

UPGRADE

A Strategic Plan for
Foundation Academy
(7/27/11 update)



Introduction

This document was produced and is updated by Foundation Academy's School Improvement Committee, a cooperative team made up of pastors, School Board members, administrators, teachers, parents and students. The purpose of the School Improvement Committee is to unite all Foundation Academy constituents behind the school mission by committing together to pursue school improvement in order to provide a kingdom education that reflects the excellence of Christ and brings God glory. A number of resources were used in the process including survey results and research of other successful Christian schools. The goal of Upgrade is to create a plan wherein the church, staff, and families at Foundation Academy would be better served and the school's mission would be better accomplished.

This document is a working plan. Not every item in this document may happen in the manner or timeframe that is indicated. Upgrade will be reviewed and updated on an annual basis. The leadership at Foundation Academy will continually review all programs, policies and staffing to ensure excellence for our students, their families and God's glory.

FA Vision: To impact culture

FA Mission: Foundation Academy partners with families to build a firm foundation for life through Christ-centered education.

Core Values: These values define the characteristics of our school that we are wholeheartedly committed to developing at every level.

1. Authority of Scripture
2. Spiritual Formation
3. Academic and Physical Discipline
4. Individual Purpose
5. Authentic Servant-hood
6. Commitment to Community

Operating Principles: Each operating principle has three equally important aspects. Just as we judge a concept by testing it with Scripture, so each operating principle has at its core a precept from Scripture. Using the precepts we identified the principles that steer the policies and practices of our school. Scripture provides commandments for us to follow as well as promises as a reward for obedience; therefore, we acknowledge how each operating principle will be blessed by God. These three aspects of our operating principles equally combine to define our core values.

1. **Authority of Scripture:** We believe the Holy Bible was written by men divinely inspired and is

God's revelation of Himself to man. It is a perfect treasure of divine instruction. It has God for its author, salvation for its end, and truth, without any mixture of error, for its matter. Therefore, all Scripture is totally true and trustworthy (taken from the SBC).

a. Precepts from Scripture:

- i. II Peter 1:21, "For no prophecy was ever produced by the will of man, but men spoke from God as they were carried along by the Holy Spirit."
- ii. II Timothy 3:16-17, "All Scripture is breathed out by God and profitable for teaching, for reproof, for correction, and for training in righteousness, that the man of God may be competent, equipped for every good work."
- iii. John 14:6, "Jesus said to him, "I am the way, and the truth, and the life. No one comes to the Father except through me."
- iv. John 1:1, "In the beginning was the Word, and the Word was with God, and the Word was God."

b. Principles guiding Foundation Academy, we will:

- i. Employ and appoint staff and leadership that understand and commit to the authority of Scripture and Foundation Academy's statement of faith.
- ii. Instruct students in the essentials of the Christian faith based on Scripture.
- iii. Support families in establishing the absolute authority of Scripture.

c. Promises from Scripture:

- i. I Peter 1:3-5, "Blessed be the God and Father of our Lord Jesus Christ! According to his great mercy, he has caused us to be born again to a living hope through the resurrection of Jesus Christ from the dead, to an inheritance that is imperishable, undefiled, and unfading, kept in heaven for you, who by God's power are being guarded through faith for a salvation ready to be revealed in the last time."
- ii. Matthew 10:41-42, "The one who receives a prophet because he is a prophet will receive a prophet's reward, and the one who receives a righteous person because he is a righteous person will receive a righteous person's reward. And whoever gives one of these little ones even a cup of cold water because he is a disciple; truly, I say to you, he will by no means lose his reward."

2. Spiritual Formation: We believe parents or caregivers are responsible for the spiritual development of their children. However, we are committed to assisting parents, caregivers and the church in developing their child's spiritual maturity. We are also committed to developing the spiritual maturity of our staff.

a. Precepts from Scripture:

- i. Ephesians 2:19-21, "So then you are no longer strangers and aliens, but you are fellow citizens with the saints and members of the household of God, built on the foundation of the apostles and prophets, Christ Jesus himself being the cornerstone, in whom the whole structure, being joined together, grows into a holy temple in the Lord."
- ii. Isaiah 28:16, "therefore thus says the Lord GOD, 'Behold, I am the one who has laid as a foundation in Zion, a stone, a tested stone, a precious cornerstone, of a sure foundation: 'Whoever believes will not be in haste.'"
- iii. I Corinthians 3:10-11, "According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building upon it. Let

each one take care how he builds upon it. For no one can lay a foundation other than that which is laid, which is Jesus Christ.”

iv. I Corinthians 12:4-5, “Now there are varieties of gifts, but the same Spirit; and there are varieties of service, but the same Lord”.

b. Principles guiding Foundation Academy, we will:

- i. Provide Bible teaching and Biblical integration that stimulates knowledge and application of Scripture.
- ii. Support families in their spiritual growth.
- iii. Present the Gospel message of salvation.
- iv. Provide discipleship to equip students to share their faith.
- v. Train staff on the principles of kingdom-based education.
- vi. Require staff to be active members of a local evangelical church.

c. Promises from Scripture:

- i. Psalms 61:5, “For you, O God, have heard my vows; you have given me the heritage of those who fear your name.”
- ii. I Peter 2:6, “For it stands in Scripture: ‘Behold, I am laying in Zion a stone, a cornerstone chosen and precious, and whoever believes in him will not be put to shame.’”

