



Central Arkansas Christian

**A Community of Christ**

*2019-2029 Strategic Plan*

# Central Arkansas Christian Strategic Plan 2019-2029



Dear Central Arkansas Christian Family:

Over the past year, our community has been involved in a strategic visioning process. It has been a major effort in which our Board of Directors, administration, faculty, staff, parents and alumni have provided feedback and shared in developing a long-range vision and sustainable plan for the School.

Strategic visioning is a vital and ongoing process, and as CAC approaches its 50th anniversary (in 2021), the Board of Directors and Administration have set their sights on affirming our culture by introducing our new motto – “A Community of Christ.”

This Community of Christ is paramount to CAC’s success, evidenced by our 50-year legacy. Our trust in Christ is the foundation of sustainability for the next 50 years and beyond.

Our new strategic plan, which was ratified by the Board of Directors on April 23, 2019, defines key initiatives that will build on our successes and charts a course that will take us to new levels of excellence in providing a Distinctively Christian education. This plan is a shared, living document of the Board of Directors and Administration designed to ensure CAC is equipped to meet its day-to-day mission, realize its vision, and create long-term sustainability. Here we have reaffirmed our mission and vision as well as communicated an overview of both short and long-term goals and objectives.

Every spring, the Board of Directors, in partnership with school administration, will convene to assess the progress of the plan and goals. Performance will be measured through academic outcomes, constituent survey feedback, financial results, and the bonds created between our students and faculty/staff, parents/guardians, and our local community. Recommendations for improvements or adjustments to the plan will be voted on and approved by the Board.

Working with our president, Dr. Carter Lambert, his outstanding and capable leadership team, and gifted faculty, the Board looks forward to strengthening our Community of Christ—in partnership with our families and alumni—forging new opportunities and embracing new ideas as we work together to achieve our goals.

We are grateful to each of the many participants who have readily contributed their time, feedback, thoughtful analysis, and opinions in helping us develop a long-range vision for CAC.

In gratitude,

A handwritten signature in blue ink that reads "Wesley R. Walls". The signature is fluid and cursive.

Wesley Walls  
Chairman, Board of Directors



## WHO WE ARE

Founded in 1971, Central Arkansas Christian School (CAC) is an independent private school dedicated to being a Community of Christ for families with students in grades Pre-K3 through 12 in Central Arkansas.

## MISSION

The mission of Central Arkansas Christian Schools is to partner with parents to provide a **distinctively Christian education** that inspires **excellence, independence, and a transforming faith in God.**

## CORE VALUES

At CAC, we affirm a strong trust in God goes hand-in-hand with intellectual growth. With Mark 12:30 as our cornerstone, we challenge all members of the CAC family to push the limits of our academic, physical, and social growth in order to build a firm foundation for a Christ-focused life of dedication to God and community.

## EDUCATIONAL VISION

Our vision is to provide an educational environment where **faith in Christ** is always first; **meaningful relationships** promote trust, accountability, and community; where an emphasis on **fundamental knowledge and skills** forms the basis for future learning and success; and where all students have an **opportunity to develop through participation.**

<b>Faith in Christ is First</b>	Every aspect of our educational program seeks to instill an understanding of God’s love in each of our students. Spiritual disciplines (prayer, worship, scripture memorization, reflection, service, and the opportunity to share one’s faith) are combined with developing the character of Christ (respect for self and others, honesty, self-control, compassion, gratitude, and respect for authority) in order to cultivate a sensitive heart and equip the mind for a relationship with God.
<b>Meaningful Relationships</b>	A relationship with God is nurtured by meaningful student relationships with faculty and staff. Inside and outside of the classroom, Christian love forms the basis for all interactions, which promotes trusting relationships, accountability, personal growth, and a sense of community.
<b>Emphasis on Fundamental Knowledge and Skills</b>	An essential education inspires a wonder for God’s creation and a love of learning and provides students with the knowledge and skills for future learning and success. Our educational focus is on the development of reading and listening skills, the ability to write and speak effectively, and the opportunity to apply critical thinking skills. This emphasis prepares students for a comprehensive academic curriculum centered on language, literature, science, and mathematics.
<b>Opportunity to Develop Through Participation</b>	An essential education provides each student with opportunities to learn and develop through personal involvement (serving, competing, and performing). Participation in co-curricular activities is a critical component of the educational process.



