsible Staff: Victoria Kennedy and Loren Stevens
- Measurement: Submitted plan
- Completion Date: April 2016
- Financial Impact: None

Committee Members:

Loren Stevens, Chair

Deb Conte

Alex Burgess

Scott McGrath

Bruce Overhiser

Gina Sweeney

Faith and Community

Goal Statement 3:

Strengthen our school community which flows from our faith in God, for individual student growth and flourishing, intentionally preserving this value as a permanent characteristic of BCA.

Strategy 1:

Continue to hire and equip high quality teachers who share the vision for the school, engage well with students, and see teaching as their profession and life ministry.

A. Define the characteristics of Competency, Character, Chemistry, Culture, and Calling that are essential in hiring BCA faculty and staff.

- Responsible Staff: Vicki Kennedy, Loren Stevens, and Margaret Cottrell
- Measurement: Profile added to Staff Handbook
- Completion Date: August 2015
- Financial Impact: NA

B. Set strategic goals in the annual goal statements for faculty and staff that intentionally build community and foster student mentoring.

- Responsible Staff: Margaret Cottrell and Loren Stevens
- Measurement: Professional Goal Statements and on-going evaluation and assessment
- Completion Date: August 2015 and ongoing
- Financial Impact: NA

C. Study current research (Cardus and Reveal Studies, etc.) in faculty inservice sessions in order to understand how to foster the spiritual formation and growth of our students.

- Responsible Staff: Vicki Kennedy, Loren Stevens and Margaret Cottrell
- Measurement: Inservice Schedule
- Completion Date: 2015-2016
- Financial Impact: NA

D. Empower faculty to collaborate and share opportunities to integrate faith and a Christian worldview into lessons.

- Responsible Staff: Vicki Kennedy, Loren Stevens, and Margaret Cottrell
- Measurement: Reflection in the scope and sequence /Faculty Blog
- Completion Date: August 2016 and ongoing
- Financial Impact: NA

E. Provide ongoing staff development in the area of integration of faith and learning within and across all curriculum levels

- Responsible Staff: Margaret Cottrell and Loren Stevens
- Measurement: Reflection in the scope and sequence
- Completion Date: August 2016 and ongoing

- Financial Impact: NA

Strategy 2:

Evaluate current and potential spiritual formation activities ensuring that they embody BCA's goals for inspiring faith, supporting individual student development, and cultivating community.

A. Evaluate the current opportunities students have to integrate head knowledge with heart knowledge at BCA.

- Responsible Staff: Margaret Cottrell
- Measurement: Documentation of student opportunities for spiritual formation and the intended purpose and vision for these practices or activities.
- Completion Date: August 2015
- Financial Impact: NA

B. Define the philosophy and vision for the chapel program at the Lower and Upper schools.

- Responsible Staff: Margaret Cottrell, Victoria Kennedy, and Loren Stevens
- Measurement: Philosophy of the Chapel Program in the Staff Handbook, Chapel Curriculum 2015-2016
- Completion Date: August 2015
- Financial Impact: NA

C. Establish faculty position/hours dedicated to oversee student spiritual formation, growth and flourishing, spiritual formation at both campuses.

- Responsible Staff: Margaret Cottrell and Loren Stevens
- Measurement: Development of the position and hiring
- Completion Date: August 2017
- Financial Impact: TBD

D. Develop additional student-led opportunities in the areas of fellowship, prayer, Bible study, local service and service abroad.

- Responsible Staff: Margaret Cottrell / TBD
- Measurement: Student-led events
- Completion Date: August 2017
- Financial Impact: NA

E. Develop opportunities to connect students with mission and community service at each grade level.

- Responsible Staff: Margaret Cottrell, Matt Perusse
- Measurement: Class Mission Statements and Community Service Plans
- Completion Date: August 2017
- Financial Impact: NA

F. Research and recommend intentional student mentoring program and opportunities for intentional student development.

- Responsible Staff: Margaret Cottrell
- Measurement: Research Available
- Implementation Date: August 2017
- Financial Impact: NA

Strategy 3:

Promote school-wide Community Building Events through which families may connect with other families and participate in the BCA “family.”

A. Engage parents and community partners (Engage, mobilize positive, focused PTO)

- Responsible Staff: Marge Squire or Designated Staff
- Measurement: Calendar of Events
- Completion Date: August 2016
- Financial Impact: NA

B. Strategically plan all-school community building events on a regular basis (i.e., sporting events, theater events, alumni events, arts events, music performances, and family events).

