

**Foundations Academy &
St. Ambrose Christian
High School**

2006-2011 Strategic Plan

Establishment and excellence

Present situation in 2007

Economically sound & established

The economic footing continues to improve, as does the maturity and excellence in our programs. We are continuing to expand our offerings, but our facilities are inadequate for inevitable future growth.

- 1) We are finalizing the 12-k curriculum revamp that was required to meet the recommendations of the ACCS.
- 2) We have graduated 2 classes and have a breather before our next graduating class
- 3) Our Junior High classes are large and strong, boding well for the future of our program.
- 4) We started programs in basketball, flag football, volleyball, orchestra, choir, drama, mock trial, newspaper, and yearbook.
- 5) We have grown from 195 students to about 328.
- 6) The budget is balanced and we have positive cash flow with a small reserve of about 5%.
- 7) Our leadership is committed for the long-term.
- 8) We have secured land and raised over \$1.2 million toward our building campaign.

Strengths and Weaknesses

Strengths

- We have a strong **ethos** that sets us apart as a “conservative” or supportive place for conservative Christian families.
 - We have a **differentiate-able** product —Our form of education is clearly different and it is clearly better, at least academically and in developing Christian character.
 - We are a “**real**” **school**— have critical mass in our grammar school and logic school.
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- We have and attract **good faculty** because of our ideology and lack of required ed. degrees.
- Our **governance is stable**.
- We have an effective and excellent k-6 **academic program** and we are progressing toward an excellent high-school program within 2 years.
- We have strong family support and an **excellent family and student** makeup.

Weaknesses

- We have a **poor facility** in an undesirable, though easy to reach, facility.
- Classical Christian education's **value is difficult to communicate**, particularly in an area with little educational exposure like Boise.
- Tuition nearly covers our operating costs but facilities costs are likely to rise 200% over the next 2 years.
- Our teachers are **underpaid** and our programs are under-funded.
- We have been unable to attract national cCe talent because of our low pay and remote location.
- We are in a community where excellence is seen as "**elitist**".
- Our internal community does not fully **understand or embrace** our method.
- Mainstream evangelicals do **not** see us as **mainstream**.

Opportunities

- The area is rapidly **growing**.
- Larger schools have a difficult time **maintaining standards** due to their "mainstream" nature.
- As a non-affiliated school, we can do more to expand our influence **across all churches**.
- The **culture** continues to do violence against the Christian worldview and the worse it gets, the better we look.

Threats

- We have two larger direct competitors (Nampa Christian and Cole Valley) who have **new facilities** and many more **programs** in their upper schools.
- Local **economic downturns** could cause serious problems. Several families have already run into this difficulty.

- **Charter schools** seem to offer academics in a better environment for free and they're growing.
- Our **facility is inadequate** and we could loose it because we have a short lease.
- Newer students in **k-2 are more populist**, therefore they are less compatible with our vision.
- Other, larger, more mainstream schools are **adopting some of our distinctives** (worldview, Latin).
- Internally, the **commitment to our mission** is always in danger because the gravity of the culture is powerful.

Target Market

1. Well educated Evangelical Christians who value education.
2. Conservative evangelical Christians who value “nice”-kid environments.
3. Mainstream Evangelical Christians who are willing to pay tuition, but view different things as suspicious because they value the mainstream.
4. Marginal Christians who highly value education.
5. Christians who place a high value on literature, the arts, or performing arts.
6. Non-Christians who highly value classical education.

Not targeted:

1. Anyone who places a high priority on athletics.
2. Anyone who wants academics without a Christian worldview (secular classicists).

Vision and Mission

What is our vision for a graduate of the Academy?