3. Academic and Physical Discipline: We believe academia is a lifelong discipline that develops us into the person God created us to be. We also believe in the importance of physical discipline to the overall well being of our God given bodies.

a. Precepts from Scripture:

- i. Luke 2:52, “And Jesus increased in wisdom and in stature and in favor with God and man.”
- ii. I Corinthians 9:24, “Do you not know that in a race all the runners run, but only one receives the prize? So run that you may obtain it.”
- iii. II Timothy 4:7, “I have fought the good fight, I have finished the race, I have kept the faith.”
- iv. Isaiah 40:30-31, “Even youths shall faint and be weary, and young men shall fall exhausted; but they who wait for the LORD shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.”

b. Principles guiding Foundation Academy, we will:

- i. Foster a culture of collegial discussion and lifelong learning among staff.
- ii. Provide instruction and methods that help students develop self discipline that leads to academic success.
- iii. Offer guidance that aids families in setting up a home environment that is conducive to learning.
- iv. Encourage staff, students and families to maintain healthy exercise and eating habits.

c. Promises from Scripture:

- i. II Timothy 4:8, “Henceforth there is laid up for me the crown of righteousness, which the Lord, the righteous judge, will award to me on that Day, and not only to me but also to all who have loved his appearing.”
- ii. I Kings 3:14, “And if you will walk in my ways, keeping my statutes and my commandments, as your father David walked, then I will lengthen your days.”

- iii. James 1:12, "Blessed is the man who remains steadfast under trial, for when he has stood the test he will receive the crown of life, which God has promised to those who love him."

4. Individual Purpose: We believe every person is divinely created with a specific purpose. God has given all of us unique gifts and talents to use to accomplish His design for the glory of His kingdom.

a. Precepts from Scripture:

- i. Psalm 139:14, "I praise you, for I am fearfully and wonderfully made. Wonderful are your works; my soul knows it very well."
- ii. Romans 8:28, "And we know that for those who love God all things work together for good, for those who are called according to his purpose."
- iii. Colossians 3:17, "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."

b. Principles guiding Foundation Academy, we will:

- i. Strive to assist students to identify their unique God-given abilities and spiritual gifts.
- ii. Encourage students to develop and exercise their unique gifts.
- iii. Shepherd the students and foster their understanding of their gifts and encourage their application.
- iv. Support families by encouraging students in their life mission.

c. Promises from Scripture:

- i. Jeremiah 29:11, "For I know the plans I have for you, declares the LORD, plans for welfare and not for evil, to give you a future and a hope."
- ii. Deuteronomy 4:30-31, "When you are in tribulation, and all these things come upon you in the latter days, you will return to the LORD your God and obey his voice. For the LORD your God is a merciful God. He will not leave you or destroy you or forget the covenant with your fathers that he swore to them."

5. Authentic Servant-hood: We believe Christ-like leadership comes first and primarily through service to each other. We can demonstrate love to each other by serving the needs of others.

a. Precepts from Scripture:

- i. Philippians 2:5-8, "Have this mind among yourselves, which is yours in Christ Jesus, who, though he was in the form of God, did not count equality with God a thing to be grasped, but made himself nothing, taking the form of a servant, being born in the likeness of men. And being found in human form, he humbled himself by becoming obedient to the point of death, even death on a cross."
- ii. Micah 6:8, "He has told you, O man, what is good; and what does the LORD require of you but to do justice, and to love kindness, and to walk humbly with your God?"
- iii. Titus 3:8, "The saying is trustworthy, and I want you to insist on these things, so that those who have believed in God may be careful to devote themselves to good works. These things are excellent and profitable for people."
- iv. Luke 22:27, "For who is the greater, one who reclines at table or one who serves? Is it not the one who reclines at table? But I am among you as the one who serves."

b. Principles guiding Foundation Academy, we will:

- i. Employ and appoint staff and leaders that model the servant like attitude of Christ.
- ii. Employ staff that is obedient to and passionate about God's call to servant-hood.