## STATEMENT OF FAITH

Among the primary objectives of CAC are the provision of clear moral and ethical standards based upon the Biblical principles established by God to govern our lives and the modeling of Christian values, joyful living, and a spirit of community. The CAC Statement of Faith provides affirmation of Biblical doctrine from the revelation of God in the Bible. This Statement is not a comprehensive statement of beliefs of this Community of Christ but instead presents the beliefs, principles, perspective, and world view that the Board of Directors, administration, and faculty and staff of CAC hold dear and in common to accomplish the mission of the institution. Consequently, each member of the Board of Directors, administration, and faculty and staff of CAC signs this Statement annually. The complete Statement of Faith can be [viewed here](#).

## STRATEGIC PRIORITIES

Based on the above referenced ideals guiding our school, on the Board's strategic vision for the School, and on the Administration's commitment to develop these values into action, three priorities have been set with corresponding goals and objectives for each.

### **Priority #1: Provide a “Distinctively Christian” educational experience**

Maintaining Central Arkansas Christian's (CAC) “Community of Christ” that builds the personal faith and trust in God of our leadership, faculty, staff, and students is paramount. Affirming that all people are made in the image of God, are uniquely gifted to worship Him, and are intended to act in love transcends strategies for academic advancement and campus life. A distinctive educational experience is achieved through our commitment to meaningful daily worshipful activities, daily Bible instruction, and discipleship.

### **Priority #2: Foster rich learning environments with emphasis on fundamental knowledge and skills**

We believe that in order to continually transform into their God-given potential, all students must be equipped with an essential education built on a foundation of academic knowledge and skills. An essential education inspires a wonder for God's creation, a love of learning and provides students with the knowledge and skills for future learning and success. The development of reading and listening skills as well as effective writing, speaking and critical thinking skills prepares students for a rigorous academic curriculum with special emphasis in language, literature, science, and mathematics.

### **Priority #3: Steward resources to support current and long-term financial needs**

The Board of Directors and administrative leadership understand that our talents, abilities, and resources are a provision from our faithful God. This makes stewardship of the school's resources a sacred responsibility. Our stewardship, comprising not only of finances and facilities but relationships and human capital, requires a balance of important considerations. The school must preserve its distinctive Christ-centered culture while also balancing a number of vital components such as competing for the very best faculty and staff; displaying value and exceeding expectations; providing affordable tuition; delivering rich and stimulating educational programs; sustaining attractive campuses, facilities, and learning environments; and maintaining long-term financial stability. God has multiplied and grown the treasure he has entrusted to us in ways beyond what we could ask or imagine, and our duty is to manage this gift.



# GOALS

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## CULTURE

### Spiritual Culture

*Affirm the spiritual culture of Central Arkansas Christian School*

### Community Relationships

*Engage community for meaningful relationships*

## EDUCATIONAL ENVIRONMENT

### Students

*Prepare students to use their talents with purpose*

### Faculty and Staff

*Recruit, hire, develop, and retain a premier workforce*

### Technology

*Leverage technology to enhance the learning environment*

## STEWARDSHIP

### Facilities

*Revitalize learning environment and facilities*

### Institutional Advancement

*Align resources to meet our mission*



## **Goal:** Affirm the Spiritual Culture of Central Arkansas Christian School

### **Objectives:**

#### **Glorify God**

Our main goal at CAC is to glorify God. We desire to bring God honor and to teach our students to love and trust God with all their heart, soul, mind, and strength. We obey this command from Christ through daily chapel services and worshipful activities woven into our daily schedule, our extra-curricular activities, and our planning for the future of CAC. As embodied in our Statement of Faith, we first put our focus and hope in Christ to guide us in all word and deed for his glory.

#### **Biblically Instruct**

God's Word specifically tells us that everyone is made in the image of God and that God loves us. God's love for us is the origin of our love for Him and our love for our neighbors. God's voice is the basis for our identity, not the world. God's Word also instructs adults to train up younger generations, which at CAC involves not only daily Bible instruction but deep compassionate relationships founded on the truth of God's word. We use the living word of God and the truth of His love as the basis for all academic disciplines and school activities at CAC.

#### **Disciple**

Personal trust in Christ and Spiritual disciplines practiced in community produce real growth—growth from the inside out. At CAC, a transforming faith is sought by everyone—leadership, faculty and students—by pursuing a compassion-centered heart where all learn to read, listen, think, and communicate as Christ's disciples in all areas of life. All of the world's knowledge is useless if not practiced with trust and confidence in the One who gives us knowledge. As a learning environment, we know that instruction without application of that instruction to one's life is not enough. We fuel our culture at CAC by encouraging and demonstrating individual growth for all in their personal relationship with Christ, in their church community, and in their display of compassion to all.