1. Virtue and mature character-- This includes heart-obedience rather than mere rule-following, good manners, honorable relationships, self-control, and Christian leadership. If nothing else, students should live in accordance with Coram Deo-- living as though they were in the presence of God at all times.
2. Sound reason and sound faith—We expect students to realize a unified Christian worldview with Scripture as the measure of all Truth. We expect them to exhibit the wisdom to recognize complex issues and to follow the consequences of ideas.
3. A masterful command of language—Because language enables us to know things that are not directly experienced, nothing is more important within Christian education. Without a strong command of language, even scripture is rendered mute. As people of “the Word” Christians should be masters of language. Students master uncommon vocabulary, grammar, usage, and translation through our study of Latin, English, and Greek.
4. Well-rounded competence—Educated people are *not* specialists who know little outside of their field of specialty. Educated people have competence in a variety of areas including fine art, drama, music, physical activity, math, logic, science and arithmetic. Throughout our program, skills are introduced that are essential for an educated person.
5. Literacy with broad exposure to books-- Educated people are well-read and able to discuss and relate to central works of literature, science, art, architecture, and music.

6. An established aesthetic-- Further, educated people have good taste, formed as they are exposed to great aesthetic masterpieces, particularly at a young age.
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Worldview (SrSf)-- Hold an integrated view of God's world, across all subjects. View the universe as an interconnected comprehensive tapestry and reflection of God's wisdom and character

1. Presumptions about the world are based on a biblical system of thought
 - a. Critique fallacy of the disconnect between reason and faith
 - b. Naturally recognize deeply embedded error in an idea
 - c. Able to cut to the core presuppositions underlying ANY statement of fact.
2. Demonstrate confidence in his faith—not easily shaken nor defensive—secure in belief that God holds and offers a right answer.
3. See connections of Truth, Beauty, and Goodness in all things, like math in art, literature, music, history, natural science, etc.
4. Relate intelligently to current events/culture with Christian perspective

Character & spiritual (V&M)-- A deep sense of peace as the student knows his place in God's world and his intellect is in harmony with his faith.

1. Humility before God in light of God's character and magnitude
2. A sense of duty to a calling higher than himself—service to God.
3. A love of neighbors—care for others before oneself
4. Maturity
5. A love for learning
6. Self-control and self-discipline
7. Show respect for authority and community above individualistic liberties

Knowledge & understanding (Literacy)-- Be a renaissance man, having exposure to everything and depth of knowledge about the important things.

1. Possess a broad-based, interdisciplinary knowledge (with strong core of humanities, science, and math)
2. Hold a comprehensive knowledge of scripture
3. Know the scheme of history
4. Be familiar with the Great Books, Great Ideas, Thinkers, and their main themes

Thinking and Reasoning (WRC)— The uncommon virtue of wisdom.

1. Demonstrate and apply a consistent system of logic
2. Use developed system of worldview thinking—identify internal fallacies, inconsistencies, and systematic strengths and weaknesses.
3. Intelligently converse about any of the great ideas—have established thoughts and opinions under development on these matters.
4. Read and interpret new texts quickly and accurately

Balanced Life (A)— An aesthetic for all things beautiful.

1. Demonstrate competence in fields beyond school
2. Have the ability to adapt to new activities and challenges gracefully and with enjoyment
3. Possess self-control of body—through coordination and physical health and activity
4. Enjoy and critique beauty, particularly in the richest forms of the arts (classical music, folk music, pop music, dance, poetry, literature, drama)

College Preparedness and Placement

1. Be well-prepared for any course of study in accordance to natural abilities and aptitude
2. Show depth of conviction tempered by charitable open-mindedness about new perspectives (be able to adapt positions within orthodox Christian limits)
3. Ability to complete a challenging course.
4. Consider college choices based on comprehensive worldview objectives

What is our vision for the organization?

- Viewed as the leading intellectual Christian organization in the valley.
- Recognized as the best Academic school in the valley.
- Perceived as excellent rather than elite.
- Involved in the community
- Provide local and national leadership in promoting and improving classical Christian education.

Mission statement

To develop maturity in students as we unite faith and reason through classical Christian education.