- iii. Encourage students to humble themselves and be obedient to God’s call to servant-hood.
 - iv. Encourage students to devote themselves to serving one another in ways that honor God.
 - v. Encourage families to be involved with a commitment to serve and model that example for their children.
- c. Promises from Scripture:
- i. Matthew 25:21, “His master said to him, ‘Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master.’”
 - ii. Matthew 6:3-4, “But when you give to the needy, do not let your left hand know what your right hand is doing, so that your giving may be in secret. And your Father who sees in secret will reward you.”

6. Commitment to Community: We are committed to the Church as defined in the book of Acts as a community of believers. We also believe in community outreach to be a light to a non-believing world.

- a. Precepts from Scripture:
- i. Ephesians 4:15-16, “Rather, speaking the truth in love, we are to grow up in every way into him who is the head, into Christ, from whom the whole body, joined and held together by every joint with which it is equipped, when each part is working properly, makes the body grow so that it builds itself up in love.”
 - ii. Acts 4:34-35, “There was not a needy person among them, for as many as were owners of lands or houses sold them and brought the proceeds of what was sold 35 and laid it at the apostles’ feet, and it was distributed to each as any had need.”
 - iii. Deuteronomy 6:4-9, ““Hear, O Israel: The LORD our God, the LORD is one. You shall love the LORD your God with all your heart and with all your soul and with all your might. And these words that I command you today shall be on your heart. You 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. You shall bind them as a sign on your hand, and they shall be as frontlets between your eyes. You shall write them on the doorposts of your house and on your gates.”
 - iv. I Corinthians 12:12, “For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ.”
 - v. Acts 2:44, “And all who believed were together and had all things in common.”
- b. Principles guiding Foundation Academy, we will:
- i. Require staff and leaders to model a cohesive and respectful working community.
 - ii. Encourage constituency to love God with all their heart, soul, mind and strength and to love their neighbor as their self.
 - iii. Encourage and connect students and families to serve within the community.
 - iv. Provide opportunities for students to come together and worship God by living out their calling.
- c. Promises from Scripture:

- i. Luke 6:35, "But love your enemies, and do good, and lend, expecting nothing in return, and your reward will be great, and you will be sons of the Most High, for he is kind to the ungrateful and the evil."
- ii. Job 36:11, "If they listen and serve him, they complete their days in prosperity, and their years in pleasantness."

In conclusion, we believe all principles should be implemented with Christ-like excellence and in a manner fitting to serving the Kingdom of God. *Colossians 3:23-24*, "Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ."

SWOT Analysis: Strengths/Weaknesses/Opportunities/Threats

The narrative below was developed based on the input of the School Improvement Committee. This committee is made up of First Baptist Winter Garden church staff and Foundation Academy school board members, administrators, teachers, parents, and students. This analysis was used to develop Foundation Academy's initial strategic plan in 2009.

Strengths: An area of particular competence or distinct advantage at Foundation Academy.

Leadership and vision: The leadership at FA provides a clear vision for Kingdom Education and the development of a Biblical worldview.

Teacher commitment to student success: The teachers at FA know and love their students, and they are passionate about seeing students reach their God-given potential.

Tuition value: FA leadership is committed to remaining affordable in order to maximize ministry and impact on central Florida families and the community. Long term sustainable fundraising efforts have shifted to the community in addition to FA families.

Facilities / property: Last year, the secondary school at FA moved to brand new facilities on 75 acres in the rapidly growing south Winter Garden area. The facilities include classroom space and a science and technology wing in addition to a 40,000 square foot multipurpose gymnasium. Sports fields have already been developed for baseball, softball, football practice and soccer.

Family-oriented atmosphere: Parents play an active role in the education of their children at FA. The PTO understands the importance of promoting the mission of the school in all operations, and the "Foundation family" is inclusive of all of our extended families.

Class size: FA boasts an average class size of 1:12 which promotes individualized attention and instruction.

Reputation and stability: FA is currently in its 51st year of providing a quality Christ-centered education. Incoming families continually report on FA's stellar reputation in the community.

Academically inclusive: FA offers honors classes for grades 6-12, Advanced Placement courses, and Dual Enrollment opportunities in the high school. Additionally, the academic program at FA includes the National Institute for Learning Development, a program that offers educational therapy to students with learning differences.

Student opportunities & achievements: Elementary students excel in a variety of ACSI district competitions. More than 70% of the secondary students at FA participate in the athletic program, and, though very young, the program has already produced district championships. A growing fine arts program is producing worship leaders, winners of Congressional art competitions, and thespians. FA students consistently score 20% higher than the national average on standardized tests.

Accelerated Reader emphasis: While the Accelerated Reader program is common amongst both private and public schools, it receives a special emphasis in the elementary school at FA. As a result, a high percentage of our students read avidly and progress to higher levels of reading more quickly.

Biblical Integration and Discipleship: Biblical truth is interwoven into all aspects of the daily experience for students at FA. Teachers assume a mentoring role and approach their classes in a relational fashion.