- Responsible Staff: TBD
- Measurement: Documented events
- Completion Date: August 2015
- Financial Impact: NA

C. Increase opportunities for students to engage in school community both in and outside of the classroom through periodic class trips and events at strategic milestones from elementary through high school.

- Responsible Staff: Margaret Cottrell
- Measurement: Opportunities identified, documented, and available
- Completion Date: August 2015
- Financial Impact: TBD

D. Ensure smooth transitions for students upon enrollment and between elementary, middle, and high school programs.

- Responsible Staff: TBD
- Measurement: Schedule of orientations, transition events, promotion events
- Completion Date: August 2015
- Financial Impact: TBD

Strategy 4:

Study and recommend ways to scale community engagement and individual student formation activities as the school grows.

A. Research models from schools, colleges, and churches who reflect desired outcomes of community and student spiritual formation.

- Responsible Staff: TBD

- Measurement: Study completed and implications for BCA understood and incorporated into school operations
- Completion Date: On-going
- Financial Impact: TBD

B. Commit to continued study of the characteristics and measures of student growth and flourishing, spiritual formation, and the elements of healthy Christian community.

- Responsible Staff: Margaret Cottrell and Vicki Kennedy
- Measurement: Annual action plan created and executed
- Completion Date: On-going
- Financial Impact: None

Committee Members:

Margaret Cottrell, Chair

Troy Gabriele

Shirley Paz

Sharon Ziegler

Valued Within Our Region

Goal Statement 4:

Position Bradford Christian Academy as the premier Christian school for families seeking high quality, faith-based education in New England.

Strategy 1:

Establish and ensure that Bradford Christian Academy's branding powerfully communicates the school's mission and core values through consistency of branding through all communicated media.

A. Review and revise as necessary all internal and external print and digital media to achieve consistent, effective representation of BCA brand.

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

B. Review and revise corporate logo to support branding and communication efforts

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: June 2015
- Financial Impact: TBD

C. Create and distribute basic style guide to advise BCA employees and internal organizations for brand consistency

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

Strategy 2:

Implement a communications plan to regularly update all key constituent groups about relevant school news. (internal)

A. Streamline existing communications to achieve regularity, strength of message, and consistency of presentation

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: June 2016
- Financial Impact: TBD

B. Identify constituent groups needing more communication and ensure improved tools and systems of communication

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

C. Design and document annual communications plan including budget impact

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

D. Ensure sufficient staffing to support achieving this strategy

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: July 2017
- Financial Impact: TBD

Strategy 3:

Ensure that BCA meets annual enrollment targets.

A. Equip all faculty, staff, and students to be admission ambassadors.

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

B. Review, evaluate, and revise as necessary current admission efforts to ensure they are having a positive impact on enrollment.

- Responsible Staff: Cheryl Thurston
- Measurement: Review and revision complete
- Completion Date: July 2016
- Financial Impact: TBD

C. Review existing admissions events like academy previews, beyond the books, and individual tours to ensure maximum impact.

- Responsible Staff: Cheryl Thurston
- Measurement: Review and revision complete
- Completion Date: July 2016
- Financial Impact: TBD

D. Ensure infrastructure for accurately identifying and tracking data about how inquiries heard about BCA.

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015

- Financial Impact: TBD

E. Review current Admissions Office staffing and identify additional staffing needs.

- Responsible Staff: Cheryl Thurston
- Measurement: Review and revision complete
- Completion Date: July 2017
- Financial Impact: TBD

F. Institute Admissions policies and procedures that utilize best practices for timely interaction with each prospective family.

- Responsible Staff: Cheryl Thurston
- Measurement: Review and revision complete
- Completion Date: July 2016
- Financial Impact: TBD

G. Leverage merit-based scholarships as recruitment tool.

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

Strategy 4:

Implement an annual marketing plan that raises awareness of the school in the larger community. (external)

A. Identify demographic profile for target marketing

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

B. Conduct research to identify where target profile is located within our region

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

C. Create and execute annual marketing plan to reach target audience

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: July 2015
- Financial Impact: TBD

D. Ensure that all print and digital communications, internal and external, support marketing goals.

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2015
- Financial Impact: TBD

E. Ensure staffing to execute approved annual marketing plan

- Responsible Staff: Matt Perusse
- Measurement: Review and revision complete
- Completion Date: December 2017
- Financial Impact: TBD

Committee Members:

Matt Perusse, Chair

Carissa Gerber

Susan Humerian

Nancy Mering

Jim Mulley

Marge Squire

From Sustaining to Flourishing

Goal Statement 5:

Strengthen the school's relationships with alumni, donors, parents, grandparents, and friends to energize, engage, and involve them toward advancing the mission of the school through charitable support and volunteerism.