1. We place Christian Truth at the center of all learning.
2. We graduate thinking, compassionate, and articulate students whose chief end is to glorify God.
3. We challenge students with a rigorous educational experience.
4. We prepare students to shape culture and society.
5. We are a close community that encourages Christian behavior.
6. The standards and values of Christian families are reinforced at school.
7. Provide a supportive community for Christian families.

We are a close community that encourages Christian behavior.

We are a close community that reinforces Christian character.

An environment that supports parents as they protecting Christian character.

Financial and business plan

Enrollment (conservative)

Enrollment Forecast					
Grade	2006-07	2007-08	2008-09	2009-2010	2010-2011
K	37	40	40	40	40
1	40	40	40	40	40
2	30	40	40	40	40
3	34	32	38	40	40
4	32	35	35	40	40
5	23	33	30	37	40
6	22	23	31	38	38
GS	218	243	254	275	278
7	18	24	24	32	40
8	15	18	24	25	36
LS	33	42	48	57	76
9	12	14	24	24	24
10	8	12	12	18	24
11	0	8	12	14	18
12	8	0	8	12	14
RS	28	34	56	68	80
Totals	279	319	358	400	434

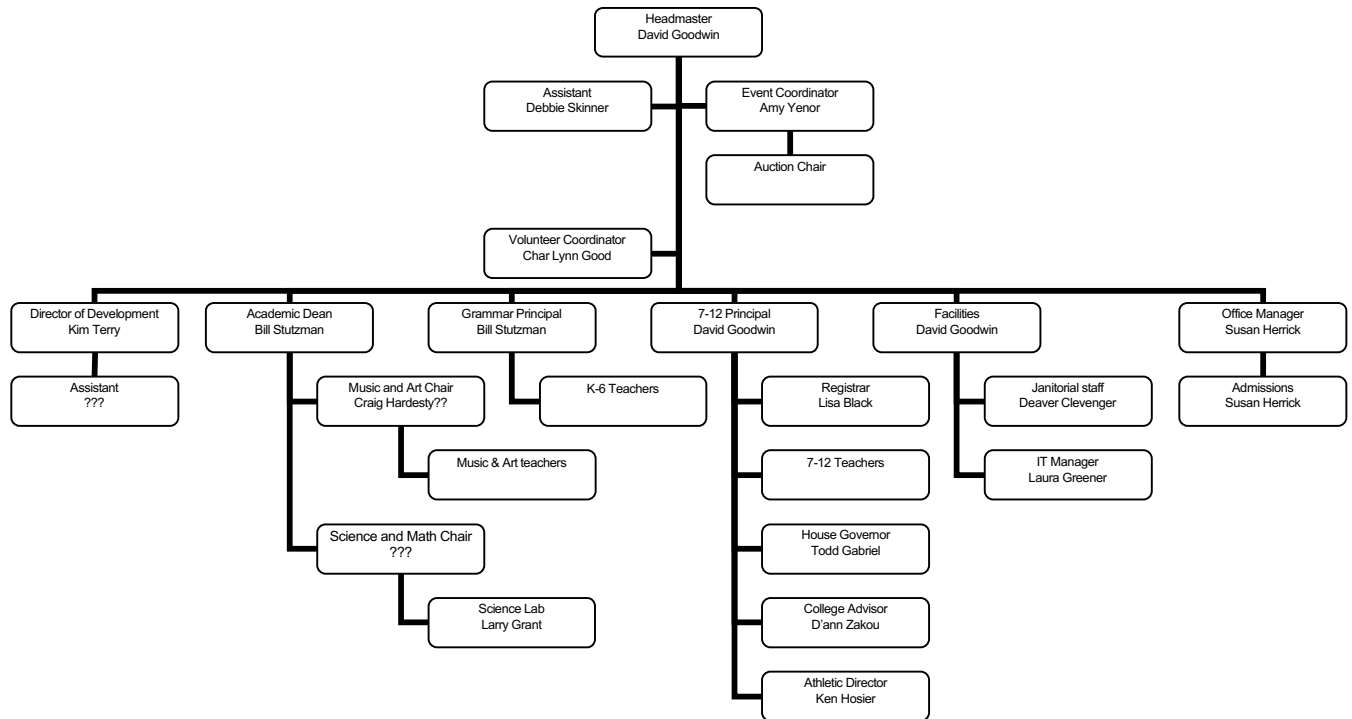
* Assumes new school building to accommodate growth.

