

# WHEATON ACADEMY FIVE YEAR STRATEGIC PLAN 2018-2023

Objective	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023
<b>Recruit, Hire, and Retain Living Curriculum Faculty and Staff</b>					
Target for teacher compensation	3.00% teacher compensation increase	3.00% teacher compensation increase	3.00% teacher compensation increase	3.00% teacher compensation increase	3.00% teacher compensation increase
Target for student tuition	3.1% tuition increase	2.25% tuition increase or inflation	2.25% tuition increase or inflation	2.25% tuition increase or inflation	2.25% tuition increase or inflation
Target for employee benefits	Maintain 85-90% paid by WA depending on election	Maintain 85-90% paid by WA depending on election	Maintain 85-90% paid by WA depending on election	Maintain 85-90% paid by WA depending on election	Maintain 85-90% paid by WA depending on election
<b>Maintain a Mission-Appropriate Student Body</b>					
Target for size of student body	Target 600 domestic students (643 FTE)	Target 600 domestic students (643 FTE)	Target 600 domestic students (643 FTE)	Target 600 domestic students (643 FTE)	Target 600 domestic students (643 FTE)
Target for size of international student body	Cap international at 60	Cap international at 60	Cap international at 60	Cap international at 60	Cap international at 60
Target for mission-appropriate student body	Maintain 6-3-1 mission fit student body	Maintain 6-3-1 mission fit student body	Maintain 6-3-1 mission fit student body	Maintain 6-3-1 mission fit student body	Maintain 6-3-1 mission fit student body
<b>Programs Focused on Meeting Our Specific Objectives as Outlined in Our Bylaws</b>					
College Readiness, Discipleship, and Worldview	Develop and test a co-curricular and athletic discipleship plan for all coaches and sponsors that will incorporate our college readiness traits and systematized plans for spiritual growth	Implement discipleship plan	Incorporate our College Readiness traits into all aspects of life at Wheaton Academy, and begin to develop systems whereby we could report to families on how students are progressing in the development of these character traits throughout their four years.		

Objective	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023
-----------	-----------------------	-----------------------	-------------------------	------------------------	------------------------

**Programs Focused on Meeting Our Specific Objectives as Outlined in Our Bylaws (cont.)**

<p><b>College Readiness, Discipleship, and Worldview (cont.)</b></p>			<p>Audit Bible curriculum and assess for programmatic goals – worldview understanding, biblical literacy, cultural understanding, personal growth, and application</p>	<p>Audit Bible curriculum and assess for programmatic goals – worldview understanding, biblical literacy, cultural understanding, personal growth, and application</p>	<p>Make necessary adjustments to Bible curriculum based</p>
<p><b>Curricular Programs</b></p>	<p>Initial move toward divisional model</p>	<p>Develop a divisional model for our academic organization of departments</p> <hr/> <p>Innovation in programs for students to personalize and individualize their educational experience while at WA: MASTER program, Fine Arts opportunities; problem-based learning; cross-disciplinary experiences</p>	<p>Fully implement the divisional model</p> <hr/> <p>Continue to develop and implement these programs</p>	<p>Fully implement the divisional model</p> <hr/> <p>Continue to develop and implement these programs</p>	<p>Continue to develop and implement these programs</p>
<p><b>Student Learning</b></p>	<p>Utilize PSAT and SAT data to measure individualized student growth and to inform curricular and instructional decisions (<i>per our ACSI accreditation requirements</i>)</p> <hr/> <p>Finalize Expected Student Outcomes (ESOs) and measurement criteria (<i>per ACSI accreditation requirements</i>)</p>	<p>Extend opportunities for all types of learners including CORE and accelerated learning options beyond what we currently offer based on individual progress toward standards</p>	<p>Continue to extend opportunities for all types of learners</p> <hr/> <p>Begin measurement of ESOs</p>	<p>Begin measurement of ESOs</p>	<p>Utilize measurement data to make programmatic decisions about how we are achieving our ESOs</p>