Weaknesses: An area where improvement is needed to gain a competitive edge or, in some cases, survive.

Curriculum options in upper school:

Relative to our size, FA offers a full slate of core and elective classes. However, more extensive class options are available at the local public school.

Spiritual Oversight: While the school leadership has provided a clear vision that includes spiritual direction, additional spiritual oversight would be of great benefit.

Internal focus: FA has always implemented community service projects, but partnership opportunities exist for all constituents to reach out more into the community by way of service.

Student discipleship: While a number of students make decisions to trust Jesus Christ as Lord and Savior at FA, no comprehensive discipleship program is in place to encourage spiritual growth.

Structured student leadership: While a number of students have taken the initiative to lead this year, whether through Bible studies, community service, in worship, or by attending off-campus leadership training events, FA does not operate any comprehensive, structured, student leadership program that provides opportunities to regularly lead.

Two campuses: The secondary school at FA moved to new facilities on a new campus last year. A need exists to reunite the lower and upper schools on the new campus.

Aesthetics / Maintenance: Aesthetic improvements are needed on both campuses, and a long-term comprehensive maintenance plan is essential.

Student apathy: As reflective of society, many students at FA do not display care or concern for success in school and/or the things of God. As we operate from an outreach philosophy, many of our students are hurting because of personal or family situations.

Limited funding: Though efforts have begun, progress must be made toward building a base of community partnerships for the purpose of long-term sustainable fundraising. As FA is a tuition-driven school, we must reach beyond Foundation families to identify and pursue opportunities for growth and improvements.

Marketing: More funds need to be designated for marketing efforts, and additional opportunities must be pursued.

Misperception of FA: FA can be misperceived as catering to elitist families (financially and/or academically) as a private school or serving primarily students with learning challenges.

Misperception of Christian schools: The value of a Christian school education is sometimes viewed by society as inferior.

Academic rigor and assessment: Though improvement has been noted over the last two years, grade inflation is prevalent at FA in grades K-12. Effective study skills need to be taught. Additional opportunities and challenges must be provided academically for high achieving students, especially at the elementary level.

Financial aid: Efforts must be made to secure additional funding for needs/programs financial aid.

Opportunities: An opportunity is an external trend or condition that can be capitalized on for the benefit of the organization.

Alumni programs: FA alumni represent a relatively untapped reserve of knowledge and resources. Specific efforts must be made to display FA's alumni, incorporate them into school events, and maintain our connection.

Student resources: Terrific leadership potential exists in the form of FA students. Currently, they are quite under-utilized in school programs and promotions.

Partnerships: Relationships need to be developed and deepened with community organizations, First Baptist Winter Garden, other local churches, colleges and universities, and FA families (as per the school's mission).

Economic climate / tuition value: As financial challenges increase for our families, we must more effectively communicate the value of a Kingdom Education at FA and increase the percentage of our parents that actively support our mission.

Facilities usage and location: FA should seek partnerships with churches and community organizations in order to build ministry bridges, maximize facility resources and increase revenue.

Chapel: Partner with local churches by inviting church staff members to play an active role in the FA chapel services.

Shared resources with other schools: Partnerships could be pursued with other Christian schools wherein commonly needed resources (products or people) are shared.

Technology: A long-term technology plan must be developed and implemented in order to maximize learning and best prepare FA students for relevant application after graduation.

Public school cuts: The public school systems in central FL are being forced to make significant budget cuts this year. FA must position itself to take advantage of this through marketing programs and teacher recruitment.

Threats: A threat is an external trend or condition that has a potentially negative effect on the organization.

Economy: The recent downturn in the economy has left many families unable or unsure of their ability to pay private school costs.

Losing sight of vision: As is the case with any organization, the vision must be continually cast in order to maintain momentum and internal unity of purpose. “Where there is no vision, the people perish.”

Change/stability/complacency: To avoid mediocrity, leadership must consistently demonstrate, encourage and inspire excellence.

Diminished perception of Christian school value: American culture often views Christian schools as providing weaker preparation for college and university environments as compared to preparatory schools or even some public schools.

Diminished accountability: While individual accountability in the culture around us continues to decline, it must increase within the walls of FA for all constituents as pertains to their roles within a Kingdom Education.

Denominational stigma: FA is blessed to be a ministry of First Baptist Winter Garden and shares the same statement of faith. Many prospective parents do not consider FA because they misperceive that it is strictly of the fundamentalist Southern Baptist vein. While FBWG does not reflect this idea, it would be advantageous to defeat this perceptual myth.

Athletic scholarships and opportunities: The athletic department does not offer a comprehensive program such that each coach, parent, and athlete understands his/her role in obtaining scholarships and other opportunities.