** Assumes that we add 40 kindergarteners and graduate 10 students, netting 30. Other gains and losses in middle grades will balance each other.

*** Assumes we do not graduate a class (there is no class of 2009), and therefore net 40 in kindergarten. Other gains and losses net about 20 additional students due to the profile of the new building.

**** Assumes we graduate one class of about 10, again netting 30, with a growth of 20 additional students.

2006-10 Staff Organizational Chart



Tuition & Staffing plan

Totals	279	319	387	443	495
Avg. Student Tuition	\$ 3,280	\$ 3,542	\$ 3,967	\$ 4,285	\$ 4,456
Tuition increase %	0%	8%	12%	8%	4%
Total Revenue	\$ 915,120	\$ 1,130,026	\$ 1,535,418	\$ 1,898,205	\$ 2,205,860
	2006	2007	2008	2009	2010
GS Teachers (FTE)	12	13	15	16	17
Unloaded salaries	\$ 262,800	\$ 312,000	\$ 390,000	\$ 480,000	\$ 595,000
<i>Benefits and taxes</i>	\$ 57,816	\$ 68,640	\$ 85,800	\$ 105,600	\$ 130,900
GS Personnel costs	\$ 320,616	\$ 380,640	\$ 475,800	\$ 585,600	\$ 725,900
% of revenue	29%	28%	25%	25%	27%
Average increase from current salary (teachers)	\$ -	\$ 2,100.00	\$ 4,100.00	\$ 8,100.00	\$ 13,100.00
US Teachers (FTE)	7	8	9	10	11
Unloaded salaries	\$ 156,800	\$ 208,000	\$ 252,000	\$ 320,000	\$ 418,000
<i>Benefits and taxes</i>	\$ 34,496	\$ 45,760	\$ 55,440	\$ 70,400	\$ 91,960
US Personnel costs	\$ 191,296	\$ 253,760	\$ 307,440	\$ 390,400	\$ 509,960
% of revenue	17%	18%	16%	17%	19%
Average increase from current salary (teachers)	\$ -	\$ 3,600.00	\$ 5,600.00	\$ 9,600.00	\$ 15,600.00
Direct teaching costs	\$ 511,912	\$ 634,400	\$ 783,240	\$ 976,000	\$ 1,235,860
% of revenue	56%	56%	51%	51%	56%

