

Imagining God's Vision

A Strategic Plan for the Concordia Academy Association of Schools

2008-2013

Concordia Academy Association of Schools Mission Statement

The Concordia Academy Association of Schools develops and sustains exemplary Lutheran Christian schools to equip young people for lives of faith and service.

Statement of Beliefs and Values

The Concordia Academy Association of Schools exists to share the Gospel message of Jesus Christ and to carry out the Great Commission:

*For God so loved the world that he gave his one and only Son,
that whoever believes in him shall not perish but have eternal life. (John 3:16)*

All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age. (Matthew 28:18-20)

We believe that Jesus Christ is Lord and Savior of all and that we are saved only by God's grace, not through our own works. God has created us to know Him, to praise Him and to be faithful stewards of the world He has made. As Christians, it is our privilege and joy to share the story of salvation. Students are transformed and empowered in the dynamic interactions within a community of grace.

*For even the Son of Man did not come to be served, but to serve,
and to give his life as a ransom for many. (Mark 10:45)*

*People were overwhelmed with amazement. "He has done everything well," they said.
"He even makes the deaf hear and the mute speak." (Mark 7:37)*

Because of all He has done for us, we honor God with excellence in all that we say and do. God has given each of us talents that can be used to glorify His name and to serve others; part of our spiritual journey is learning how to use these talents for His service.

*Train a child in the way he should go,
and when he is old he will not turn from it. (Proverbs 22:6)*

And Jesus grew in wisdom and stature, and in favor with God and men. (Luke 2:52)

We believe that worldly knowledge is of questionable importance unless an individual is in a personal relationship with God. Believing that a school's spiritual and social curriculum is as important as the academic curriculum, our curricular and co-curricular program focuses on the whole child and his/her spiritual, emotional and academic development. Because children learn best in a loving, accepting environment, this ministry is offered in a spirit of Christian care and concern and makes accommodation for individual differences. A Christian school prepares students for lives as future leaders and followers of their Lord Jesus Christ.

The Concordia Academy Association of Schools is a Recognized Service Organization of the Lutheran Church-Missouri Synod.

CONCORDIA ACADEMY ASSOCIATION OF SCHOOLS IMAGINING GOD'S VISION 2008-2013: A STRATEGIC PLAN

MISSION STATEMENT

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VISION STATEMENTS WITH STRATEGIC PLAN

Note: The bullets following goal statements or action steps indicate a relative target date on a timeline from 2008 through 2013. Items with one bullet (•) will be addressed more immediately, while those with two, three or four bullets (••••) will be included in work plans over the next two to five years.

Christian Community. The schools of the association will be communities of grace in a noticeably Christian environment. The schools will be known for their caring teachers and staffs who give their attention to the whole child, ministering to students in their individual needs. The students will be marked by their unique Christian character and attitudes.

1. Staff development and/or professional learning communities address spiritual and instructional components of relational ministry •
2. Develop and sustain programs that emphasize peer-to-peer and student-to-faculty relationships.
 - Implementation and/or further development of advisory programs on both campuses ••
 - Implementation of Peer Support at CA-Bloomington ••

Faith Development. The schools of the association will nurture the personal relationship of their students with Jesus Christ, guiding students in their walk with Christ. Ministry relationships between teachers and students and between students and their peers will be the hallmark of each school. Concordia Academy students will be morally and ethically equipped as servant leaders.

1. Develop and sustain a comprehensive program of spiritual instruction and growth for both campuses.
 - Expand mission and service opportunities for students on both campuses •
 - Add full-time chaplain/religion teacher to CA-Bloomington faculty ••
 - Develop and write comprehensive theology curriculum for all six grade levels (CA-Bloomington) •

Culture of Excellence. The schools of Concordia Academy are ranked among the best of schools in the Twin Cities area in student achievement, instruction, facilities, and academic and co-curricular programs. The schools of the association will be institutions of academic excellence, where students are challenged to their full potential and fully prepared for their next level of education. The schools will provide a comprehensive, high-quality college preparatory program, with resources for students with special needs and state-of-the-art technology. The Concordia Academy Association of Schools will champion a culture of continuous improvement.

1. Both schools of the association will operate within a process of continuous improvement.
 - Both schools will conduct self-evaluation and peer review visits to maintain their accreditation and with North Central Association of Schools and Advanc(Ed). (Complete April 2008)
 - Both schools will develop a site-based school improvement plan. (April 2008)
 - Concordia Academy-Bloomington will be accredited by the National Lutheran Schools Accreditation of the Lutheran Church-Missouri Synod. ••

2. Review academic instruction and rigor, identifying and implementing approaches to improve students performance.
 - Addition of college courses to high school curriculum •• (Complete CA-Roseville 2008-09)
 - Use standardized tests scores, outcomes of testing agencies, and data from other schools as benchmarks. •••
 - Review scheduling models at CA-Roseville and CA-Bloomington to identify ways to maximize use of time for student learning and performance. ••
 - Identify academic benchmarks for all incoming seventh or ninth-graders to be shared with elementary schools, with an emphasis on math and language arts ••
 - Review and revise curriculum at CA-Bloomington to reflect the scope and sequence of material in 7th through 12th grades. ••
 - Implement data system and appropriate software packages for guidance departments to include alumni follow-up and appropriate software packages •••
 - Review graduation requirements and implement revisions to reflect needs in math and science. (Complete Spring 2008)