Negative peer pressure: As in any school, peer pressure weighs heavily on our students at FA. Students must be trained in leadership and given opportunities to put their training into practice so positive peer pressure can be the driver on our campus.

Moral decline of the family: Many FA families are not believers and/or have no church background. Our parents need to be trained on the importance of Kingdom Education and their roles in it.

Single parent homes and a lack of involved or present fathers: The declining level of involvement and/or presence by dads at FA is consistent with the national trend. Increased involvement by fathers at every grade level must be a priority at FA. They need to be reminded of the Biblical significance of their role.

Leadership Team

The following members of the Leadership Team are responsible for the groups and tasks listed after them. Accountability for completion of the tasks in the strategic plan will flow upwards through these individuals.

Shawn Minks (Headmaster): Administrative team, School Board, School Improvement Committee, athletics staff, support staff, special interest groups, technology staff, facilities and operations staff, safety, all underlined positions below, volunteers

Luke Bennett (High School Principal): High school teachers, department heads, support staff, volunteers

Gail Hatmaker (Middle School Principal): Middle school teachers, department heads, curriculum, support staff, volunteers

Angel Whitehead (Elementary Principal): Teachers grades K-5, support staff, volunteers

Tanya Murphy (Elementary Assistant Principal): Teachers grades PK3-PK4, after care, support staff, volunteers

Stephanie Baysinger (Guidance Counselor): Secondary teachers, college counseling, volunteers

Mike Reep (Director of Development): Philanthropy cabinet, fundraising, alumni, volunteers

Nick Rasemont (Finance Manager): Finance, human resources, support staff, volunteers

Ruth Ann Farmer (NILD/SIG Coordinator): NILD therapists, SIG teachers, volunteers

Kathy Smith (Admissions Director): Special events, admissions staff, alumni, volunteers

Upgrade... Why?

As a Christian school, Foundation Academy is reliant on God for its life, sustenance, and certainty of success. In fact, the leadership at Foundation is only interested in success as God defines it in His Word. FA believes this success is achieved through the implementation of a kingdom education – one where the school partners with parents and the church to build a firm foundation through a Christ-centered education.

Continual evaluation of all areas of operation is critical to the success and growth of any thriving industry. The goal of FA's "industry" is to produce young adults that are fully prepared and motivated to pursue nothing less than God's call on their lives. While this is already happening to a degree, much room for improvement exists. All programs at Foundation Academy are continually evaluated for improvement and expansion. All staff at FA are formally evaluated on a continual basis, and professional development is required and provided. Upgrade will serve as a roadmap to take Foundation Academy to the next level.

Upgrade Design

This document details action steps to be completed within one, three and five years. Action steps are grouped within nine domains of kingdom education: Mission, Church, Leadership, Staff, Parent, Student, Curriculum, Volunteer and Development. The numeric sequence (e.g. 3.1.2) consists of the strategy number first, the action step number second, and the year by which the task is to be completed third (1, 3, or 5). Year one of updated Upgrade implementation is the 2011-2012 school year.

The information found in parenthesis (e.g. S. Baysinger, 3/12, \$400) lists the name of the staff member responsible for the action step (Stephanie Baysinger), the date by which the action step should be completed (3/12), and, when appropriate, the unbudgeted funding required to accomplish the task (\$400). The items requiring funding are the core of our annual fund campaign.

Domain 1: Mission

We will seek to increase the degree to which our mission is understood and adopted by the constituency and community.

Action Steps to be completed by the 2011-2012 school year:

Action Step 1.1.1 The staff will utilize prayer postcards to pray for every FA student and encourage students and families (Strong, 8/11, \$300).

Action Step 1.2.1 FA will develop and implement a comprehensive Kingdom fine arts plan (Murray, 4/12).

Action Step 1.3.1 FA leadership will review the value of including comparative standardized testing and other educational data in promotional marketing media (10/11, Bennett/Smith).

Action Step 1.4.1 FA will provide effective communication on interpretation of the standardized tests (S. Baysinger, 5/11).

Action Steps to be completed by the 2013-2014 school year:

Action Step 1.1.3 FA will establish a formula by which overall student learning will be measured (Bennett/Hatmaker/Whitehead).

Action Step 1.2.3 FA will determine a reporting structure for progress in overall student learning (Bennett/Hatmaker/Whitehead).

Action Step 1.3.3 FA will implement a specific emphasis on Kingdom Stewardship throughout curriculum (Bennett/Hatmaker/Whitehead, \$20000).

Action Steps to be completed by the 2015-2016 school year:

Domain 2: Church

We will position ourselves more fully as a ministry of First Baptist Church of Winter Garden and as an active partner with the local church.

Action Steps to be completed by the 2011-2012 school year:

Action Step 2.1.1 In conjunction with FBCWG, FA will host a worship event to begin the school year (Minks/Grosshans, 8/11, \$300).