Administrative cost	\$ 197,160	\$ 254,980	\$ 353,800	\$ 394,060	\$ 413,580	
% of Revenue	22%	23%	23%	21%	19%	
Non-payroll expense						
Lease - Facilities	\$ 105,740	\$ 115,000	\$ 200,000	\$ 290,000	\$ 300,000	
Rental- Equipment	\$ 15,500	\$ 17,722	\$ 21,500	\$ 24,611	\$ 27,500	*
Marketing	\$ 27,640	\$ 30,000	\$ 35,000	\$ 37,000	\$ 39,000	
Curricular materials and books	\$ 34,400	\$ 37,152	\$ 41,610	\$ 44,939	\$ 46,737	
Training & conferences	\$ 7,000	\$ 7,000	\$ 8,000	\$ 8,000	\$ 9,000	
Recruiting and relocation	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
Administrative Expenses						
Substitute Teaching	\$ 6,500	\$ 7,020	\$ 7,862	\$ 8,491	\$ 8,831	
Office Supplies	\$ 13,000	\$ 14,040	\$ 15,725	\$ 16,983	\$ 17,662	
Professional Services	\$ 8,500	\$ 9,000	\$ 9,000	\$ 9,500	\$ 10,000	
Postage	\$ 4,700	\$ 5,076	\$ 5,685	\$ 6,140	\$ 6,386	
Dues and subscriptions	\$ 1,150	\$ 1,242	\$ 1,391	\$ 1,502	\$ 1,562	
Insurance (liability)	\$ 7,100	\$ 7,668	\$ 8,588	\$ 9,275	\$ 9,646	
Other Adm Expense	\$ 9,000	\$ 9,720	\$ 10,886	\$ 11,757	\$ 12,228	
Misc. office equip.	\$ 2,500	\$ 2,500	\$ 15,000	\$ 8,000	\$ 4,000	
IT	\$ 11,560	\$ 12,000	\$ 20,000	\$ 13,000	\$ 14,000	
Events	\$ 2,100	\$ 2,268	\$ 2,540	\$ 2,743	\$ 2,853	
House program	\$ 700	\$ 756	\$ 847	\$ 914	\$ 951	
Total	\$ 258,590	\$ 280,164	\$ 405,635	\$ 494,857	\$ 512,356	
% of Revenue	28%	25%	26%	26%	23%	
Percent over/under budget	-6%	-3%	0%	2%	2%	
Dollars over/under budget	\$ (52,542)	\$ (39,519)	\$ (7,257)	\$ 33,288	\$ 44,064	

Priorities: 2006-2010

2006 Administrative & Financial priorities

Administration

1. Complete a 5 year business plan (carried over from last year—no progress).
2. Building fundraising and planning
 - a. Goal: Raise \$2 Million before January, 2008 and \$3 million total for a new facility.
 - b. Complete a successful building by August 2008.
 - c. Tactics:
 - i. Launch the capital campaign in early August, 2007.

- ii. Generate publicity for the new site and the school. Place a sign at the corner of the new site. Spread our influence through tours and visits with individual influencers.
 - iii. Generate broad support through pledge drives, investment instruments, and other means.
- 3. Become more of a respected institution (less of an entrepreneurial business) with a strong reputation for excellence in academics, music, drama, and community involvement.
 - a. Establish and invest in music, art, and drama, including the addition of a department chair. *(not yet possible.)*
 - b. Organize and document all operational materials *(on track to be complete by revisit in May of 2008).*
 - c. Seek opportunities to champion education, particularly classical, in the community.

Classroom

- 4. Curriculum completion
 - a. Goal: To complete a solid and thorough end-to-end curriculum that is specific enough to maintain a quality program k-12 by 2008-09. *Update: On track—Letters revamp this year, with writing, art, and music to follow.*
 - b. Tactics: Focus on course development in grades 9-12.
 - i. Fully document our curriculum in K-6, including the addition of art. *(Art accomplished 2007)*
 - ii. Document the curricular details of 3rd, 4th, and 5th grades. *(progress has been made).*
 - iii. Build continuity into our 5-12 writing program using classical methods (Progymnasmata). Develop and refine grades 10-12 in letters, Summa, and rhetoric. *(Framework complete. Development draft by Spring of 2008)*
 - iv. Fully build out and establish grades 7-12 to meet our Senior objectives.
- 5. Teacher excellence
 - a. Goal: To develop teachers who can teach classically and within our stated curriculum. Build a formalized mentor system for teachers in 3-8. *(We are working toward a certification process that will develop teachers classically and Christianly or encourage them to move on).*

- b. Tactics: Develop a training regimen required for teachers to become “ACCS Certified” and apply financial incentives to this process. (*Almost complete—Bill*)

Board and governance

- 6. Move the board further from day-to-day operations (ie. Hiring, specific purchase decisions).
- 7. Focus the board's energy on the vision for our future, developing future board members, administrative oversight, and strengthening the school's classical Christian commitment.
- 8. Develop a better system of recruiting, training, and electing new board members.
- 9. Maintain excellent records.