## **Goal:** Engage community for meaningful relationships

### **Objectives:**

#### **Strengthen Community between Campuses**

Christ's model of others before self is the source of meaningful relationships. Christian love forms the basis for all interactions, which promotes trusting relationships, accountability, personal growth, and a sense of community. Cultivating relationships amongst students, teachers, and across campuses strengthens our school. Specifically, we seek out ways to increase bonding for families at our two elementary campuses so they feel connected in our Community of Christ before they join together on Mustang Mountain.

#### **Connect with Alumni**

Alumni and friends of CAC are ambassadors in their communities and investors in students' lives in local faith communities and the marketplace as students explore their calling. They are also stewardship partners, helping secure resources for ensuring sustainability of CAC's culture for generations to come. We are committed to a rich dialog with alumni as we mutually strengthen our alumni's bond with CAC. Graduates of CAC are part of our fabric, culture, and rich history, and we will ensure they are a viable part of the future of CAC.

#### **Expand Parent and Grandparent Engagement**

CAC is fortunate to have an active parent and family association at each campus. Strong family engagement is vital to student success and a vibrant CAC community. We will actively seek ways to expand parent and grandparent engagement in our ever-growing Community of Christ to help build rich learning environments and academic experiences for our students.

#### **Mobilize Development Council**

Development Council members are front line advocates of CAC in many capacities. They are committed parents, volunteers in the classroom, promoters of CAC in their neighborhoods, and stewardship partners who help deliver the strategic direction and financial stability of CAC. We intend to leverage the highest talents and enthusiasm of this dynamic group in a variety of ways to maximize their impact for CAC.

#### **Engage Faith and Community Leaders**

Strengthening relationships and identifying common objectives amongst the faith community and the community at large is of utmost importance to CAC. By deepening existing partnerships and cultivating new ones, we increase our ability to enrich our students' lives by offering a range of experiences, innovative learning opportunities, and support resources that are not currently available within the walls of the school. As a first step, we aspire to partner and grow with leaders in the local congregations our families call home.

# Educational Environment Students



**Goal:** Prepare students to use their talents with purpose

## **Objectives:**

### **Assess Fundamental Knowledge and Skills**

At the center of our emphasis on fundamental knowledge and skill, CAC continuously evaluates its curriculum to ensure it contains necessary components for an essential educational foundation. Academic principles will be delivered consistently in each content area at each grade level. We are committed to creating, assessing and maintaining learning centers for the development of reading and listening skills, the ability to write and speak effectively and to think critically and to continuing an academic emphasis on language arts, science and mathematics.

### **Enhance Student Support Services**

An essential education inspires a wonder for God's creation, a love of learning, and provides students with the knowledge and skills for future learning and success. While students arrive at CAC with a wide range of needs and abilities, our teachers actively seek out ways to meet each student's needs, but in some instances, expanded support is necessary to enhance a student's learning capabilities. We will conduct an in-depth feasibility study to determine the viability of such offerings.

### **Explore Career Planning Programs**

Electives offer many benefits for students that help support their development as well-rounded learners and individuals. Electives such as fine arts, journalism, computer programming and business provide an interdisciplinary overlap with more traditional courses, thus creating a richer learning experience while helping to break up rigorous schedules. Our educators and administration continually research the industries of the future and investigate how our curriculum can meet the educational needs of the future workforce. We will evaluate the feasibility of offering additional value-added electives and/or enhanced career path planning options—including potential shadowing and mentorship programs with local businesses, alumni, and friends.

# Educational Environment Faculty & Staff



**Goal:** Recruit, hire, develop and retain a premier workforce

## **Objectives:**

### **Recognize Our Educators' Contributions**

CAC's biggest strength is the bond created between students and teachers. A love for learning starts with our educators – both as role models for our students and as representatives of our school in their homes and communities. Our educators are the cornerstone of the CAC community, making it a safe, loving and academically challenging environment for our students. We will consistently recognize our educators' contributions through benefit offerings and personal and professional development opportunities.

### **Expand Benefits Programs**

Our most important asset is our people, and benefits play a vital role in helping them save money, stay healthy, and enjoy life. While we proudly offer our faculty and staff access to fair pay, a positive work environment, insurance benefits and retirement plans, we are looking for creative and effective ways to enhance the overall benefits program.

