



Strategic Plan 2017-2021

Christian Academy of Knoxville



The Process

Five Stages

- Institutional Overview—Board, History, CESA
- Stakeholder Value Assessment
- Goal Creation
- Goal Prioritization
- Financial Modeling



The Process

Institutional Overview

Big Questions at 40:

- Who are we, and who are we here for?
- What does the path forward look like?
- What is our 21st century financial model?
- What is our 21st century staffing model?



The Process

Stakeholder Value Assessment

Four Questions:

- Why are you here and not elsewhere?
- What would increase your sense of value?
- What obstacles could/do decrease your sense of value?
- What one goal would you write into the strategic plan?



The Results

Stakeholder Value Assessment

- CAK set the BetterSchools record for the largest listening session parent representation of any school in 11 years
- Collected and digested 2,000+ comments
- Produced 28 pages of assessment and commentary



The Results

Stakeholder Value Assessment

Parents on the Core Value Proposition:

- Christian Identity—22%
- Academic Quality—17%
- Likeminded Community—14%
- Faculty Quality—12%
- Size and Individual Attention—10%



The Results

Stakeholder Value Assessment

ES/MS Parents on Strategic Priorities:

- Spiritual Culture—22%
- Identity/Vision/Mission—13%
- Academic/Curriculum—11%
- Communication/Transparency—11%
- Financial/Value—10%



The Results

Stakeholder Value Assessment

HS Parents on Strategic Priorities:

- Faculty Quality—14%
- Spiritual Culture—14%
- College Preparation—12%
- Identity/Vision/Mission—10%
- Communication/Transparency—10%



The Results

Stakeholder Value Assessment

Faculty on Value Proposition:

- Christian Mission—34%
- Academic/Instructional Opportunity—22%
- Family and Legacy—16%
- Integrated Faith/Worldview—9%
- Christian Colleagues—9%
- Likeminded Community—7%
- Competitive Compensation—3%



The Results

Stakeholder Value Assessment

Admin Staff on Value Proposition:

- Christian Mission—37%
- Family and Legacy—33%
- Reputation for Quality—10%
- Likeminded Community—8%
- Integrated Faith/Worldview—4%
- Christian Colleagues—2%
- Professional Growth—2%



The Results

Stakeholder Value Assessment

Faculty/Staff on Strategic Priorities:

- Academic/Curriculum—19%
- Professional Investment—17%
- Identity/Mission—15%
- Student Culture—9%
- Funding/Finances—4%
- Facilities—4%
- Student Focus—4%
- Diversity—2%



The Plan

Six Areas of Operation

- Mission and Vision
- Student Programming
- Enrollment
- Leadership and Staffing
- Facilities
- Finances



The Plan

Mission and Vision

- Discipleship
- Faculty Culture
- Intentional, Integrated Community and Culture
- Academic Identity
- Spiritual Life Director



The Plan

Student Programming

Overall:

- Instructional Priorities
- Self-Governance; Student Leadership
- Mission Embodiment
- Academic Dean



The Plan

Student Programming

High School:

- Define exceptional academics; compete at advanced levels with comparable schools
- Balance “whole child” philosophy
- Above average SAT/ACT scores
- Class size



The Plan

Student Programming

Middle School:

- Teacher Collaboration
- K-8 Writing Program
- Biblical Integration
- Courses for High School Credit
- STEM Standards



The Plan

Student Programming

Elementary School:

- Pre-K Educational Standards
- Define Learning Center Capabilities
- Individualize Special Programs and Learning Style-based Instruction



The Plan

Finances

- Develop a continual four-year forecasting process to evaluate cost, tuition, and capital needs
- Increase accessibility to middle income families by expanding tuition assistance program



The Plan

Enrollment

- Establish and Manage to Optimal Numbers
- Use Tuition Assistance as Growth Catalyst
- Expand Kinder Marketing Efforts
- Manage to 5% Annual Attrition
- Continual Re-enrollment
- Admission Testing and Admissibility Standards
- Alumni Children Recruiting



The Plan

Leadership and Staffing

- Faculty/Staff Onboarding Program
- Formal Faculty Mentoring
- Pre-planning Time Expanded
- Professional Development Programming



The Plan

Facilities

- Fine Arts Center
- Maintenance Shop/Storage
- Deferred Maintenance Plan/Fund
 - Middle School Gym
 - HVAC
 - Elementary/High Flooring
 - Athletic Facilities
- Additional Pre-K Space