Objective	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023
-----------	-----------------------	-----------------------	-------------------------	------------------------	------------------------

**Programs Focused on Meeting Our Specific Objectives as Outlined in Our Bylaws (cont.)**

Kingdom Community	Set the vision for our Kingdom Community at a chapel in August for all students	Continue development and implementation of training students in the key action steps	Ongoing training for faculty and staff	Ongoing training for faculty and staff	Ongoing training for faculty and staff
	Develop plans for educating students and training them in each of the ten key action steps				
	Communicate with parents about the definition of Kingdom Community	Ongoing training for faculty and staff	Help students understand what Kingdom Community looks like in the midst of 2020 Presidential election		
	Ongoing training for faculty and staff				

**Leadership**

Succession Timeline & Details	Official transition for new HOS in fall 2018	Official transition for Gene Frost spring 2020	Develop emergency succession plan	Ensure that every key leader is training someone for their position	
Ongoing Leadership Development	Attend Global Christian School Leadership Conference with Executive Team	ID next generation of leaders and train them	Attend Global Christian School Leadership Conference with Executive Team <i>*This event did not take place</i>	Attend Global Christian School Leadership Conference (now Converge) with Executive Team	Attend Global Christian School Leadership Conference (now Converge) with Executive Team
	Establish emergency succession plan for key leadership roles	Read two books with Leadership Team	Implement Lead Training class for emerging leaders	Develop a solid "bench" for each key leadership role	Each leadership team attend conference and share reading on once book
	Read two books with Leadership Team	Participate in leadership training class for emerging leaders	Each leadership team attend conference and share reading on one book	Each leadership team member attend conference and share reading on one book	Each leadership team attend conference and share reading on one book
	Use Vistage International for Leadership Training	Attend 1-2 leadership conferences		Leadership Team training retreat	

Objective	Year One 2018-2019	Year Two 2019-2020	Year Three 2020-2021	Year Four 2021-2022	Year Five 2022-2023
-----------	-----------------------	-----------------------	-------------------------	------------------------	------------------------

**Raise the Necessary Funds to Operate a Great School**

<b>Targets for Annual Fundraising milestone for final five campaigns to finish the PUD</b>	Wrap up any loose ends on LTBL campaign	Completion of feasibility study	Roll out of campaign	Kick-off public phase of campaign	2nd year of campaign
	Analyze effect and future of tax credit program	Build campaign committee	Build campaign committee		
	Pricing for next five projects	Solicit Lead Donors	Solicit Lead Donors	Solicit Donors	

<b>Five Year Timeline for Capital Repairs and improvements</b>	Review and execute capital & planned improvements as per the 10-Yr. plan at an average of \$350K over 5 years	Solicit lead donors Review and execute capital & planned improvements as per the 10-Yr. plan at an average of \$350K over 5 years	Solicit donations Review and execute capital & planned improvements as per the 10-Yr. plan at an average of \$350K over 5 years	Review and execute capital & planned improvements as per the 10-Yr. plan at an average of \$350K over 5 years	Review and execute capital & planned improvements as per the 10-Yr. plan at an average of \$350K over 5 years
		Begin Phase I of 2nd fl. HVAC replacements	Phase II of 2nd fl. HVAC replacements	Phase III of 2nd fl. HVAC replacements	Final phase of 2nd fl. HVAC

**Exercise Best Practices in Financial and Customer Operations**

<b>Proposed five-year budget</b>	Maintain goal of 2.25% tuition increase and 3% compensation increase	Maintain goal of 2.25% tuition increase and 3% compensation increase	Maintain goal of 2.25% tuition increase and 3% compensation increase	Maintain goal of 2.25% tuition increase and 3% compensation increase	Maintain goal of 2.25% tuition increase and 3% compensation increase
----------------------------------	--	--	--	--	--