Action Step 2.2.1 FA will partner with FBCWG to offer and promote a daddy daughter date night (Minks/Grosshans, 1/12, \$200).

Action Step 2.3.1 FA will institute a Pastor Appreciation Week (Winningham, Whitehead, 3/12, \$600).

*Action Step 2.4.1 FA will Increase and strengthen partnerships with local churches and other ministries (i.e. New Missions and International School Project) that promote Christian service (Minks).

Action Steps to be completed by the 2013-2014 school year:

Action Step 2.1.3 FA will begin outreach ministries in the evening for south campus students (Bennett/Yarborough, \$4000).

Action Steps to be completed by the 2015-2016 school year:

Action Step 2.1.5 FA will identify dads to head a dads' committee for the purpose of increasing their involvement in school activities (Minks).

Action Step 2.2.5 FA and FBCWG will partner to develop a childcare program (Whitehead/Minks/Grosshans, \$75,000).

Action Step 2.3.5 FA will adopt a Christian school classroom in a third world country (Minks, \$2000).

Domain 3: Leadership

We will seek to hire and retain an eminently qualified leadership team and provide them with unifying development experiences.

Action Steps to be completed by the 2011-2012 school year:

*Action Step 3.1.1 FA will promote and celebrate student body's accomplishments throughout the year (Bennett/Hatmaker/Whitehead, \$500).

Action Step 3.2.1 Formalized exit interviews will be implemented for graduates and departing families (Bennett, 5/12).

Action Step 3.3.1 FA will conduct a comprehensive financial audit (Rasemont/Atwood, 4/12, \$30K).

Action Step 3.4.1 FA will research other local schools to compare cost, student achievement, core values, and long-term spiritual walk (Bennett, 5/12).

Action Step 3.5.1 FA administrative team will formalize a time of regular prayer for faculty (Bennett/Hatmaker/Whitehead, 12/11).

*Action Step 3.6.1 FA will increase opportunities for Bible-based leadership training (Bennett/Hatmaker, \$4000).

Action Step 3.7.1 Every family that is new to FA will be contacted by phone once per semester (Bennett/ Hatmaker/Whitehead).

*Action Step 3.8.1 Every faculty and staff member will receive a 360 degree evaluation (Minks).

*Action Step 3.9.1 FA will further develop Christian school purchasing programs (Baginski/Minks).

Action Steps to be completed by the 2013-2014 school year:

Action Step 3.1.3 FA will pursue cooperative arrangements wherein teachers can be shared between schools (Minks).

Action Steps to be completed by the 2015-2016 school year:

Action Step 3.1.5 FA will form a network with other Christian schools and develop regional school partnerships to help schools meet shared needs (Minks).

Action Step 3.2.5 FA will create a Central Florida Christian school district (Minks).

Domain 4: Staff

We will seek to hire and retain eminently qualified staff that is engaged in fulfilling the mission of FA and pursuing lifelong learning.

Action Steps to be completed by the 2011-2012 school year:

Action Step 4.1.1 FA will separate the Headmaster and principal roles (Minks, 6/11).

Action Step 4.2.1 FA will offer staff training on Biblical principles (Bennett/Hatmaker/Whitehead, 3/12).

Action Step 4.3.1 FA will create and adhere to a comprehensive stipend schedule (Rasemont/Minks, 6/11).

Action Step 4.4.1 FA will develop and implement a purchase order protocol (Rasemont 6/11).

Action Step 4.5.1 Customer service training will be offered for Foundation Staff Institute units (Smith, 1/12, \$1000).

Action Step 4.6.1 FA will provide Biblical integration training to the faculty (Bennett/Hatmaker/Whitehead, \$3000).

Action Step 4.7.1 FA will implement a teacher and staff recruitment plan (Minks, 1/12, \$5000).

Action Step 4.8.1 Regular recognition of individual staff service will become the norm (Bennett/Hatmaker/Whitehead, \$200).

Action Step 4.9.1 FA will create a handbook for office staff defining protocol and expectations (Strong, 1/12).

Action Step 4.10.1 FA will hire a full-time Media Specialist (Minks, 5/12, \$40000).

Action Steps to be completed by the 2013-2014 school year:

Action Step 4.1.3 FA leadership will establish relationships with local churches such that summer camps, parent conferences and special speakers at FA can be promoted (Minks/Smith).

Action Step 4.2.3 FA will hire a full-time counselor to assist in meeting the social, emotional, and spiritual needs of our students (Minks, \$40000).

Action Step 4.3.3 FA will improve the matching program for 403B to \$1200 (Minks, \$120000).

Action Steps to be completed by the 2015-2016 school year:

Action Step 4.1.5 FA will offer to cover the cost of continuing/advanced education for staff (Minks, \$50000).