3. Improve facilities at Concordia Academy-Bloomington, with a focus on program improvement.
 - Refurbish and update science labs •••
 - Completion of locker rooms and athletic offices ••
 - Addition of a music and fine arts facility ••••

4. Differentiate instruction to accommodate special learning needs of students.
 - Develop resource program at CA-Bloomington ••
 - Expand CA-Roseville program to include EBD or other physical and/or developmental disabilities •••

5. Develop co-curricular activities into programs of excellence and continuous improvement
 - Identify and implement practices in co-curricular programs that focus on improved student performance and communication. •
 - Establish goals and plans for continuous improvement in co-curricular programs. ••

6. Integrate technology as a tool for greater learning.
 - Develop an association-wide position for technology coordinator. ••
 - Identify future goals for technology by developing a comprehensive technology plan. •••
 - Implement association-wide staff development for technology integration. •••

Financial Sustainability. The Concordia Academy Association of Schools will be financially solvent and sustainable through a comprehensive program of development, giving, endowment, and tuition

structures. No student that desires a quality Christian education at a Concordia school will be limited due to insufficient financial resources.

1. Implement financial reporting structures that accommodate two schools and an association and realistically reflect financial positions.
 - Engage a CPA as a consultant for finances (Complete 2007)
 - Invite an ALSS consultation to review financial operations and possible revisions for budgets and reporting. (Complete February 2008)
2. Conduct a major capital campaign for both campuses to reduce total capital debt and provide funds for further capital improvements. ●●
 - Identify a campaign consultant to prepare the plan and to conduct the feasibility study
 - Develop a compelling case statement for the campaign
 - Recruit volunteers as team leaders for the campaign
 - Solicit gifts through program for major gifts, personal visits, and mailings
3. Increase enrollment to better maximize use of facilities.
 - Develop a comprehensive recruitment and enrollment plan (Complete August 2008)
 - Utilize parents as school ambassadors in congregations (Complete at CA-Roseville; Introduced at CA-Bloomington September 2008)
 - Increase admissions staff to 1.0 FTE for each campus ●●
4. Develop an Office of Institutional Advancement or Development
 - Complete the integration of donor records from the St. Paul Lutheran High School Association and the Lutheran High School Association of Greater Minneapolis (Complete July 2008)
 - Recruit an experienced, qualified full-time Director of Development ●● (In process Fall 2008)
5. Develop the Concordia Academy Legacy Endowment Fund.
 - Expand the Endowment Fund to include CA-Bloomington resources •
 - Include the endowment fund in the capital campaign (both non-designated and designated for financial aid) ●●
6. Increase the revenue generated by the annual fund to at least 20% of annual income ●●●
7. Prepare a plan for capital improvements that reflects good stewardship of the facilities at both campuses
 - Install sprinkler systems, lighting, boilers, and ceiling structures at CA-Bloomington •
 - Renovate existing weight room at CA-Roseville to include additional weight training space, trainers' area, and aerobics/agility/dance area •
 - Refurbish auditorium and fine arts areas at CA-Roseville ●●
 - Install additional bleachers and all-weather turf for football and soccer field at CA-Roseville ●●●

Relationships with Association Congregations. Member congregations of the Concordia Academy Association of Schools will be engaged in valuing Christian schools, especially those of the CAAS, in their faith community. The congregations will promote Christian schools and see the schools of Concordia Academy as an arm of their ministry and outreach. Concordia Academy will intentionally tell the story of Christian education in the association congregations and seek to support them in their mutual ministry.

1. Continue intentional communication and outreach to congregations
 - The CAO and members of the Executive Council will annually attend Church Council meetings in 1/3 of the association congregations. •
 - The CAO and principals will annually visit Circuit meetings in the geographical enrollment areas of each schools. •
 - CA will utilize parents as ambassadors in congregations. •• (In process fall 2008)
2. Re-evaluate the current association model for its effectiveness.
 - Study and identify different association models as an alternative to the CAAS ••••
 - Consider a consultation visit from ALSS ••••
 - Study governance models of non-Lutheran independent and Christian schools •••

Outreach and Community Impact. The Concordia Academy Association of Schools will be a pioneer in Christian education in the Twin Cities, reaching new and diverse communities, and serving as a resource to families. The association will include PreK through high school education and provide resources for families with children of all ages, including homeschool resources, counseling, and services for students with special needs.

1. Expand association ministry to include elementary and junior high programs (either on-campus or satellites)
 - Develop criteria for inviting existing schools to join the association schools •
 - Explore adding junior high or middle school grades to Concordia Academy-Roseville ••
 - Conduct feasibility studies for planting new schools in growing areas of the Twin Cities metropolitan area •••
2. Expand association ministry to reflect the ethnic diversity of the Twin Cities
 - Cultivate relationships with LCMS ethnic ministries in the Twin Cities ••
 - Implement tuition assistance programs targeted to students of color and immigrant students. •••
3. Expand association ministry to include resources for families
 - Develop an association counseling/family center •••
 - Develop an alternative learning center for students with special emotional or behavioral needs ••••