### **Increase Personal and Professional Development Opportunities**

For teachers and school leaders to be as effective as possible, they need to lead with their love of knowledge. Curiosity is the key ingredient for developing the best skills, and our teachers are always seeking how to be the best they can be. This can be a formal process such as a conference, seminar, or workshop, but it can also occur in informal ways such as discussions among colleagues and independent reading and research. While CAC already requires its staff to participate in professional development activities, we also encourage their personal and emotional wellbeing to be as healthy as possible. Our leadership model of prayer and service expands to care for our faculty and staff. To increase these opportunities, we are looking for innovative ways to enhance our educators personally and professionally.

# Educational Environment Technology

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**Goal:** Leverage technology to enhance learning

**Objectives:**

**Maintain Relevant Technologies**

We will continue to assess our academic goals and our vision for ideal educational environments and determine which current technology capabilities are required to make those goals a reality. To maintain relevant technologies, we will continue to investigate the latest integration of technology products and services for educational implementation in order to keep pace with rapid technology growth.

**Leverage Technology for Teacher Success**

Successful technology integrations are more than just getting the tools into the classroom. We do not want to make the mistake of placing additional or enhanced technology into classrooms without a comprehensive plan for training our teachers. We intend to continually equip our teachers with fundamental knowledge and skills needed for them to leverage technology as a means to transform and improve their teaching strategies in order to have a positive effect on student learning.



**Goal:** Revitalize learning environment and facilities

**Objectives:**

**Enhance Common and Public Spaces**

In our stewardship of capital resources, delivering enhanced facilities in support of CAC’s mission will begin with specific attention to spaces used frequently by students, parents, and guests. With creativity, we will make every single square foot of our campuses as inviting and functional as possible.

**Design Flexible, Collaborative Student Spaces**

Flexible classrooms allow students to experience the best kind of learning spaces for their individual needs. We intend to evolve our learning environments and educational spaces to meet our students’ expanding hunger for discovery and love of learning. We will specifically design and construct our student spaces with special emphasis around enhancing the ability of our educators and students to work collaboratively, communicate effectively, and engage in critical thinking.

**Plan for Future Development**

There are many factors that go into choosing the right school for a student and our future development plans will allow for significant enhancement to our campuses and our unique learning environment. Our long-term facilities plan will include continuous needs/use analysis, innovation in configuring current spaces, and making optimal plans to energize learning and programs. In stewarding our resources, we will continue to optimize value, energy efficiency, and security at all our campuses.



**Goal:** Align resources to continue our mission

**Objectives:**

**Increase Cultural Awareness**

Words like Christ, family, love and community are often used to describe CAC’s culture. These words affirm the feeling shared by many about how CAC is so special. We intend to continue to expand and strengthen CAC’s cultural awareness through a comprehensive plan designed to communicate why CAC is distinctive among central Arkansas schools.

**Optimize Enrollment**

As families have a growing number of school options to choose from, optimizing student enrollment becomes increasingly more important. Our goal is to optimize enrollment by attracting and retaining families who share our value of a distinctive Christ-centered culture. We will focus on streamlining our end-to-end student enrollment process, beginning with enhanced, targeted outreach and marketing to make a positive first impression on families, and continuing through further simplification of our application and registration processes. Enrollment data shows that entry in our preschool programs improves overall student retention for the duration of their education. While we will perennially promote all campuses, we will put special emphasis on our early childhood program as a method to reach optimized capacity.

**Align Funding Mechanisms**

Our commitment to stewardship is evidenced primarily by sharing the values of our families. We recognize the vast majority of our student body is made up of working families seeking a private, Christian education that is both affordable and high-quality. Tuition income is by far the greatest portion of the school’s operating revenue. We have always relied on generous philanthropic support to augment our operating budget, allowing us to provide a more enriched educational environment than possible through tuition dollars alone. The Board intends to research and explore ways to continue to keep tuition costs as affordable as possible while continuing to provide the best overall CAC experience.