Action Step 4.2.5 FA will contribute to the cost of health insurance premiums for FT employees (Minks, \$200000).

Domain 5: Parent

We will seek to increase the percentage of FA parents that subscribe to Kingdom Education and our mission as a school.

Action Steps to be completed by the 2011-2012 school year:

Action Step 5.1.1 FA will offer Kingdom parent training (Minks, 3/11, \$1000).

Action Step 5.2.1 FA will establish a fine arts booster club (Murray, 1/12).

Action Step 5.3.1 Moms in Touch will be expanded and focused on family prayer requests (Warmus, 11/11).

Action Step 5.4.1 FA will post student created weekly devotions on the school website for parents (Mancill/Fort, 3/12).

Action Step 5.5.1 FA will review a report of current family church affiliation for the purpose of informed ministry opportunities (Strong, 11/11).

Action Step 5.6.1 FA will establish a formal system whereby FBCWG is introduced to all non-churched families (Minks, 2/12).

Action Steps to be completed by the 2013-2014 school year:

Action Step 5.1.3 FA will develop parent training including online classes and a resource guide for parents of every grade level (Minks/Mancill/Butcher).

Action Step 5.2.3 FA will create a page for prayer requests and praises on school website (Mancill).

Action Steps to be completed by the 2015-2016 school year:

Action Step 5.1.5 FA will offer professional counseling for parents and families (Minks/Grosshans, \$40000).

Domain 6: Student

We will seek to better prepare students for all they will encounter upon graduation by providing extensive leadership opportunities and intensive focus on purpose.

Action Steps to be completed by the 2011-2012 school year:

Action Step 6.1.1 FA will produce a reader-friendly standardized test results summary (Baysinger, 7/11).

*Action Step 6.2.1 FA will provide on-going seminars and training by counselors and speakers (Minks, \$10000).

*Action Step 6.3.1 FA will nurture and promote a culture of leadership for students by students (Minks).

*Action Step 6.4.1 FA will expand the Student Leadership Institute (Bennett, \$7000).

*Action Step 6.5.1 Scores on a critical thinking skills assessment will increase school-wide (Bennett/Hatmaker/Whitehead).

Action Steps to be completed by the 2013-2014 school year:

Action Step 6.1.3 FA will develop an upper elementary leadership (student government) program (Whitehead/Murphy, \$5000).

Action Step 6.2.3 FA will create the position of Spiritual Formation Director to oversee and coordinate missions, leadership training, Biblical integration, chapel, Bible class, and mentoring new Christians (Minks/Grosshans, \$40000).

Action Step 6.3.3 FA will develop a calendar of alumni events and nurture involvement (Reep/Smith, \$6000).

Action Step 6.4.3 FA will increase use of student electronic portfolios in order to increase our students' appeal to colleges and universities (Baysinger, \$3000).

Action Step 6.5.3 A comprehensive strategy for continued improvement in standardized test scores will be developed (Bennett/Hatmaker/Whitehead).

Action Step 6.6.3 FA will require all seniors to apply to a minimum of three colleges by October 1st of the senior year (recommended for class of 2012, implemented for class of 2013) (Baysinger).

Action Steps to be completed by the 2015-2016 school year:

Action Step 6.1.5 FA will develop a formalized Biblical social development education program (Bennett/Hatmaker/Whitehead, \$10000).

Domain 7: Curriculum

Utilizing a continual review process, we will pursue and adopt the best resources available without compromising Biblical standards, understanding that our teachers are the living curriculum.

Action Steps to be completed by the 2011-2012 school year:

Action Step 7.1.1 FA will take steps to tighten the connection between chapel programs and the middle school and high school Bible classes (Bennett/Hatmaker, 2/12).

Action Step 7.2.1 FA will fully integrate curriculum with Biblical worldview perspective (Bennett/Hatmaker/Whitehead, 5/12).

Action Step 7.3.1 FA will incorporate a Spiritual Emphasis Week into secondary chapel (Bennett/Hatmaker, 12/11, \$2000).

Action Step 7.4.1 FA will complete the production of living curriculum guides (J. Bennett/Murphy, 5/11, \$1000).

*Action Step 7.5.1 FA will increase and maintain focus on reading and writing across the curriculum (Bennett/Hatmaker/Whitehead, \$3000).

Action Step 7.6.1 FA will add “Winterim” to the high school program designed to offer increased enrichment options (Bennett, \$3000).

Action Steps to be completed by the 2013-2014 school year:

Action Step 7.1.3 FA will establish school-wide benchmarks for all grades (Bennett/Hatmaker/Whitehead).

Action Step 7.2.3 FA will add vocational options to the academic program (Bennett, \$500).

Action Step 7.3.3 FA will offer advanced technology classes for middle and high school (Mancill/Bennett/Hatmaker, \$80000).