Strategy 1:

Engage in education to create a culture of philanthropy among BCA constituents.

A. Evaluate all existing advancement events to support our advancement efforts.

- Responsible Staff: Romy Gaiero
- Measurement: Evaluation complete
- Completion Date: August 2015
- Financial Impact: n/a

B. Create an annual advancement events calendar that engages various constituent groups meaningfully in the life and mission of the school.

- Responsible Staff: Romy Gaiero
- Measurement: Calendar in place
- Completion Date: August 2015
- Financial Impact: TBD

C. Evaluate and repurpose, if necessary, the Advisory Board to involve more members of the greater Merrimack Valley/Southern NH community.

- Responsible Staff: Romy Gaiero
- Measurement: Evaluation and plan in place
- Completion Date: January 2016
- Financial Impact: NA

D. Research and recommend repositioning parent-teacher organization (Parent Connection) to better advance the mission of the school.

- Responsible Staff: Marge Squire
- Measurement: Recommendation submitted
- Completion Date: June 2016
- Financial Impact: TBD

Strategy 2:

Create Advancement Office staffing, activities, and systems to build and maintain productive, long-term relationships with donors.

A. Utilize learning acquired from an informed, effective capital campaign committee as a prototype for a standing Advancement Committee.

- Responsible Staff: Romy Gaiero with counsel from Lon Swartzentruber
- Measurement: Establishment of standing Advancement Committee
- Completion Date: June 2018
- Financial Impact: NA

B. Create five year staffing plan that includes paid staff, volunteers, and contract services to achieve advancement activities and events.

- Responsible Staff: Romy Gaiero, advised by Lon Swartzentruber
- Measurement: Staffing plan in place
- Completion Date: January 2016
- Financial Impact: NA

C. Develop an advancement plan that guides all advancement activities toward reaching annual and long-term goals.

- Responsible Staff: Romy Gaiero
- Measurement: Advancement plan in place
- Completion Date: August 2015
- Financial Impact: TBD

D. Engage in professional development opportunities for the staff and volunteers of the Advancement Office.

- Responsible Staff: Romy Gaiero
- Measurement: PD opportunities identified and scheduled
- Completion Date: July 2015 and ongoing
- Financial Impact: \$2,000

E. Continue consulting relationship with Design Group International.

- Responsible Staff: Vicki Kennedy
- Measurement: Contract extended
- Completion Date: Ongoing
- Financial Impact: TBD

Strategy 3:

Initiate and execute a capital campaign model that provides the resources for current and future strategic needs.

A. Develop an initial capital campaign plan and supporting materials.

- Responsible Staff: Romy Gaiero
- Measurement: Campaign goals established and announced
- Completion Date: April 2015
- Financial Impact: \$500

B. Establish and train a capital campaign committee to provide leadership in attaining campaign goals.

- Responsible Staff: Romy Gaiero and Vicki Kennedy

- Measurement: Committee populated, trained, and functioning successfully
- Completion Date: October 2015
- Financial Impact: NA

C. Conduct individual and group meetings to understand the giving capacity and level of commitment of individual donors and our community as a whole.

- Responsible Staff: Romy Gaiero and Vicki Kennedy
- Measurement: Meetings conducted and information gathered
- Completion Date: April 2018
- Financial Impact: TBD

Strategy 4:

Expand Advancement Programs to further engage constituent groups in supporting the school.

A. Research and recommend additional fundraising programs including bequested giving and endowment to provide donors with multiple ways to support BCA.

- Responsible Staff: Romy Gaiero
- Measurement: Information gathered and programs established
- Completion Date: September 2019
- Financial Impact: NA

B. Research and identify additional alumni programs to further connect our growing alumni population with the school.

- Responsible Staff: Romy Gaiero
- Measurement: Information gathered and programs established
- Completion Date: April 2019
- Financial Impact: TBD

Committee Members:

Romy Gaiero, Chair

Dalia Diaz

Steve Heintz

Jeff Lewis

Nancy London

Holly Pouliot