# Moving the Mission Forward



## Strategies & Tactics

### Phase 1 – Year 1 – FY 2019

#### **CULTURE**

- Glorify God
  - Communicate the importance of trusting God in every aspect of the school
- Strengthen Community between Campuses
  - Establish new central administrative position for 2019-2020 school year to ensure key curricular, instructional, assessment, and mission/culture goals are met and policies and procedures are aligned across both elementary campuses
- Connect with Alumni
  - Strengthen alumni bonds through renewed connections and rich dialogue
- Expand Parent and Grandparent Engagement
  - Promote opportunities for discovery that lead to enhancements of student spaces
- Mobilize Development Council
  - Leverage talents and enthusiasm to maximize involvement with CAC
- Engage Faith and Community Leaders
  - Partner and grow with leaders in the local congregations our families call home

#### **EDUCATIONAL ENVIRONMENT**

- Assess Fundamental Knowledge and Skills
- Enhance Student Support Services
  - Administration to conduct thorough current-state assessment and feasibility study of needs-based services with assistance of Board's Education and Technology Committee.
- Recognize Our Educators' Contributions
- Increase Personal and Professional Development Opportunities
- Maintain Relevant Technologies
- Leverage Technology for Teacher Success

#### **STEWARDSHIP**

- Increase Cultural Awareness
  - Communicate the importance of the Community of Christ at CAC (internally and externally)
- Optimize Enrollment
- Align Funding Mechanisms
  - Develop a system-wide, systematic fundraising plan approaching 50th anniversary in 2021
- Enhance Common and Public Spaces
  - Update key public spaces at secondary campus including a complete auditorium renovation and enhancements to the stadium and its surroundings
  - Make general facility beautification enhancements across all campuses to ensure they are as inviting and functional as possible



## Strategies & Tactics

### Phase 2 – Year 3 – FY 2021

#### **CULTURE**

- Biblically Instruct and Disciple
  - Evaluate Bible curriculum alongside the Education and Technology Committee and Administration

#### **EDUCATIONAL ENVIRONMENT**

- Assess Fundamental Knowledge and Skills
- Enhance Student Support Services
  - Implement and/or expand upon needs-based services and enhancements per Board-approved plan.
- Expand Benefit Programs
- Explore Career Planning Programs
  - Administration in conjunction with the Board's Education and Technology Committee to research feasibility of offering additional value-added electives and/or enhanced career path planning in partnership with local businesses/alumni
- Recognize Our Educators' Contribution
- Increase Personal and Professional Development Opportunities
- Maintain Relevant Technologies
- Leverage Technology for Teacher Success

#### **STEWARDSHIP**

- Enhance Common and Public Spaces
- Design Flexible, Collaborative Student Spaces
  - Analyze educational trends to align campus and classroom designs with our current and emerging needs; Plan for flexible spaces that demonstrate collaboration
  - Make classroom renovations school-wide
- Increase Cultural Awareness
  - Communicate the importance of the Community of Christ at CAC (internally and externally)
- Optimize Enrollment
- Align Funding Mechanisms
  - Develop a system-wide, systematic fundraising plan approaching 50th anniversary in 2021



## Strategies & Tactics

### Phase 3 – Year 5 – FY 2023

#### **CULTURE**

- Glorify God
- Biblically Instruct
- Disciple
- Strengthen Community between Campuses
- Connect with Alumni
- Expand Parent and Grandparent Engagement
- Mobilize Development Council
- Engage Faith and Community Leaders

#### **EDUCATIONAL ENVIRONMENT**

- Assess Fundamental Knowledge and Skills
- Enhance Student Support Services
- Explore Career Planning Programs
- Recognize Our Educators' Contribution
- Increase Personal and Professional Development Opportunities
- Maintain Relevant Technologies
- Leverage Technology for Teacher Success

#### **STEWARDSHIP**

- Plan for Future Development
  - Conduct continuous campus space analysis of current/planned spaces
- Design Flexible, Collaborative Student Spaces
- Increase Cultural Awareness
- Optimize Enrollment
- Align Funding Mechanisms



## Strategies & Tactics

### Phase 4 – Year 10 – FY 2028

#### **CULTURE**

- Glorify God
- Biblically Instruct
- Disciple
- Strengthen Community between Campuses
- Connect with Alumni
- Expand Parent and Grandparent Engagement
- Mobilize Development Council
- Engage Faith and Community Leaders

#### **EDUCATIONAL ENVIRONMENT**

- Assess Fundamental Knowledge and Skills
- Enhance Student Support Services
- Explore Career Planning Programs
- Recognize Our Educators' Contribution
- Increase Personal and Professional Development Opportunities
- Maintain Relevant Technologies
- Leverage Technology for Teacher Success

#### **STEWARDSHIP**

- Enhance Common and Public Spaces
- Plan for Future Development
  - Conduct continuous campus space analysis of current/planned spaces
- Design Flexible, Collaborative Student Spaces
- Increase Cultural Awareness
- Optimize Enrollment
- Align Funding Mechanisms