Action Step 7.4.3 FA will expand technology integration in the lower school through increased use of the elementary science lab, additional Smart Boards and projectors (Whitehead/Mancill/Henry, \$20000).

Action Steps to be completed by the 2015-2016 school year:

Action Step 7.1.5 FA will offer SGI (small group instruction) at half the current rate (Minks/Farmer, \$56000).

Action Step 7.2.5 FA will offer additional electives specific to various college majors (Baysinger, \$25000).

Domain 8: Volunteer

We will seek to improve our partnership with parent and community volunteers to enhance our overall program.

Action Steps to be completed by the 2011-2012 school year:

Action Step 8.1.1 FA will more effectively communicate volunteer opportunities to all prospective volunteers (Bennett/Hatmaker/Whitehead/Butcher/Strong, 8/11, \$500).

*Action Step 8.2.1 FA will screen, assign, mentor, and train volunteers to ensure people are working in gifted areas and equipped properly (Minks).

*Action Step 8.3.1 FA will train teachers to identify key volunteers (Minks/Whitehead/Butcher).

*Action Step 8.4.1 FA will schedule parent-child work days (Baginski).

Action Steps to be completed by the 2013-2014 school year:

Action Step 8.1.3 FA will conduct Kingdom volunteer training (Minks, \$300).

Action Steps to be completed by the 2015-2016 school year:

Domain 9: Development

While pursuing God's direction and timing, we will seek to raise money to develop facilities and programs in order to better reflect the excellence of Christ and offer more under His banner.

Action Steps to be completed by the 2011-2012 school year:

Action Step 9.1.1 FA will review and revise our Master Plan accordingly (Grimm/Minks, 3/12).

Action Step 9.2.1 FA will increase its student retention rate to 90% (Minks, 8/11).

Action Step 9.3.1 FA will create a 5-10 year budget for the facilities department (Minks/Baginski/Butler, 10/11).

Action Step 9.4.1 FA will raise \$1M (Reep, 4/12, \$30000).

Action Step 9.5.1 FA will train teachers to write grants to supplement classroom (Reep, 4/12, \$500).

Action Step 9.6.1 FA will delegate the responsibility of grant writing to departmental staff members (Minks, 5/12).

Action Step 9.7.1 FA will review the development (fundraising) program & calendar (Reep/Minks/Butcher).

*Action Step 9.8.1 FA will maintain a close partnership between the development office and the PTO (Reep, Butcher).

Action Step 9.9.1 FA will create a comprehensive marketing plan (Smith, 5/12, \$20000).

Action Step 9.10.1 FA will establish an annual fund to cover unbudgeted items within Upgrade (Reep, 5/11, \$5000).

Action Step 9.11.1 A comprehensive prospect analysis of grandparents and alumni will be conducted (Reep, 9/11, \$2000).

Action Step 9.12.1 FA will obtain and install upgraded signage on the south campus (Smith/Reep/Minks, \$25000).

Action Step 9.13.1 New accounting software will be purchased and utilized (Rasemont, 5/12, \$25000).

Action Steps to be completed by the 2013-2014 school year:

Action Step 9.1.3 FA will secure funding for an endowment specific to financial aid (Reep, \$2000000).

Action Step 9.2.3 FA will raise enough money through the Athletic Booster Club whereby the income offsets athletic fees in full (Butler/Reep).

Action Step 9.3.3 Website enhancements will include parent and staff logins (Mancill, \$15000).

Action Step 9.4.3 FA will complete the football stadium (Butler, \$1500000).

Action Step 9.5.3 FA will research transportation options such as school buses (Reep/Minks, \$200000).

Action Step 9.6.3 FA will raise \$8M (Reep, \$240000).

Action Step 9.7.3 FA will institute an alumni Booster Club (Smith/Reep, \$1500).

Action Step 9.8.3 FA will develop a multi-media marketing campaign (Smith, \$100000).

Action Step 9.9.3 The media centers will be improved with electronic research database, additional student computers and expanded digital media (Mancill, \$100000).

Action Step 9.10.3 FA will develop an afterschool tutoring program for non-FA students at the south campus (Minks).

Action Steps to be completed by the 2015-2016 school year:

Action Step 9.1.5 FA will build out the south campus in full (Minks/Reep, \$30000000).

Action Step 9.2.5 FA will build a 4-year Christian College (Minks).

Action Step 9.3.5 FA will offer a childcare benefit to faculty and staff (Minks, \$42000).

Action Step 9.4.5 FA will build a vo-tech facility (Reep, \$3000000).

Action Step 9.5.5 FA will obtain a 2nd school bus (Reep/Minks, \$100000).

Action Step 9.6.5 FA will raise \$20M (Reep, \$600000).

*ongoing